

# SCHOOLS

## CONCORD SCHOOL COMMITTEE

Wallace Johnston, Chair  
Heather Bout, Vice Chair  
Johanna Boynton  
Dan Conti  
Kathleen Snook

The Concord Public Schools (CPS) continue to enjoy strong support from Concord citizens, which allows the provision of a high quality education to every child in our community. The importance placed by the Concord community on education means that our schools are able to maintain high achievement levels, hire and support excellent teachers, introduce new curriculum and technology, and provide a safe and healthy environment for our students.

### *Mission and Core Values*

The School Committee uses the vision provided by the district's mission statement and core values to guide our decisions. The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become independent lifelong learners, creative thinkers, caring citizens, and responsible contributors to our increasingly diverse global society. The core values are: academic excellence, empathic and respectful community, professional collaboration, educational equity, and continuous improvement. In addition, the School Committee and Administration set annual goals for student achievement and instruction, learning environment, professional collaboration, communication and community engagement, and infrastructure and operations.

### *Enrollment*

CPS serves 2,072 students in grades K-8 and an additional 57 students in the integrated preschool program. CPS experienced a very small reduction in enrollment (-21) in 2015. This followed a slight enrollment decrease (-54) in 2014 and after an increase in 2013 (+38). Over the past five years, the enrollment has varied between a high of 2178 ('13) and a low of 1991 ('11). Enrollment is projected to remain within

+/- 1% over the next five years. The Superintendent and School Committee are carefully monitoring projections for enrollment, but for the proposed FY17 budget, we are requesting no additions to faculty or staff.

### *Student Achievement and Activities*

The School Administration and School Committee focus on improving student learning. Teachers and administrators work hard to ensure an appropriate educational experience and learning environment for each student. The District uses a variety of assessments to monitor student progress, and details of student learning and achievements are provided in the Superintendent's Report. The District continues efforts to integrate technology into the daily curriculum as one of many tools that enhance teaching and learning, with teachers exploring new strategies and serving as mentors to each other. The School Committee supports these efforts by providing resources through the school budget.

The School Committee receives regular updates on the learning activities happening throughout the District. In 2015, presentations from several of our dedicated faculty and their students allowed the Committee and the public to see the engaged learning that is occurring in various grades. We were treated to presentations on the use of iPads in Preschool, Kindergarten and Music, multi-media interdisciplinary projects in elementary science and social studies, K-5 digital writing projects, and 1:1 computing in the middle school using Google Apps for Education.

The level of student engagement in the learning process, the appropriate use of digital tools to enhance teaching and learning, and the interdisciplinary aspect of learning activities are exciting to see and is further validation of the importance of the work being done in our schools.

We are extremely fortunate to have robust music and arts programs in our schools. All students receive music and art instruction, and most students participate in supplemental music programs for orchestra,

band, and chorus that are offered from 4th through 8th grades. Activities beyond the school day extend the learning experience for students in a multitude of areas to include enhancements to academic studies, athletics, the arts, technology, games and student interest groups. Outside organizations such as the Concord Education Fund and the Parent Teacher Groups (PTGs) fund many of these activities. We are grateful to the teachers, parents and residents who facilitate and support these opportunities for students.

*Superintendent Evaluation and Contract*

In 2011, the Department of Elementary & Secondary Education (DESE) adopted new regulations for the evaluation of Massachusetts’ educators, and an implementation guide was released in 2012. The School Committee completed the third year of this new procedure for the 2015 Superintendent Evaluation. The Superintendent began her second year of a three-year contract. Ms. Rigby informed the School Committee this fall that she would not be seeking a new contract as she is retiring when the current one expires 6/30/17.

*School Budget*

The goal of the School Committee is to develop budgets that meet the needs of our students and are sensitive to the impact on taxpayers. The School Committee, School Administration, and Finance Committee meet every year in October and November to discuss

funding priorities and cost drivers. The proposed FY17 CPS operating budget of \$35.66 million represents a 3.23% increase of \$1.11 million. Major cost drivers for the CPS budget increase include teacher salaries, other collective bargaining and non-collective bargaining salaries, reinstatement of regular scheduled bus replacement (2 buses for FY17) to the operations budget, special education costs, and transportation costs. Offsetting reductions are the result of lower SPED tuition and contracted services. Salaries for faculty and staff comprise 78.2% of the proposed CPS budget increase and 80.6% of the total proposed FY17 CPS budget.

The proposed FY17 budget reflects the administration and School Committee’s promise to bring this year’s budget increase request back in line with the denied 3-5% annual increase range. At 3.23% the FY17 CPS budget increase is well within this range. The School Committee fully supports and strongly recommends the increased funds this year to maintain the educational excellence of our schools. For the 10th year in a row, the recommended budget does not require a Proposition 2½ override.

*Capital Projects & Facilities Assessment at the Middle Schools*

This year and last year have seen major improvements in energy consumption at each of the Concord Middle School buildings. In School Year 2014 - 2015 a new

highly efficient boiler system was installed at the Peabody building and significant reductions in natural gas consumption were realized during severe winter conditions. In the current school year, a similar boiler system installation was completed at the larger Sanborn building and natural gas consumption rates have declined significantly to date. Each of these projects were substantially funded through a collaborative and successful grant application process with the Concord Sustainable Energy Committee.

The School Committee has asked the Administration to conduct

Concord Public School Enrollment							
October 1, 2015							
Elementary School Grade level	K	1	2	3	4	5	Total
Alcott	87	75	81	83	73	71	470
Thoreau	73	65	77	75	90	76	456
Willard	<u>65</u>	<u>67</u>	<u>82</u>	<u>79</u>	<u>75</u>	<u>99</u>	<u>467</u>
<b>Total</b>	<b>225</b>	<b>207</b>	<b>240</b>	<b>237</b>	<b>238</b>	<b>246</b>	<b>1393</b>
Middle School Grade Level	6	7	8	Total			
Peabody	102	100	100	302			
Sanborn	<u>137</u>	<u>132</u>	<u>108</u>	<u>377</u>			
<b>Total</b>	<b>239</b>	<b>232</b>	<b>208</b>	<b>679</b>			
METCO (included above) & Non-Residents (included above)							
Alcott	37	Tuition Waived Students: 32 (included above)					
Thoreau	11						
Willard	11						
Middle School	<u>31</u>						
<b>Total</b>	<b>90</b>						
<b>Total - CPS</b>							<b>2072</b>
Out of District Special Education Students							<b>32</b>
<b>Grand Total CPS</b>							<b>2104</b>

a thorough facilities assessment of the Peabody and Sanborn buildings. The assessment will determine the integrity of each structure and viability of multi-million dollar investments in the buildings to provide 21st century academic environments for the next 30 years.

#### *Long Term Transportation*

The School Committee has devoted extensive hours to identifying a viable location to park and maintain the Districts' school buses in order to maintain an in-District School Transportation operation. With Concord's acquisition of the W.R. Grace land this year we now have an acceptable place to park and maintain the in-house bus fleet. Build out of the site is in development with an anticipated in use date of 1/2017. This is later than we had forecast and resulted from some difficulties with land access to perform the necessary site testing and surveying. We are hopeful for completion by the above date, but have some flexibility in our current facility lease. 37 Knox Trail was purchased last year and provides a location for the bus operations and driver facilities. We have added two buses to the operations budget this year as we resume the in-budget replacement schedule for the fleet.

A sub-committee formed by the School Committee to explore the future use of alternative fuel buses and will report in Spring 2016.

#### *Communication and Community Engagement*

The School Committee adopted a goal to continue efforts to improve communication with stakeholders. The Committee has held several School Committee - Community Coffees as forums beyond their regular business meetings, where members of the public can comment and ask questions of School Committee members. The Committee plans to continue this initiative in 2016 along with our continuing work to explore other efficient means of interaction with CPS stakeholders. In addition, the Committee continues to submit regular articles to the *Concord Journal* to update citizens about School Committee news and has rolled out a new and improved School Committee Web Page. School Committee meetings are open to the public with agendas and attachments posted on the district web site ([www.concordpublicschools.net](http://www.concordpublicschools.net)). The meetings are broadcast on CCTV and are avail-

able on demand at [www.concordtv.org](http://www.concordtv.org). We welcome everyone's participation through one or more of these avenues in our effort to be as informed as possible of stakeholder ideas and sentiments.

#### *Appreciation*

The School Committee is grateful to have exemplary school leadership and an exceptional faculty and staff, who make Concord Public Schools among the top districts in the Commonwealth of Massachusetts. We appreciate all the parents and community members who volunteer their time on behalf of our schools. Most of all, truly most of all, we thank the citizens of Concord for their ongoing support of our schools.

### **CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE**

Johanna Boynton, Chair  
Bill Fink, Vice Chair  
Heather Bout  
Daniel Conti  
Wallace Johnston  
Kathleen Snook  
Mary Storrs

The Concord-Carlisle Regional School Committee members are extremely grateful to the citizens of Concord and Carlisle for all they do to support our students, faculty and administrators. With your support we have achieved great success both inside and outside of the classroom this past year. There is much to celebrate in new accomplishments and progress toward goals and objectives - most notably, the finishing of and moving into the new high school building. What a spectacular achievement! In addition to conveying our enormous gratitude to the Building Committee and all the staff of the high school for facilitating a smooth transition, we would like to share our gratitude with all of you: the community members who supported the project through to its completion. We are proud to be part of a District composed of teachers, administrators and staff who are dedicated to educating our students in new and progressive ways, and to shaping them into life-long learners, creative thinkers, caring citizens, and responsible contributors to our global society.

#### *New High School Building Project*

On April 28, 2014 teachers, students, administrators

and staff moved into the new Concord-Carlisle High School. This \$92M project was completed on time, on scope and on budget – an incredible achievement for our community! While much of the demolition of the old high school and new landscaping was completed over the summer, sidewalks, driveways and parking lots were constructed this fall. On December 12, 2015 we hosted a ceremony to dedicate our new facility, celebrating meeting the needs of our 21st Century learners in a sustainable and energy-efficient building. We may well be the most environmentally friendly public schools in Massachusetts!

#### *Athletic Fields Renovation*

In June, the CC at Play organization began Phase II of the CCHS fields renovation project. This phase included the renovation and construction of a JV softball and JV baseball diamond, a walking path circumnavigating the “lower fields,” the enlarging and resurfacing of the existing Memorial Field, (including new energy efficient lighting and sound directed PA system), and newly graded access to the complex. This coming summer, Phase III will commence and will include a new concessions stand and bathrooms, a new natural grass field with areas for track and field throwing events, lacrosse rebound wall, and a cross-country running path. We are extremely grateful for all the hours and the donations dedicated to making our athletic facilities and our campus state-of-the-art.

#### *New SC Goals and Objectives*

This past year we implemented our newly established practice of setting annual goals for the School Committee, with the first focused on improving communication with the community. The Committee hosted several community coffees as forums, beyond their regular business meetings, where members of the public can comment and ask questions of School Committee members. The Committee is submitting regular articles to the *Concord Journal* to update citizens about School Committee news and has made improvements to the School Committee web page. School Committee meetings are open to the public and agendas and attachments are posted on the district web site prior to each meeting ([www.concord-publicschools.net](http://www.concord-publicschools.net)). Meetings are broadcast on CCTV and are available on demand at [www.concordtv.org](http://www.concordtv.org).

#### *Advisory Committees to the School Committees*

In the fall of 2015, the School Committee instituted new Advisory Committees to allow the community a direct voice in key District issues. Three committees were formed to advise the School Committee on the school calendar, the naming of facilities, and alternative fuel buses. We look forward to increasing the opportunity for citizens and community members to provide input on important topics as we move forward.

#### *Student Academic Achievement*

CCHS students continue to achieve at high levels in both the State and the District assessments. Much of the student academic achievements can be found in the Superintendent’s Annual Report. Student achievement is well documented across all grade levels and disciplines, and some of the highlights include: Six students in the CCHS Class of 2015 qualified as National Merit Scholar Finalists, and 26 students received Letters of Commendation; the median SAT Score for the Class of 2015 was 1800 (compared with a state average of 1552); 97% of AP exams taken by CCHS students received a passing score, and 83% earned a score of a 4 or a 5 (the highest score).

In its third year, the school within a school known as Rivers and Revolutions, continues to offer a rigorous and innovative interdisciplinary program to juniors and seniors. Led by a dedicated team of teachers from five core subject areas, this semester course gives students academic experiences inside and out of the traditional classroom environment.

#### *Enriching Experiences*

In addition to our students’ academic success, 94.5% of CCHS students participated in a club, group, or athletic team at CCHS. The CCHS Repertory and Concert bands earned gold medals at the prestigious Massachusetts Instrumental and Choral Conductors Association State Concert Festival. A record number of musicians were accepted into the All-Eastern Honors Ensembles and All-State recommendations. Student artists participated and earned silver and gold keys in the *Boston Globe* Scholastic Art Awards.

The drama and theater programs are thriving in our new, state-of-the-art theatre in 2015. On the stage,

more than 150 students performed as actors and musicians, creating technical designs, building sets, implementing lights and sound, and serving as stage crew in our inaugural production of “Chicago” last spring. This fall, more than 30 students participated in the production of “Othello”.

The CCHS Student Senate continued to take a leadership role in the school community and worked on a variety of projects focused on student life, managing stress, initiating a freshman orientation program and increasing environmental sustainability initiatives and education.

Across the playing fields and athletic facilities, Concord-Carlisle teams and individual athletes broke records, attained personal goals and made it into post-season play. Winter student athletes and their coaches won post-season tournament play in Fencing, Alpine Skiing, Boys’ Hockey and Basketball. CCHS spring athletes and coaches won league titles in Baseball, Softball, Lacrosse, Girls’ Tennis and Track, and competed in post-season play. CCHS student athletes are ranked #1 in the *Boston Globe* Ames Division 2 North Fall Sports Win Percentage with 584 CCHS students participating in fall sports. Once again, many enjoyed post-season championship play, including Field Hockey, Girls’ and Boys’ Soccer, Girls’ Volleyball, Boys’ Cross Country, Football, and Golf. And we are especially proud of our Girls’ Basketball team who was awarded the 2015 MIAA Team Sportsmanship Award by their peer schools!

*Community Service*

Most CCHS students contribute far more than the graduation requirement of 40 hours of community service. In increasing numbers every year, CCHS students demonstrate their commitment to social re-

sponsibility through participation in service projects domestically and abroad. Many students participated in exchanges in Denmark, Ecuador, Japan, France and Turkmenistan, while others demonstrated their commitment to social responsibility through participation in numerous outreach activities. Graduating Seniors last spring participated in more than 34,004 hours of service in the surrounding communities during the school year. In recognition of this meaningful accomplishment and to foster student efforts to be responsible global citizens, CCHS Principal Peter Badalament and his administrative team worked with community members to hold the third annual evening to celebrate service.

*Outstanding Faculty, Administrators and Staff Inspire Students*

These exceptional results would not be possible without our outstanding faculty, administrators and staff. Together they create a learning environment that enables our students to engage in new experiences, take risks and achieve at extraordinary levels. We are grateful to those who worked daily with our students and we are committed to constantly improving and progressing in positive ways to make for a terrific teaching environment.

The School Committee is embarking on a five-year Strategic Planning process for the high school with the Superintendent and Principal. This process will involve School Committee members, the Administration, faculty, CCTA leadership, staff, students, parents, and community members. In short, there will be ample opportunity for members of the community to provide their input. An RFP for an experienced consultant to facilitate the process has been distributed and we anticipate awarding a contract in early 2016.

Concord-Carlisle Regional School District Enrollment					
October 1, 2015					
<b>Resident Students</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Total</b>
Concord	228	248	207	218	901
Carlisle	87	67	87	82	323
<b>Non-Resident Students</b>					
METCO	11	15	13	12	51
Tuition Waived	7	3	2	1	13
State Wards	0	0	0	0	0
Total Non-Resident	<u>18</u>	<u>18</u>	<u>15</u>	<u>13</u>	<u>64</u>
Total Enrollment at CCHS	333	333	309	313	1,288
Out of District Special Education Students					46
<b>Grand Total - CCRSD</b>					<b>1,334</b>

### *Budget and Finances*

The District continues to maintain excellent academic programs while working in a challenging funding environment. Our core budgeting principles remain focused on prioritizing resources to support student learning and growth. This December, the Concord-Carlisle Regional School Committee advanced a recommendation for an operating budget of \$26,608,381 which reflects an increase of 3.12% over the previous year and represents an average five-year operating increase of 2.76%. This recommendation includes the resumption of the technology replacement cycle and one bus purchase, and met Concord Finance Committee guidelines.

Members of the Committee expressed their desire to analyze every dollar spent and to recommend budgets that called for modest increases that were sensitive to the impact that the budget has on taxpayers. Reductions were made within the budget to offset the impact of non-discretionary cost drivers.

The approval of this budget is the culmination of a six-month process that began with the submission of the annual School Improvement Plan that is developed with input from teachers, parents, and administrators. Based on this plan, the Superintendent and the Deputy Superintendent propose a budget to the School Committee who further develop the recommendations and present them to the Concord and Carlisle Finance Committees for their review. Throughout this process, the School Committee engages with the public by encouraging them to attend regularly scheduled business meetings and through discussions at Parent Teacher Group meetings and at a School Committee Community Coffee. We are pleased with the level of transparency and collaboration between the District and the Finance Committees of Concord and Carlisle.

### *The Superintendent Search Process*

The School Committee has initiated the process to search for a new Superintendent of Schools whose job will commence in July, 2017. While it may seem as though we started this process early, the School Committee recognizes the importance of this hire and will take full advantage of this time to conduct a thoughtful, careful, communicative and transparent search. It

is our expectation that we will hire a consultant to help facilitate the process this coming spring and include all members of our community in an on-going discussion about the future of our schools.

### *Donations Make a Big Difference*

The District benefits from the immense generosity of citizen-run, non-profit organizations including the Concord Education Fund, the CCHS Parents' Association, the Concord-Carlisle Community Chest, CC at Play, the Community Preservation Committee, and others. We are grateful to all of these organizations and to the generosity of individuals in Concord and Carlisle who donate to them. These donations allow us to enhance our students' experiences without asking the taxpayers for additional funds beyond the budgets that they so generously support.

### *Gratitude to the Towns*

Once again, we offer the citizens of Concord and Carlisle our deep appreciation for your active support of the students and faculty at CCHS. The School Committee is grateful to have exemplary school leadership and an exceptional faculty and staff whose commitment to excellence consistently put CCHS among the top districts in the Commonwealth of Massachusetts. We appreciate all the parents and community members who volunteer their time on behalf of our schools. Most of all, we thank the citizens of Concord and Carlisle for their ongoing support of our schools – we are indeed very fortunate to have your support!

## **SUPERINTENDENT'S REPORT CCRS & CPS**

Diana F. Rigby, Superintendent  
John Flaherty, Deputy Supt. of Finance/Operations  
Kristen Herbert, Director of Teaching and Learning  
Kelly McCausland, Director of Human Resources  
Jessica Murphy, Director of Special Education  
Peter Kelly, Director of Information Technology  
Peter Badalament, Concord-Carlisle Principal  
Lynne Beattie, Concord Middle School Principal  
Sharon Young, Alcott Principal  
Angel Charles, Thoreau Principal  
Pat Fernandes, Willard Principal

The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors

in our diverse global society. We are able to achieve our mission through the investment of educators, staff, parents, and community members who work tirelessly to improve our schools.

### *District Goals*

Every school year, the Administration develops District goals for the Concord Public Schools (CPS) and the Concord-Carlisle Regional School District (CCRS) that are approved by the School Committees. We focus on efforts to improve student learning by providing students with a rigorous and coherent curriculum and high quality instruction, monitoring student progress through common assessments, identifying appropriate interventions, adjusting instructional practices, and closing the achievement gap. The goals also specify improvements in authentic learning experiences, instructional strategies, analyzing student data, integrating digital tools, teacher collaboration and evaluation, and community support. In addition, we strive for prudent management of school budgets, resources, capital projects, the new high school building project and resolution of fair collective bargaining contracts.

### *Student Learning*

All district efforts focus on improving student learning and teaching. Elementary principals, curriculum specialists, and teachers worked together to monitor individual student progress in reading, writing, and math. At each school site, the assessment data was analyzed in grade level progress meetings, and classroom instruction or Response to Intervention (RtI) instructional groups were adjusted to provide targeted skill instruction for struggling students. Teachers continued to implement District-wide grade level writing rubrics to analyze student writing pieces with a greater emphasis on students' ability to work with informational texts and to write persuasive and informational pieces. More than 80% of the K5 students mastered end of the year grade level standards in English Language Arts. The elementary schools are in the second year of an adoption process to choose a new math curriculum that is aligned to the Common Core State Standards. The K12 Science Committee is also in the second year of selecting science curriculum that is aligned to the Next Generation Science Standards.

At Concord Middle School (CMS), 80% of the students earned report grades B- or higher across academic subjects: English, math, foreign language, science, and social studies. Common assessments were identified and administered in every subject. English teachers worked collaboratively to refine curriculum to align with not only the Massachusetts Common Core standards but also with rigorous performance based assessments that students will see on the PARCC in spring 2016 and MCAS 2.0 beginning in 2017. Examples from practice include explicit teaching of tier-2 vocabulary as well as revising questions posed to students focused on higher order thinking skills identified on Bloom's Taxonomy. Developmental Language Arts classes continued to provide additional academic support in English. All teachers of this course were trained in and are implementing a specific reading intervention program, Leveled Literacy Intervention. Math teachers promoted increased achievement in leveled classes and through additional intervention with those students enrolled in the Math Strategies course. Math Strategies enrollment has increased due to the revision of the daily schedule to include a supplemental block, enabling students to participate in a full core curriculum program while enrolled in Math Strategies as needed. All math teachers were trained in Study Island, a math intervention program that is implemented in Math Strategies.

October began the fifth year of CMS Stands Together bullying prevention and intervention curriculum for the entire CMS community. Students participated in five lessons from October through November. Curriculum was revised last year to include an expanded focus on racial and cultural issues at CMS. The English department expanded the "One School, One Book" summer reading assignment with all staff and students reading critically acclaimed "Cat On The Wall."

At Concord-Carlisle High School (CCHS) 90% of the students earned more than 2.5 GPA, and 100% of the graduating class achieved Competency Determination. Every Department worked on developing and implementing common assessments to monitor student progress in the core curriculum and the Common Core Standards. AP Capstone Research, a second course of a new program offered by the Col-

lege Board, was implemented this year, and Rivers and Revolutions, a unique interdisciplinary program, completed its third successful year with 100 enthusiastic students. Digital Filmmaking and Biostatistics are also new courses that are engaging students through the application of knowledge in unique ways.

At the beginning of the school year, CCHS launched a successful 1:1 student laptop program and every student now has an Apple laptop computer for use in the classroom and at home. In preparation for this transition to 1:1, CCHS teachers participated in district-based technology workshops on creative ways to use the laptops as effective learning tools. Teachers integrate Google Docs and Google Applications for Education to provide students with more opportunities to collaborate and to provide formative assessment on student work. Students use a variety of digital tools and Google Apps to access online course work, check email for class and school information, contribute to online forum discussions, and work with a variety of web-based platforms. Information literacy classes taught by the library media specialist instructed all students in advanced web searches, source evaluation, citation, and web-based tools for collaborating, synthesizing, and sharing work. Twenty-five students participated in Virtual High School classes each semester. Thirty Biology students participated in the Environmental Field Studies project to protect Blandings' turtles. The Robotics team built an amazing robot to successfully compete at the regional competitions at WPI and Northeastern University. The CCHS Meteorology students and teacher presented at the American Meteorological Society conference in Phoenix, Arizona.

140 students who reside in Boston attend the Concord Public Schools and the Concord-Carlisle Regional School District via METCO. Our METCO Program is the sixth largest in Massachusetts. CPS provides a comprehensive orientation process for families of students entering Kindergarten, concluding with a four-week summer readiness program at Alcott School to prepare students for the transition to Kindergarten. CPS also maintains a robust Family Friends Program and a strong relationship with Concord Recreation to provide enrichment opportunities for METCO stu-

dents in grades K-8. In Kindergarten and 1st grade, CPS and The Umbrella Center for the Arts partner to provide a weekly arts enrichment course for METCO students, with a focus on early literacy. CMS programming includes an initiative to increase METCO student achievement. Led by an English and Math teacher and supported by tutors in each building, the program aims to provide each student with an individualized learning experience. All students set SMART goals for math, English and community involvement, and they are working with their teachers to monitor their progress. Prior to the beginning of school, CMS runs a summer workshop for rising 6th grade METCO students. The workshop focuses on building students' organization, time management, and self-advocacy skills while also developing a stronger connection to Concord through field experience at the Old North Bridge, Sleepy Hollow Cemetery, and the Robbins House Interpretive Center. Students complete a capstone project at the close of the workshop utilizing video technology. The CCHS faculty continues to address the achievement gap with a combination of academic and social programming. All 9th and 10th grade METCO students are enrolled in Achievement Strategies, a course implemented to provide direct instruction on executive functioning skills. This past summer, CCHS math teachers developed a summer math program, "Algebridge" for incoming Boston students to increase their participation in higher-level math courses. CCHS teachers also serve as mentors in POWER (Positive Opportunities with Engaging Relationships), a student leadership initiative in which each METCO freshman is matched with an upperclassmen and a teacher, forming a triad. CCHS has also strengthened its Family Friends Program so that each student is matched with a cooperating family. CCHS continued its implementation of the Anti-Defamation League's World of Difference Institute, an anti-bias program designed to prepare students for competence in a multicultural society, with 50 new students completing training to act as peer leaders.

Summer school offerings were increased in summer 2015 to include a "Math Academy" for METCO students in grades 3-8. More than 200 students participated in summer learning in reading, math, special

education, or English as a Second Language during the four weeks in July.

At the District level, administrators, principals, department chairs, and K5 curriculum specialists attended training in Rubicon ATLAS, the software used to map the district K12 curriculum. This online platform supports a systematic approach to high quality curriculum across both districts.

### *Student Achievement*

CCHS and CPS students continue to achieve at high levels both in State and District assessments. Students in grades 5, 8, and 10 continued to take the MCAS in science and scored consistently high. 98% of 10th grade students scored proficient or advanced on the ELA MCAS and 94% percent scored proficient or advanced on the Math MCAS. 96% of 10th grade students passed one of the Science MCAS. 100% of the CCHS class of 2015 received a Competency Determination as a result of passing both the ELA and Math MCAS. For students in grades 3 – 8, CPS participated in a pilot of the PARCC online assessment of reading and math. This is a more rigorous assessment than MCAS and Concord students still continue to score at high levels (grade 5 ELA – 91% met or exceeded expectations, grade 5 math – 87% met or exceeded expectations, grade 8 ELA – 78% met or exceeded expectations, and grade 8 math – 75% met or exceeded expectations.) These scores were so high that both Alcott and Thoreau Schools received the highest accountability rating, Level 1.

The median SAT score for CCHS Class 2015 was 1800 (with 1552 as the State average). Six students in the Class of 2015 qualified as National Merit Scholar Finalists, and 26 students received Letters of Commendation. 97% of Advanced Placement (AP) exams taken by CCHS students received a passing score, and overall 83% of AP exams were scored at a 4 or 5 (the highest score). The average number of CCHS graduates planning to continue their education in post-secondary placements exceeded 95%. In a survey of graduating seniors, 86% reported they were admitted to their 1st or 2nd college choice.

Overall, 94.5% of CCHS students participated in a club, group, or athletic team at CCHS. The CCHS

Repertory and Concert Bands earned gold medals at the prestigious Massachusetts Instrumental and Choral Conductors Association (MICCA) State Concert Festival. A record number of student musicians (band, orchestra, jazz band, and chorus) were nominated and accepted into the MENC All-eastern Honors Ensembles and sixteen (16) students received All-State recommendations. Student artists participated in the Boston Globe Scholastic Art awards regional exhibit and earned gold and silver keys. Student artists also participated locally in the Lexington Arts and Crafts Society Show for art majors and the year-end awards and retrospective at the Concord Art Association. In the spring of 2015, the Drama program opened the new auditorium with a spectacular performance of “Chicago” with more than 150 students performing as actors or musicians, creating technical designs, building sets, implementing lighting and sound, and serving as stage crew. The CCHS Student Senate sponsored a freshmen orientation program that brought all of the incoming ninth grade students together for an informative and fun-filled day before the beginning of school. The Senate worked on many projects focused on student life: managing student stress, enhancing communication among all members of the school community, and increasing sustainability initiatives. Faculty and students collaborated with residents of Concord, Carlisle, and Boston to promote complementary community programming, including the Healthy Concord initiative, which led to the development of mindfulness oriented programming at CCHS in all junior Advisories and at Faculty meetings as well. The CCHS Wellness Committee developed engaging programming for Mental Health Awareness Week and Health Week. CC Community Connection (CCCC) provided an internship-like experience for 25 students who worked with area residents/professionals.

CMS takes pride in stretching learning experiences beyond the breadth of the school day and across content areas to promote development of creative and critical thinking. Students competed in regional Rubik’s Cube, Math Counts and Math Team contests, Lego Robotics and Science Olympiad, and the Model UN conference as well as National French and Spanish exams. Over 100 students participated as cast or

crew in the musical, “The Wiz”, and choral and instrumental music students competed and performed in Junior Districts, MICCA and Music in the Parks.

In the elementary schools, Grade 5 students participated in the national Mathematical Olympiad program, and all school teams were named to the National Math Olympiad Honor Roll for scoring in the 90th percentile or higher. Fourth grade students at all schools participated in a special yearlong science project nurturing the development of Blanding’s Turtles in the classrooms. They worked with a local ecologist to collect and contribute data as part of an ecological research project. Elementary students in all the schools participated in Science, Technology, Engineering, Art, and Math (STEAM) projects such as the BeeBot robots at Willard, sea turtles at Thoreau, and moving paper sculptures at Alcott. Highlights in fourth grade include the annual Chinese poetry and calligraphy project with a poet in residence and the immigration unit. Third graders enjoyed a variety of research projects including their study of Native Americans. Thoreau published *Thoreau Times* with students assuming the responsibilities of reporters, photographers, graphic designers, cartoonists, book critics, and advertisers. Willard published *Willard Student Monthly for Kids* with students assuming all aspects of the newspaper production. Alcott students created crafts for the Grade 5 Annual Holiday fair and sold their homemade items for fundraising. Elementary students also participated in many musical events with chorus, string, band, and theater performances throughout the year. The elementary school orchestra earned bronze and gold medals at 2015 MICCA festival.

Elementary students engaged in a variety of community building and outreach efforts through the year including Grade 5 Service Day, Grade 5 Holiday Craft Day, Trick or Treat for UNICEF, From the Pumpkin Patch, Honoring our Veterans, Coats for Kids, Open Table, Concord Rec. Dept., Minuteman ARC, Emerson Hospital, Read to Feed, These Come from Trees, hosting visitors from Japan, and collaborating with CCHS student partners in the Rivers and Revolutions.

CMS students developed cultural and community awareness and responsibility through involvement in a variety of leadership opportunities as members of Student Leaders and CMS Stands Together. Awareness was raised for local organizations through the Coats for Kids drive, fundraising walk for Children’s Hospital, and the Animals and Planet club’s second annual Pet Palooza, a fundraising pet show. In September, Student Leaders created a community quilt to highlight this year’s CMS Stands Together bullying prevention program.

At CCHS, students demonstrated their commitment to social responsibility through participation in numerous outreach activities, raising funds to aid relief efforts in numerous countries, and participating in the Ecuador, Denmark, Japan, France and Turkmenistan exchanges. Faculty and students from the “F Block Group,” met more than a dozen times during lunch periods for discussion of racial issues across the country. Subsequently, student-led assemblies were implemented on race and bias in response to Ferguson event. Locally, our students completed more than 25,000 hours of service in the surrounding communities during the 2014-15 school year.

#### *Special Education*

The Special Education Department of Concord Public Schools and the Concord-Carlisle Regional School District is dedicated to providing quality services and programs for students with disabilities preschool through age 22. We continue to strive to meet the increasingly diverse needs of students with learning, medical, cognitive and social disabilities within their local communities, providing opportunities both in and out of school to increase independence. As transition planning for students begins at age 14, we hired a full time transition specialist for CCHS in September 2015 to improve the transition services for special education students, ages 14-22. The Concord Integrated Preschool continues to meet the needs of our earliest learners. Beginning at age three, students with disabilities are learning with community peers in all three of our classrooms. We continue to work with Early Intervention and local daycares and preschools to identify students who may be eligible for special education and require services. At the Elementary level,

the special education teachers are working with their grade level colleagues to examine and analyze data to improve student progress. Additionally, elementary special education teachers continue to participate in the Math program pilot and the district wide technology committee. At CMS, special education students use their laptops and specialized software to increase their learning and independence. At CCHS, the special education department worked diligently to prepare for the NEASC accreditation team's onsite visit. The programs and services for students with disabilities at CCHS are individually designed to meet each students' needs. The special education students are using the 1:1 laptops effectively and efficiently to be as independent in the classroom as possible.

*Professional Development*

The District continued to invest considerable resources in professional development, providing educators with learning opportunities in curriculum development and technology integration. During the summer, K12 teachers participated in 80 curriculum development projects ranging from using iPads to create books in primary classrooms, K5 common research process, K5 digital writing projects, to Mindfulness in Schools, and CCHS departmental projects for transitioning to 1:1 learning environments. PreK-12 Teachers took courses in content areas, Open Circle, English Language Learners, and special education. Teachers participated in committee work on elementary math, K12 science, and K12 STEAM education.

*Human Resources*

In 2015, fifteen administrators, faculty, and staff members retired after many years of dedicated service. The Districts hired three administrators, twenty-six teachers at CCHS & CPS, and forty-seven support staff members including bus drivers, food service employees, tutors, custodians, & assistants. The majority of the new hires filled vacancies created by retirements, resignations, and temporary leaves of absences. Retention rates for educators continue to remain strong. The CCHS retention rate in 2015 for educators was 97% with an eight year average of 97.7%. The CPS retention rate in 2015 for educators was 97.6% with an eight year average of 96.5%. The Districts have significant mentoring programs to en-

sure that new educators swiftly and substantively become part of the learning communities at each school site. The Human Resources office continued supporting improvement in implementation of the new comprehensive supervision & evaluation system for educators including evaluators. The Teachers Associations and Administration continued to meet regularly to discuss ideas, issues, and concerns. Other activities include ongoing efforts to align professional development offerings with educator plans and goals, school improvement goals, and district goals; utilizing survey feedback regarding the District's new educator orientation; implementing mindfulness training opportunities for staff; and utilizing the Minuteman-Nashoba Health Group's Wellness Coordinator to initiate district-wide wellness activities. Contract negotiations continue with the Concord Teachers Association.

**During the 2015 calendar year the following people retired from the Concord Public Schools and/or the Concord-Carlisle Regional School District.**

<u>Educators</u>	<u>Years in Concord</u>
Nancy Brown	16
Kate Keating	35
Kathy Madfis	31
Meg McCann	22
Amy Mates Mencow	25
Maureen Ouellette	16
Jane Spalding	27
Jeff Fuller	15
Jerry Moss	36
<u>Support Staff</u>	
Bill Cagnina	20
Laurie Gioia	29
Mary Jo Scheid	31
Susan Dunn	29
John Jodice	22
Henry Vafides	4

**25 years or more of service  
CPS-CCHS-Joint**

**Educators**

Charlyn Bethell  
 Caroline Birdsall  
 Nancy Dillon  
 MaryAnn Durant  
 Thomas Hourihan  
 Heidi Kaiter  
 Karla Keefe  
 Lynne Kwarcinski  
 Christen Lekorenos  
 Robert Lemaire  
 Barbara Magee  
 Wendy Marotta  
 Elizabeth Merril  
 Linda Penniston  
 Ines Rodriguez-Digon  
 Mitchell Stern  
 Bernard Wenstrom  
 Peter Atlas  
 Denise Carver  
 Andrea Gillis

**Support Staff**

Jim Bozak  
 Deborah Frederick  
 Mary Gallagher  
 Carol Horan  
 Francesca Lattuca  
 Gary Reed  
 Mary Jo Scheid  
 Maria Schofield  
 Elizabeth Wilson  
 Elizabeth Wood  
 Claudia Dellovo  
 Mary Tessari  
 Mary Zellner  
 Court Booth  
 Paul DiBacco  
 Paula duPlessis  
 Rocky Griffin  
 Carol Hammond  
 Linda Robbins  
 Bud Sheridan  
 Patty Siekman

*Information Technology*

Following this year's successful completion of the new high school project, the IT Department started network upgrades to meet the District's 21st century educational vision. To manage the increased number of devices on our network we are taking a multi-pronged approach. Both CCHS and CMS are 1:1 laptop learning environments, and the K5 schools are 2:1 laptops or iPads learning environments. We are installing Airwatch, a mobile device management platform (MDM), on all devices that need to access our network. The fundamental role of Airwatch is to enforce the districts network policies. It provides the ability to manage security needs while being sensitive to an end user's privacy expectations. Working with EMC, we are transitioning to a virtual environment using VMWare. Moving our core servers to a virtual environment provides an increase in efficiency, agility, and will reduce overall IT expenses going forward. The design of this new network structure features

a DR server (Disaster Recovery) at the high school that can take over should the core servers at Ripley be unavailable. Going forward we are upgrading our firewall, segmenting Internet bandwidth by school, and rerouting network traffic between our buildings to increase efficiency. We continue a path to set up wireless network security while providing an Internet-only guest wireless network. We have successfully transitioned our email from FirstClass to Gmail. This included migrating existing FirstClass email accounts and Google drive data. K12 school sites will continue to expand their use of Google's education platform which includes the use of drive, apps, and classroom. The District's development and redesign of school-based and teacher websites are well underway. The project's first phase included the launch of the District and high school web sites, both of which are now online. The second phase of the project includes PreK through middle school web sites and should launch early in 2016.

*Finance and Operations*

The Districts continue to maintain excellent academic programs while meeting challenging funding goals. Our core budgeting principles remain focused on using resources to support student learning and growth. The district goals approved by the School Committees provided direction to the budget process to support student learning opportunities. The District Administration and School Committees' work continue to reflect on final completion and closeout of the new \$92.5M high school project. We continue to work collaboratively with the finance committees of Concord and Carlisle and have developed responsible FY17 budgets during 2015 and we have successfully matched FinCom's Regional and CPS guidelines. The FY16 CPS school budget at \$34,542,735 represented a 6.48% increase above the FY15 appropriation, and the FY16 operating budget for CCHS, \$25,802,829, increased by 4.87%. Both the CPS and CCHS FY16 budget requests were within levy limits and for another consecutive year did not require overrides. Both school districts managed successful FY15 year-end closings. The Regional School District met its planned \$489,691 commitment towards its OPEB liability in the year-end closing process. CCRSD's Excess and Deficiency (E&D) fund balance for the past

fiscal year has been maintained above the 4.8% level. The Aaa bond rating has been maintained and the February 2015 \$30,000,000 Bond sale was assigned the highest possible rating by Moody's Investors Service on the borrowed funds at an effective interest rate of 2.87%.

*Capital Projects and Transportation*

The major capital projects for CPS included installation of high efficiency boilers at Sanborn and revitalization of the Thoreau fields. For CCHS, the new high school project is essentially complete, with exception of fall planting scheduled for the spring of 2016. The project remains within budget, scope, and student occupancy began in April of 2015. The construction of a bus depot support facility required for in-house transportation at the W.R. Grace site in Concord is approaching the bidding phase with an anticipated completion date of January 2017; transportation administration will be housed at 37 Knox Trail, Acton.

*Summary*

The major highlights of 2015 are the outstanding student achievement and the completion of the extraordinary high school building project. We are extremely proud of our students, faculties, and staff, and are grateful for the Concord and Carlisle communities' support. The schools made significant progress in achieving the district goals by increasing student learning, improving curriculum and instruction, integrating technology into the classrooms, supporting faculty and staff, increasing teacher collaboration, developing responsive and responsible budgets, and building a beautiful new high school. For more information, please visit the Districts' website, [www.concordpublicschools.net](http://www.concordpublicschools.net), and review the CPS & CCRSD 2015 Performance Report.

**CONCORD-CARLISLE HIGH SCHOOL  
BUILDING COMMITTEE**

Stan Durlacher, Chair	Diana Rigby	John Flaherty
Jeff Adams	Louis Salemy	Tim Hult
Dave Anderson	Charlie Sample	Karla Johnson
Peter Badalament	Sergio Siani	John Linder
Walter Birge	Bill Tice	Tony Logalbo
Tessa Dibble	Mike Vela	Brian Miller
Michelle Ernst	Richard Waterman	Roy Mulcahy
Nathaniel Fisher	Elise Woodward	Peter Nobile

In November 2011, voters in Concord and Carlisle overwhelmingly supported the construction of a new high school. At the time of the vote, the CCHS Building Committee was charged with three objectives: a budget of \$92.6mm, a timeline for completion of December 2015, and a set of design features that was reflected in the \$92.6mm budget. As of December, 2015, the CCHS Building Committee is proud that each of these three objectives has been met.

With the building complete, the vision of the architect can be clearly seen. As one enters the building, the most striking feature is the amount of natural light that permeates the building. The building design has a clear focus on sustainability, and every building element reflects this feature. With the final successful MSCHPS audit, the Building Project will have one of the highest sustainability ratings in the state of MA. The Building Committee proudly opened the building to classes on the 28th of April 2015. The students, faculty and School Administration welcomed the opening of the building and are bursting with pride over its beauty and myriad of unique design features.

From the outset, the CCHS Building Project has been carefully managed financially. As of December 2015, Phase I of the building project (construction of the new buildings) is 100% complete. Phase II (the demolition of the old buildings and associated site work) is 99.9% complete. Only a limited amount of plantings and final construction of the outdoor amphitheater is remaining to be completed in spring of 2016, once weather allows. The value of the remaining construction is \$350,000 of the \$76.2M total construction cost. The project will meet its budget target and it is anticipated that the assumed tax impact to the residents, computed in 2011, remains unchanged.

During 2015, the project met several critical milestone dates - the first day of school in the building was delivered as forecast on April 28, 2015. Key dates included the Certificate of Occupancy, obtained on February 12, 2015. The old school was vacated on Friday April 17th and the move from the old building occurred over the April school break. Throughout the rest of the calendar year, the abatement of the old buildings and the subsequent demolition were completed by the end of October 2015. There was extensive testing of the old building for hazardous materials and it was determined that the amount of materials could exceed the \$1.2 million allowance for abatement. Cognizant of this risk, the Building Committee targeted an additional \$2 million in contingency to cover Phase II construction. The Building Committee budget and reserves were sufficient to cover the increased cost of the abatement and demolition efforts. The last aspect of the building project, the new parking lot and completion of the site work was completed by the end of December, with the exception of plantings that are best performed in the Spring.

In summary, the CCHS Building Project was completed successfully on budget, on time, and delivered the scope that was presented at Town Meeting. The new building will serve many generations of students, and the CCHS Building Committee is proud of what has been accomplished.

## **MINUTEMAN VOCATIONAL TECHNICAL SCHOOL DISTRICT**

Dr. Edward A. Bouquillon, Superintendent-Director

### *Overview*

The year 2015 was a busy one at Minuteman High School. The School saw major changes in its leadership team, took several steps to advance its long-planned and long-awaited building project, secured State grants to support its programs, established a highly popular Girls in STEM Camp, refocused marketing efforts on recruiting in-district students, received awards for student academic and trade successes, saw improvement in its MCAS scores, assisted non-profit community groups and towns with a host of projects, and secured approval of its budget from each of the 16 towns in the District.

### *Leadership Changes*

Minuteman saw major leadership changes with the appointment of a new Principal, Assistant Principal, Director of Outreach and Development, and Director of Special Education. John “Jack” Dillon III, who served as the school’s Assistant Principal for nine years, was selected as Principal. George M. Clement was selected to succeed Mr. Dillon as the new Assistant Principal/Director of Admissions. Steven C. Sharek was appointed as the school’s Director of Outreach and Development. Dr. Amy Perreault was appointed interim Director of Special Education.

### *Building Project Advances*

A long-planned building project took major steps forward during 2015.

On February 6, Minuteman’s School Building Committee announced preliminary cost estimates for four alternatives: renovating the school with State financial help, renovating and expanding with State help, building a new school with State help, and building a new school and demolishing the old one with State help.

On March 11, the School Building Committee launched a series of public presentations and information-gathering meetings.

On May 19, the Minuteman School Committee endorsed construction of a new school as its “preferred option” for addressing current facilities issues; creating an educational environment that best meets the needs of students, teachers, and employers; and ensuring continued accreditation.

On August 6, the Massachusetts School Building Authority (MSBA) unanimously endorsed the building of a new 628-student Minuteman High School on District land adjacent to the existing school. The Board authorized the school to prepare detailed schematic drawings for the new building.

On December 1, the school’s Design Team submitted a completed schematic design to the MSBA.

On December 22, the Minuteman School Committee took two votes designed to help pave the way for a new school. The Committee voted to approve consensus amendments to the Minuteman Regional

Agreement and voted to negotiate an intermunicipal agreement with the Town of Lincoln. Lincoln will serve as host community for the new school.

#### *Poll Shows District Voters Support New School*

Voters in the Minuteman High School District support the school, its programs, and a proposal to replace the school with a new building – and they do so in big numbers, according to professional research poll. The poll of 400 registered voters was conducted by nationally-recognized pollster David Paleologos of DAPA Research Inc. in late August. It has a margin of error of +/- 4.9 percentage points.

The poll, which was commissioned by Minuteman, was designed to gauge voters' sentiment about the school and the quality of its programs, their awareness and level of support for a proposed building project, and the factors that most influence voters' opinions. "This poll shows that there's a strong positive feeling in the District about Minuteman High School and its programs," said pollster David Paleologos, head of DAPA Research Inc. "There's a clear willingness to build a new school," Paleologos said. "And this support crosses all demographics: gender, income, age, area, and even political party. These are overwhelming numbers, and the type of results we don't see very often."

#### *New State Regulations Help District Taxpayers*

The Board of Elementary and Secondary Education adopted new State regulations covering vocational technical education. Two changes are big "wins" for taxpayers in the Minuteman School District. One change established a capital fee for out-of-district students. Another established a special education fee for out-of-district students receiving special education services. These regulatory changes are the direct result of efforts by Minuteman to allay concerns from the District's member communities about the costs of providing educational services to out-of-district students.

#### *Minuteman Secures State Grants*

Minuteman was awarded an \$88,970 State grant to expand its Biotechnology program and give students a competitive edge in one of the State's fastest-growing industries. The grant was one of six awarded by

the Massachusetts Life Sciences Center to schools in the MetroWest region. In July, the school was awarded a competitive State grant of \$59,940 to purchase three training simulation systems for students learning welding.

#### *State Treasurer Visits Girls in STEM*

Minuteman's Girls in STEM Career Exploratory Camp got a visit from a top State official: State Treasurer Deborah Goldberg. During her visit to the school August 5, Treasurer Goldberg observed what these seventh- and eighth-grade girls were doing and learning, frequently interacting with them and asking many pertinent questions. She said the girls are being empowered "so they can realize their own dreams and make a difference" in the State's economy, especially in burgeoning, 21st Century fields such as health care, finance, high-tech and biotechnology that are largely dominated by men.

#### *New Recruiting, Retention and Marketing Efforts*

Minuteman retained the services of Mark C. Perna, a nationally-recognized expert in recruiting and retaining students in vocational-technical schools. Mr. Perna is the founder of Tools for Schools of Columbus, Ohio. Throughout the year, he worked with a team of administrators, faculty and staff members led by Assistant Principal George Clement. They developed a comprehensive recruiting and marketing campaign to increase applications and enrollment from our member towns. With his help and concerted efforts by the entire staff, Minuteman is going to attract and retain more of the right students in the right programs for the right reasons. As a result of doing this, the school will enroll more students, retain them in greater numbers, and attain higher graduation rates. The right student is one who is motivated, dedicated, sees the light at the end of the tunnel, and wants to get there.

#### *Student Awards*

Twelve students from Minuteman High School received medals – four gold and eight bronze – in a Massachusetts SkillsUSA competition. The students earned the medals at the SkillsUSA State Leadership and Skills Conference held in Marlborough.

Minuteman High School accepted a grand prize for its Girls in STEM program and Minuteman student

Collin Kelly earned a silver medal in the Action Skills competition during the 51st annual SkillsUSA National Leadership and Skills Conference in Louisville, Kentucky.

In May, Minuteman junior Julia Ruderman won first place in the Pioneer Institute's Frederick Douglass Prize Essay Contest for Massachusetts. Ms. Ruderman earned a \$5,000 prize from Pioneer for her essay on the Old Schwamb Mill in Arlington.

Maria Cid-Pacheco, majoring in biotechnology, was Minuteman's 2015 nominee for the prestigious Walter J. Markham Award.

Emma Clemente, an environmental science and technology major, was named the school's Outstanding Vocational-Technical Student of 2015.

#### *MCAS Success*

Minuteman High School improved its performance on MCAS tests, with that improvement extending to all disciplines and all student subgroups. Results of the test were reported by the Department of Elementary and Secondary Education (DESE). "In many cases, the improvement was significant," said William J. Blake, Jr., Minuteman's Director of Curriculum, Instruction and Assessment. "Improvement was particularly significant for our students with disabilities."

#### *District Enrollment*

As of October 1, 2014, Minuteman had 673 students enrolled in its high school day program. Of these, 384 (57.1%) lived in one of the 16 district towns and 289 (42.9%) lived outside the District. As of October 1, 2014, Minuteman had 63 students enrolled in its post-graduate programs. Of these, 26 (41.3%) lived in one of the 16 district towns and 37 (58.7%) lived outside the District.

#### *Approval of the District Budget*

In a process that took a full eight months from start to finish, Minuteman's budget was approved by every Town Meeting in its 16 member communities. The new budget covers the period from July 1 to June 30, 2016. The \$19.8 million budget was 0.9% larger than last year's.

#### *Minuteman School Committee*

A 16-member School Committee, comprised of vol-

unteers appointed by Town Moderators in each of the member communities, approves the district budget, hires the superintendent, and sets policy for the District. Four new members joined the Minuteman School Committee during the year: Pam Nourse of Acton, Vincent Amoroso of Boxborough, Jennifer Leone of Lancaster, and Sharon Antia of Lincoln. Ms. Nourse succeeded Nancy Banks, who relocated outside the District. Mr. Amoroso succeeded Cheryl Mahoney. Ms. Leone replaced David Mazzola, who resigned. Ms. Antia succeeded Kemon Taschloglou, a long serving School Committee member. The other members of the School Committee are Jeffrey Stulin of Needham (Chair), Carrie Flood of Concord (Vice Chair), and David Horton of Lexington (Secretary), Susan Sheffler of Arlington, Jack Weis of Belmont, David O'Connor of Bolton, Judith Taylor of Carlisle, Ford Spalding of Dover, Alice DeLuca of Stow, David Manjarrez of Sudbury, Mary Ellen Castagno of Wayland, and Douglas P. Gillespie of Weston.

#### *Minuteman in the National Spotlight*

Minuteman High School was the focus of national attention at least three times during the year.

First, the school's Girls in STEM program was recognized by SkillsUSA, a national organization that runs trade and leadership competitions for students in career and technical schools. SkillsUSA recognized the value of Minuteman's mentoring efforts for Girls in STEM by awarding this initiative the 2015 Grand Prize in the Student2Student mentoring program. Minuteman was recognized at the national SkillsUSA conference in Kentucky.

Second, I authored an article that appeared in the April 2015 issue of School Administrator magazine. The article, "Career Skills v. Academics: Not an Either/Or Proposition," can be found at: <http://aasa.org/content.aspx?id=36953>. School Administrator magazine is published by the American Association of School Administrators (AASA).

Third, author Nicholas Wyman included a chapter on Minuteman's success in his book: *Job U: How to Find Wealth and Success by Developing the Skills Companies Actually Need*. The book was published in paperback in January 2015.

### *Looking Ahead*

The coming year should be another exciting one at Minuteman High School and I look forward to it with great hope and anticipation. The school's long-planned building project will again be front and center and I truly hope that our 16 member towns will rally around the project, protect the millions of dollars that the State is willing to invest it, and do what's best for our students – and our region's economy. Further, we are eager to start thinking more closely about how best to reuse the old facility in order to maximize the economic and financial benefits to the Minute-man District.

In closing, we wish to offer thanks to the members of the District School Committee, both past and present; members of the School Building Committee; the Skanska/KBA Project Team; our faculty, staff, and students; our alumni; our Program Advisory Committee members; our town and State leaders; the townspeople who attended our community meetings, and the entire staff and board of the MSBA for bringing us to this point in the process. This is meaningful work and we are grateful for the efforts and commitment of the team.

## **CONCORD-CARLISLE ADULT & COMMUNITY EDUCATION**

### *Advisory Committee*

Susan Cannon, Chair

Paul Anagnostopoulos

Julie Dolan

Claudia Feeney

Michael Rudd

Mary Storrs, School Committee Liaison

Courtland Booth, Director

### *Mission*

Concord Carlisle Adult & Community Education (CCACE) provides opportunities for lifelong learning to the citizens of the School District and surrounding towns. Collaborating with citizens and organizations, CCACE responds to community needs and interests with our communities' talents and resources, calling upon local people to develop and coordinate programs and services for children, adolescents and adults throughout the year. We make schools available for extended-day educational use for citizens in Carlisle and Concord. We promote and support School

and Town projects that cannot be funded or presented in traditional ways. CCACE is both a program of classes and educational events and a process that connects local citizens with each other and their public schools in ways that are creative, educational and cost effective.

### FY15 SUMMARY OF ACTIVITIES

- 1,699 enrollments in fee-based continuing education classes
- 274 group, individual and online courses were conducted
- 308 students studied music in weekly instrumental instruction
- 203 new students and their parents participated in driver education training
- 2,000+ participants in walk-in programs and events (no registration or fee required)

### *Year in Review*

CCACE provided a comprehensive program of non-credit, fee-based learning opportunities for local residents. The high school and the community at large was a campus for continuous learning throughout the entire year. Two hundred and seventy-four community educators contributed to the program during FY15, teaching one or more instructional programs or providing program support and leadership.

The Department completed its eleventh consecutive year of self-funded activity in 2015, recovering 99% of the costs for teachers, administrative and management salaries, non-salary expenses and capital investments. Department costs were \$643,872, and revenues \$636,466. The operating loss, \$7,405, will be funded with 2016 student fees. A grant from the Concord-Carlisle Community Chest provided financial aid to more than 200 local families and individuals; every citizen seeking continuing education services who required financial assistance was helped.

The Department provided educational opportunities for all ages. Classes were held throughout the year, before the regular school day, after school, at night, on weekends, and during school holidays, at CCHS and at the Carlisle Schools. Instrumental music lessons were held throughout the year, enriching the school-day music curriculum. CCHS driver education provided on-road training almost every day of the year.

In total, over 250 courses and more than 10,000 individual lessons were provided during the year. The Village University continued to provide high quality daytime learning experiences for senior citizens. Summer classes and workshops complemented the Concord Public Schools Summer School program.

Adult & Community Education downsized again in 2015 with the move to the new CCHS facility. The office is now in the dining commons, ideally located to greet visitors as they enter the beautiful and highly functional building. The new high school is very accessible, with elevators serving all four floors. Stu-

dents are pleased with the facility, and consider it an excellent learning environment.

The CCACE Advisory Committee worked with the staff and faculty and strengthened communications with the administration and School Committee. Advisory Committee members are appointed by the Regional School Committee for three-year terms. Citizens are urged to contact Committee members, share ideas and volunteer, so that the Adult & Community Education program may respond to community needs, further enrich the towns, and achieve our shared educational goals.



*Dan Hutt unravels mysteries under the hood for CCHS driver education students at the Public Safety building.*



*Concord Police Officer Rob Capone discusses driving safety and enforcement with students at CCHS.*



*Chess Master Vadim Martirosov presents a lesson to advanced students at the summer session of the Community Education Chess Club.*

## CONCORD CARLISLE SCHOLARSHIP FUND

Lucy V. Miller, Chair  
Lindsay Smith Kafka, Past Chair  
Albert Powers, Treasurer  
Welles Hatch, Assistant Treasurer  
Elaine DiCicco, Secretary  
Nick Carter  
Jeanne DeTemple  
Molly Q. Eberle  
Amy Jolly  
Rebecca Britten LoPrete  
Deb Mayerson  
John F. Mee  
Travis Minor  
Linda Myers-Tierney  
Paul Ressler  
Priscilla White Sturges  
Kenneth Anderson, Associate Trustee  
Dorothy Bean, Associate Trustee  
Tom Rutledge, Associate Trustee  
David Gould, Emeritus Trustee

The Concord Carlisle Scholarship Fund (CCSF) was established in 1966 to provide need-based grants to deserving young men and women from Concord or Carlisle to obtain additional educational opportunities after secondary school. The Fund is a tax-exempt charitable trust. Recipients must either live in or have attended school in either town.

The Fund is administered by a 22-member volunteer Board of Trustees. Scholarships are financed through an annual appeal, a student-staffed phonathon, and by income generated from memorial gifts, bequests, and named funds. For information about the CCSF, visit the website at [www.ccscholarshipfund.org](http://www.ccscholarshipfund.org).

Entering into the organization's 50th year, The Concord Carlisle Scholarship Fund looks forward to celebrating this milestone anniversary in 2016. Many new and exciting initiatives are being formulated for the coming year. Several special events are in the planning stages by a newly formed 50th Anniversary Celebration Committee.

Since the Fund began, it has assisted more than 1,300 students. In 2015, the trustees awarded \$199,800 to 79 high school and college students, while the Fund's affiliated organizations supplemented this amount with \$61,200, bringing the combined total awarded to \$261,000 and the combined number of students awarded scholarship assistance in 2014 to 86.



*Alexandra Goulet, first Harvey Wheeler Memorial Scholarship recipient, and Mrs. Barbara C. Wheeler.*

Traditionally, the Trustees host a brunch at the start of the new calendar year in appreciation of the Named Fund Scholarship benefactors. The annual CCSF phonathon takes place over two nights using space donated by the Fenn School; it is staffed by Concord-Carlisle High School (CCHS) students who are candidates for the National Honor Society. The Board also supports the annual Adrian A. Martinez Road Race in June. The road race generates additional funds for the scholarship that memorializes Adrian (CCHS Class of 2002).



*Adrian Martinez Memorial Scholarship Fund awardees (left to right) Tim O'Brien, Jeremy Chiang, Thiara Grandison and Cady Sanderson celebrate Adrian's legacy at the Martinez Classic track event at Emerson Field.*

The Concord Carlisle Scholarship Fund Trustees are pleased to announce that the following students have been awarded scholarships for the 2015-2016 academic year:

CONCORD CARLISLE SCHOLARSHIPS AWARDED IN 2015

Scholarships	Recipients
The Concord Carlisle Scholarship Fund Trustees' Scholarship*	Xavier Arroyo
The Concord Children's Center Scholarship	Timothy Collins
The Concord Lions Club	Jeremy Chiang Savannah Kangas
The Concord Women's Club – Ruth Bullerwell Scholarship*	Shaquan Thompson
The Mary Connorton Memorial Scholarship*	Sarah Milofsky
The Guido S. D'Asti Memorial Scholarship*	Jeremiah Smith
The Clair Day Memorial Scholarship*	Juliana Struck
The Elaine DiCicco Scholarship*	Alexandra Goulet Shannon Morahan
The Guy P. & Teresa E. DiGiovanni Scholarship**	Ranger Beguelin Kylie Copland Michael Rober
The Charles Evans Scholarship*	Abigail Cramer Joshua Elwood Nataly Torres
The John B. Finigan Memorial Scholarship*	Marissa Moore
The George F. Flavin Scholarship**	Michael Rober
The Wilson Flight Scholarship*	Diamond Green
The Essie Golden Scholarship*	Edward Akubude Thomas Goulet Jec Meen Kim
The Bobby Gray Memorial Scholarship*	Gabrielle Perez deAlderete
The Margaret Haggerty Scholarship*	Edward Akubude Denyel Fonseca Mayah Gilmer
The Wells A. Hall Memorial Scholarship*	Diamond Green
The Anthony Halls-Keenan Smith Scholarship*	Andrew Brown
The Thomas Hart Memorial Scholarship*	Aiden Gertsmyer
The Ruth B. Helsler Scholarship**	Sarah Milofsky
The Christopher Hentchel-WIQH Scholarship*	Andrew Brown
The Anna M. Holland Fund #1 Scholarship**	Jaskirian Kaur
The Anna M. Holland Fund #2 Scholarship**	Lea Guertin
The Seitaro & Shina Ishihara Memorial Scholarship*	Nicholas Wilbur
The Tama Ishihara Memorial Scholarship*	Jeremiah Smith
The Vinod Jalan Memorial Scholarship*	Nicole Smith
The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship*	Andrew Brown Karla Melendez Gabrielle Perez deAlderete Nicholas Wilbur
The Diane Kenneally Memorial Scholarship*	Meghan O'Brien
The Knights of Columbus Scholarship*	Joseph Jacobs
The Sally Lanagan Memorial Scholarship	Rachel Bratton
The Norton Levy Scholarship*	Karla Melendez
The Charles E. Manion, Jr. Memorial Scholarship*	Sarah Hutchinson
The Adrian A. Martinez Memorial Scholarship*	Jeremy Chiang Thiara Grandison Timothy O'Brien Cady Sanderson
The Elizabeth A. Mattison Memorial Scholarship*	Thiara Grandison
The Elizabeth V. McAllister Memorial Scholarship*	Hansol Lee
The Mary F. McHugh Memorial Scholarship*	Michael Rober
The Dr. Barbara Schips Miller Scholarship*	Marissa Moore
The Janet Gates Peckham Memorial Scholarship*	Lillian Piz
The Albert L. & June B. Powers Scholarship*	Nicole Smith
The David Pfrift Memorial Scholarship*	Marissa Moore
The Marguerite Purcell Memorial Scholarship*	Jaskiran Kaur
The Nick Ressler Memorial Scholarship*	Shannon Morahan

CONCORD CARLISLE SCHOLARSHIPS AWARDED IN 2015

The Rivercrest – Deaconess – Newbury Court Scholarship	Jaskiran Kaur		
The Maura Roberts Memorial Scholarship*	Jeremiah Smith		
The Al Robichaud Scholarship*	Andrew Brown		
The Rotary Club of Concord Scholarship	Sarah Hutchinson	Rose Paleologos	Anthony Perugini
The Rotary Club of Concord William L. Eaton Memorial Scholarship	Ethan Pohl		Jack Struck
The Rotary Club of Concord Richard L. Hale Scholarship	Alexandra Goulet		
The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship	Aiden Gertsmyer		
The James E. Shepherd Memorial Scholarship*	Andrew Brown		
The Farnham W. Smith Memorial Scholarship*	Shaquan Thompson	Nataly Torres	
The David S. Solesau Memorial Scholarship*	Richard Chelton		
The Mark Teverovsky Memorial Scholarship*	Gaetan Dupont		
The Jeanne A. Toombs Memorial Scholarship*	Savannah Kangas		
The United Women's Club of Concord Scholarship	Savannah Kangas	Lillian Piz	Nicholas Wilbur
The Video Revolution, Ralph & Ellie Grossi Scholarship*	Joel Zayas		
The Harvey Wheeler Memorial Scholarship*	Alexandra Goulet		
The Williams Fund Scholarship	Timothy Collins	Kayleen Honan	Edward Pioli
The Doug White Memorial Scholarship*	Timothy Collins	Shannon Morahan	
The Charles K. Yermian Scholarship*	Mary Sapp		
The Tameji & Chiyo Yoshimura Memorial Scholarship*	Karla Melendez		
The Abby Memorial Scholarship*	Diamond Green		
The Acton Toyota of Littleton Scholarship	Lillian Piz		
The William W. Anderson Memorial Scholarship*	Ekatrina Klinoff		
The Janet Babb Memorial Scholarship*	Jeremy Chiang		
The Bean Family Scholarship*	Kayleen Honan		
The Trudy Biernson Memorial Scholarship*	Mary Sapp		
The Carlisle Garden Club Debbie Wright Scholarship	Rachel Bratton		
The Carlisle Old Home Day Scholarship	Richard Chelton	Reilly Harring	
	Ranger Begueclin	Christopher Elwood	Rachel Grande
	Emma Bradley	Mei Endo	Lea Guertin
	Dan Callahan	Christina Erne	Henry Hedden
	Chelsea Claggett	Kara Fadden	William Hutchinson
	Elizabeth Cook	Kelly Fadden	Joseph Jacobs
	Kylie Copland	Victoria Fadden	Lee Meen Kim
	Abigail Cramer	Javier Flores	Benjamin Kuettel
	Yvonne Cristy	Julia Fritz-Endres	Hansol Lee
	Elyza Dottin	Meghan Garvey	Lucille Marsh
	Janiece Dottin	Thomas Goulet	Paris Marsh
	Katherine Driscoll	Mark Grande	Sarah Milofsky
The Concord High School/Concord-Carlisle High School Alumni Scholarship*	Joel Zayas		
The Eleanor Winstanley Childs Memorial Scholarship*	Marissa Moore		
The Concord Firefighters' Relief Association Scholarship	Shannon Morahan		

\*Scholarships managed by the Concord Carlisle Scholarship Fund

\*\*Scholarship managed by the Trustees of Town Donations