

SCHOOLS

JOINT SCHOOL COMMITTEES

CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

Sara Wilson, Chair
Court Booth, Vice Chair
Alexa Anderson
Eva Mostoufi
Cynthia Rainey

New Members of the Regional School Committee
Tracey Marano was welcomed to the Regional Committee as one the representatives from Concord.

CONCORD SCHOOL COMMITTEE

Cynthia Rainey, Chair
Alexa Anderson, Vice-Chair
Court Booth
Tracey Marano

New Members of the Concord School Committee
Tracey Marano was welcomed to the School Committee following Concord elections and Town Meeting.

Student Representatives

The Superintendent and School Committee members expressed their appreciation for the efforts of the CCHS Student Representatives for the Joint Committees, Harry Crowley, and Darcy Keenan-Mills.

Statement of Appreciation from the Joint School Committees

Members of the School Committees express their continuing gratitude for the thoughtful care and creativity that district leaders, teachers, and staff dedicate to students every day, particularly as the Districts' faced the third year of managing pandemic conditions and the uncertainty that comes with the unprecedented challenges associated with the public health crisis.

Members are also grateful to all the parents and

community members who volunteer their time on behalf of Concord-Carlisle High School (CCHS) and Concord Public Schools. They also want to thank the citizens of Carlisle and Concord for their ongoing, ardent support of the schools.

In addition, members wanted to acknowledge and thank Heather Bout and Fatima Mezdad for their service on the Concord and Concord-Carlisle Regional School Committees.

Mission and Core Values

Members of the School Committee use the vision articulated in the Districts' mission statement and core values to guide 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 of excellence, engagement, perseverance, inclusion and innovation are reflected in the 2018-2023 district strategic plan and the programs, services and activities which support student learning.

Continued Implementation of the 2018-2023 District Strategic Plan

Following a comprehensive planning process that was driven by a 50-member stakeholder group that included faculty, students, school committee members, parents, community members and school administrators, a strategic plan was formed to shape a shared vision for both Districts. The plan features efforts in key areas such as reducing student stress, maintaining academic excellence and work related to cultural proficiency and awareness. The strategic plan is utilized to guide and prioritize decision making regarding teaching and instruction, curriculum, budgets, and planning for facilities amongst other matters. Also, it will include provisions for analysis and review of the plan's on-going success as well as for on-going input from the public.

Position Created to Help CPS and CCRSD Focus on Cultural Competency and Anti-Racism Work

Andrew Nyamekye was named Director of Diversity, Equity, and Inclusion for the Concord and Concord-Carlisle School Districts. This is a newly created position is the latest effort by District leaders and the School Committees to continuously prioritize their efforts in anti-racism, diversity, equity, and inclusion. Goals for the position include:

- to bring a diversity, equity, and anti-racist lens to every aspect of the functioning of the districts;
- to improve student experience, particularly for black and brown students;
- to provide faculty and staff with support on cultivating a school culture that is inclusive and elicits a sense of belonging for all students, families, and employees;
- to support all administrators in decision making;
- to continue to actively recruit and maintain a diverse staff for the Districts;
- to be a resource for families and community members; and,
- to be a liaison with community groups and institutions on behalf of the school system.

The School Committees continued their work which was identified in the Districts' overall strategic planning objective to create a collaborative and inclusive culture in the schools and community that values diversity and recognizes the contributions and uniqueness of each learner.

Concord Public Schools Budget and Enrollment

Concord Public Schools (CPS) serves 1948 students in grades K-8 as of October 1, 2021. CPS experienced a decrease of 19 students in FY22 compared to FY21. During the past decade, the enrollment has remained consistent between a high of 2,152 (FY13) and the 1948 for FY22. The Superintendent and School Committee carefully monitor enrollment projections as well as other factors that could impact enrollment such as new housing projects and pre-school enrollment levels.

The goal of the School Committee is to develop budgets that meet the needs of our students and teachers while being sensitive to the impact on taxpayers. The School Committee works with

District leaders to discuss funding priorities and cost drivers as well as to discuss budget recommendations with the Town of Concord Finance Committee. Ultimately, Concord residents decide budget levels at Town Meeting; during 2021, an operating budget of \$41,708,424 was approved, which represents a 2.28% percent increase from the previous year's budget.

Concord Middle School Building Committee: Feasibility and Schematic Design Work

Concord residents authorized a feasibility study and schematic design options for a new middle school building that would be designed and constructed in a manner consistent with Concord's sustainability goals and principles. The Town of Concord Select Board appointed a building committee that included two members of the Concord School Committee, Court Booth and Alexa Anderson. During 2021, members of the School Committee monitored and participated in the public process for this effort while also working with Superintendent Hunter to complete an educational plan that helped guide the Schematic Design of the proposed facility. Schematic Design and Cost Estimates were completed in November of 2021.

Concord-Carlisle Regional School District Budget and Enrollment

Concord-Carlisle High School has 1323 students in grades 9-12 as of October 1, 2021. CCHS experienced an increase of 6 students in FY21. The Superintendent and School Committee carefully monitor enrollment projections as well as other factors that could impact enrollment such as new housing developments.

The goal of the School Committee is to develop budgets that meet the needs of our students and teachers while being sensitive to the impact on taxpayers. The School Committee works with District leaders to discuss funding priorities and cost drivers as well as to discuss budget recommendations with the Finance Committees of Carlisle and Concord. Ultimately, residents of Carlisle and Concord decide budget levels at Town Meetings; during 2021, the FY21 operating budget of \$35,795,374 was approved which represents a 2.29% percent increase from the previous year's budget.

The approval of the budgets for both CPS and CCRSD is the culmination of a multi-month process that begins with the submission of the annual School Improvement Plan that is developed and guided by the Districts' strategic plan and includes input from teachers, parents, and administrators.

CCRSD Refinancing Savings, Reducing Regional Assessments, Electric Bus Purchase

Members of the Concord-Carlisle Regional School Committee voted unanimously to authorize the re-financing of long-term bonds to lower interest rates in an action that will save the District \$3.1 million over the life of the debt. The savings will be realized on an annual basis with approximately \$200,000 less in debt payments in each fiscal year until 2038. The action is possible due to the District's favorable bond rating which reflects the School Committees and Administration's strong financial practices and budgeting.

As part of closing out FY21, the Concord-Carlisle Regional School Committee voted to use a budget surplus to address key District goals including reducing assessments for each town and its residents. At the last business meeting of FY21, Committee members voted to apply \$300,000 to reduce the assessments to Carlisle and Concord. This will reduce the assessments for the upcoming fiscal year for each town.

In addition, members advanced their goals to be fiscally responsible and to create a more sustainable bus fleet by purchasing an electric bus; it was purchased in a manner that allows for approximately 70% of the cost to be reimbursed via Chapter 71 funds from the state.

State Affirms CPS – CCHS Special Education Efforts

The Commonwealth of Massachusetts' Department of Elementary and Secondary Education (DESE) recently completed a comprehensive review of the Districts' special education approach and affirmed the efforts and programs in place as the review did not result in any recommendations for improvement or change in practice.

MINUTEMAN VOCATIONAL TECHNICAL SCHOOL

Dr. Edward A. Bouquillon, Superintendent-Director



Interest in CTE and In-Person Instruction Increases

Minuteman Regional Vocational Technical School District provides high quality career and technical education (CTE) that is the choice of increasing numbers of students from our nine member towns. After a full school year of hybrid learning, Minuteman students returned to school in-person on August 28, 2021. All are grateful for the return to in-person instruction that is essential for CTE and the attainment of competencies and skills that support career entry and post-secondary success.

In-District Enrollment Continues to Increase

Minuteman began the 2021-22 year by welcoming 195 new ninth-grade students, its largest freshman class in more than 20 years. Ninety-six percent (or 188) of freshmen reside in one of Minuteman's nine member towns. Across grades 9-12, member enrollment is 82%; in 2017-18, member enrollment was 59%. There are 33 students from Concord attending Minuteman this school year. This represents a 32% increase in enrollment year over year and a 17% increase in the four year average of Concord enrollment.

Presently, 655 students are enrolled at Minuteman, exceeding the 628 design enrollment of the new school. The Minuteman School Committee is actively pursuing cost effective strategies to expand the enrollment capacity of the campus to 800 students. The goal is to accomplish by the fall of 2023 with no additional borrowing.

As interest in high-quality, Chapter 74-approved career and technical education surges locally and nationally, the enrollment from Minuteman's member nine towns has continued to increase. In 2015, Minuteman had 336 member-town students compared to 538 in 2021 – a 60% increase.

Applications from our nine member towns have increased each year for the past four years. At the time this report was filed, on January 20, 2022, Minuteman had received 255 member-town applications for approximately 175 freshman slots, representing an increase of more than 30% in member-town applications over four years. Concord applications are up again at this point in the process.

With the shift in enrollment to almost all member-town students, there is a parallel decrease in the non-member student tuition and capital fee revenue received. For the past 30 years, Minuteman has used this revenue to reduce member town assessments. With the current member town enrollment trend, Minuteman projects that non-member revenue will not exist by FY25. The FY23 Budget reflects the first year of this three-year transition to member towns fully funding the operations and debt obligations of the district.

Capacity building projects include the expansion of the Metal Fabrication/Welding lab on an existing foundation; and the renovation of the East Campus building to accommodate the Veterinary Assisting/Animal Science clinic and training area. As appropriate, our students in the trade areas are using these expansions as program projects.

Expanding Pathway Programming to Meet Student, Industry Needs

To meet rising student interest and occupational demand, Minuteman launched an Animal Science program in the fall of 2021. Open this year to ninth graders who will major in the program for four years once selected, Animal Science provides students with practical hands-on skills in veterinary clinics and hospitals. Students will receive industry-recognized credentials, which allow them to obtain entry-level jobs upon high school graduation or continue their education to pursue a technical or professional career.

Veterinary medicine is one of the fastest-growing industries in America. According to the U.S. Bureau of Labor Statistics, employment opportunities will grow 16% by 2029; compared with 4% across all industries. During the pandemic, 20% of all households acquired a new dog or cat, according to the ASPCA.

Minuteman continues to meet workforce development needs through its adult evening programming, offered through Minuteman Technical Institute (MTI). With support from the states Career Technical Initiative, MTI continues to provide programming in carpentry, CNC (computer numeric control) machine operation, and bio/medical laboratory technician training. In June 2021, MTI graduated a carpentry class of all women, which was held in collaboration with the North Atlantic States Regional Council of Carpenters (NASRCC) of Boston. Member town post-secondary students receive a reduced tuition.

Athletics, Facilities Usage Expanding

The first of three new synthetic turf athletic fields opened in October 2021 to host football games and other sports on the Minuteman campus. The fields are located at the site of the old school building, which was torn down following the opening of the new, state-of-the-art building in 2019. The first field that opened is a multi-sport synthetic turf field with an adjacent competitive running track. In April of 2022 the baseball/multipurpose and softball fields will be ready for play. All fields are lighted to expand utilization and enhance field rental revenues.

Minuteman has been without home fields for five years. Minuteman will no longer need to rent athletic spaces and will see reduced transportation costs. Minuteman recently hired a Facilities/Event Coordinator to focus on renting facilities and increasing revenue by hosting mission-compatible outside groups and organizations.

Accomplishments and Highlights

Minuteman High School alumni are well known for their college and career success after graduation – and the Class of 2021 was no exception. Within one month of graduation, 92% of recent graduates were in college/university or employed. Of that total, 67%

were in a two- or four-year college/university, and 23% were employed in their trade of study.

Our Concord graduate in the Class of 2021 was Emily M. Vacca, an Advanced Manufacturing major at Minuteman. She is attending Fontys University of Applied Sciences in the Netherlands to study industrial engineering.

THE SCHOLARSHIP FUND OF CONCORD AND CARLISLE

Executive Committee

Travis Minor - Chair
Devra Feshbach-Meriney - Assistant Chair
Steve Payne - Treasurer
Albert Powers - Assistant Treasurer
Elaine DiCicco - Secretary
Rebecca Britten 'Bee' Loprete - Past Chair

Trustees

Hanna Bruno
Marc Caruso
Maura Kenneally Clark
Joe Laurin
Elaine Rabb
Kathleen Reidy
Paul Ressler
Phoebe Sturges
Priscilla White Sturges

Associate Trustees

Kenneth Anderson
Molly Eberle
Guida Mattison
Tom Rutledge
Kathleen Snook

Trustee Emeriti

Dorothy Bean
David Gould
Lucy Miller

The Scholarship Fund of Concord and Carlisle (formerly known as the Concord-Carlisle Scholarship Fund) 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 Scholarship Fund of Concord and Carlisle celebrated its 50th anniversary in 2016. Grateful for the continued support from the townspeople of Concord and Carlisle, we look forward to the next 50 years of supporting our young men and women who aspire to higher levels of education.



The Scholarship Fund of Concord and Carlisle 2020-21 Trustees
Left to Right – Seated: Kathi Snook, Molly Eberle, Priscilla White Sturges, Kathleen Reidy, Bee Loprete, Maura Kennealy Clark Left to Right – Standing: Hanna Bruno, Joe Laurin, Travis Minor, Marc Caruso, Phoebe Sturges, Al Powers, Paul Ressler, Devra Feshbach-Meriney
Missing from photo: Elaine DiCicco, Steve Payne, Elaine Rabb, Ken Anderson, Tom Rutledge, Dorrie Bean, David Gould and Lucy Miller

The Fund is administered by a 23-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 more information about The Scholarship Fund, please see the website: thescholarshipfundofcc.org

In 2021, the trustees awarded \$223,200 supplemented by \$52,150 from The Scholarship Fund’s affiliated organizations, bringing the total to \$275,350 awarded to 52 high school seniors and in-college students. Since its inception, The Scholarship Fund has assisted over 1,450 students.

The Scholarship Fund of Concord and Carlisle Trustees are pleased to announce that the following students have been awarded scholarships for the 2021-2022 academic year.

- Scholarships marked with one asterisk are managed by the Scholarship Fund of Concord and Carlisle.
- All other scholarships are managed by the named affiliate organization.

Scholarship Recipients

The Abby Memorial Scholarship*
Kalise Wynter

The William W. Anderson
Memorial Scholarship*
Emma Wilcoxson

The Janet Babb Memorial
Scholarship*
Matthew Moreau

The Bean Family Scholarship*
Matthew Moreau

The Trudy Biernson Memorial
Scholarship*
Burke Hutchinson

The CCHS Class Of 1962 John F.
Donovan Scholarship*
Benjamin Keaton

The Kay Chambers Scholarship*
Sativa Unger-Laffin

The Community Chest Cornerstone
Fund: Advancing Racial Justice &
Equity Scholarship
Kalise Wynter

The Concord Carlisle Authors'
Scholarship
Isabella Eliot
Marin Gerstmyer
Denkeis Hunter
Benjamin Keaton
Gabrielle Wilson

The Concord Children's Center
Scholarship
Lily Sills

The Concord Lions Club
Scholarship
Sofia Congram
Lily Sills

The Concord Milldames
Scholarship
Sofia Congram

Lily Sills
Kalise Wynter

The Concord Police Relief
Association Scholarship
Marinna Kaufman
Catherine Whitlock

The Concord Women's Club/Ruth
Bullerwell Scholarship*
Chloe Koval

The Mary Connorton Memorial
Scholarship*
David Honan

The Guido S. D'Asti Memorial
Scholarship*
Matthew Moreau

The Clair Day Memorial
Scholarship*
Name withheld by awardee request

The Charles W. & Nancy I. Dee
Memorial Scholarship*
Ryan Baker

The Norman E. & Joan M. Dee
Scholarship*
Sativa Unger-Laffin

The Elaine DiCicco Scholarship*
Name withheld by awardee request

The Charles Evans Scholarship*
James Rice

The John B. Finigan Memorial
Scholarship*
Marinna Kaufman

The Wilson Flight Scholarship*
Chloe Koval

The Garden Club of Concord
Scholarship
Liviya Kovacevic

The Essie Golden Memorial
Scholarship*
Sara Fein

The Bobby Gray Memorial
Scholarship*
Jillian Cupp

The Margaret Haggerty Memorial
Scholarship*
Matthew Moreau

The Teresa ("Teri") D. Hale
Memorial Scholarship*
Sativa Unger-Laffin

The Wells A. Hall Memorial
Scholarship*
Isabella Cupp

The Anthony Halls-Keenan Smith
Scholarship*
Dallas Jackson

The Thomas Hart Memorial
Scholarship*
Yoonjae Song

The Christopher Hentchel/WIQH
Scholarship*
Name withheld by awardee request

The Jiro & Tama Ishihara Memorial
Scholarship*
Amanda Tong

The Seitaro & Shina Ishihara Memorial Scholarship* Marinna Kaufman	The Elizabeth V. McAllister Memorial Scholarship* Gabriel Zeinoun The Mary F. McHugh Memorial Scholarship* Gabriel Zeinoun	The Maura Roberts Memorial Scholarship* Burke Hutchinson The Charles A. Robichaud Scholarship* Mitiku Hoyt-Rouse
The Vinod Jalan Memorial Scholarship* Minjae Song	The Middlesex Savings Charitable Foundation Scholarship Isabella Cupp	The Rotary Club of Concord William L. Eaton Memorial Scholarship Marin Gerstmyer
The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship* Sara Fein Nicholas Gallant Amanda Tong Gabriel Zeinoun	The Barbara Schips Miller Scholarship* Maria Sanderson	The Rotary Club of Concord Richard L. Hale Scholarship Name withheld by awardee request
The Diane Kenneally Memorial Scholarship* Lily Sills	The Arthur (“Art”) & Lee Milliken Memorial Scholarship* Alexa Thomas	The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship Sara Fein
The Knights Of Columbus Scholarship* James Rice	The Janet Gates Peckham Memorial Scholarship* Burke Hutchinson	The Rotary Club of Concord Capt. Thomas J. Hudner, Jr. Scholarship Sofia Congram
The Sally Lanagan Memorial Scholarship* Maiya Bowen	The Albert L. & June B. Powers Scholarship* Minjae Song	The Scholarship Fund of Concord and Carlisle Scholarship* Sara Fein Nicholas Gallant Alex Hamel Alana Hawker
The Mary Ann P. Lee Memorial Scholarship Gabrielle Wilson	The David Prifti Memorial Scholarship* Sara Fein	David Honan Nyla Horne Mitiku Hoyt-Rouse Yeruksew Hoyt-Rouse
The Norton A. Levy Memorial Scholarship* Jillian Cupp	The Katrina J. Przyjemski Memorial Scholarship* Amanda Tong	Denkeis Hunter Aliysa Huseni Burke Hutchinson Charles Israel
The Charles E. Manion, Jr., Memorial Scholarship* Gabriel Zeinoun	The Marguerite Purcell Memorial Scholarship* Chloe Koval	Benjamin Keaton Liviya Kovacevic Chloe Koval Matthew Moreau
The Adrian A. Martinez Memorial Scholarship* Kevin Chiang Dallas Jackson Marco Kovacevic Maria Sanderson	The Nick Ressler Memorial Scholarship* Name withheld by awardee request	Madison Seiss Alexa Thomas Amanda Tong Catherine Whitlock
The Elizabeth A. Mattison Memorial Scholarship* Charles Israel	The Rivercrest-Deaconess-Newbury Court Scholarship Clark Stephenson	The James E. Shepherd Memorial

Scholarship*
Sativa Unger-Laffin

The Farnham W. Smith Memorial
Scholarship*
Benjamin Keaton

The David S. Soleau Memorial
Scholarship*
Yoonjae Song

The Maybeth Fandel Sonn
Scholarship*
Keilan Hughes

The Mark Teverovsky Memorial
Scholarship*
Name withheld by awardee request

The Jeanne A. Toombs Memorial
Scholarship*
Ryan Baker

The Town of Concord George F.
Flavin Scholarship
Isabella Eliot

The Town of Concord Guy P.
DiGiovanni Scholarship
Liviya Kovacevic
Robert Sanderson

The Town of Concord Ruth E.
Helsner Scholarship
Name withheld by awardee request

The Town of Concord Holland I
Scholarship
Nathaniel White

The Town of Concord Holland II
Scholarship
Gabrielle Wilson

The Trustees Scholarship*
Nathaniel White

The United Women's Club of
Concord Scholarship
Kathryn Butts

Isabella Cupp
Ryan Igo
Lily Sills
The Video Revolution, Ralph & Ellie
Grossi Scholarship*
Sativa Unger-Laffin

The Maureen Wesinger-Lewis
Memorial Scholarship*
Kalise Wynter

The Harvey Wheeler Memorial
Scholarship*
Sara Fein

The Doug White Memorial
Scholarship*
Ryan Igo
Clark Stephenson

The Winstanley Scholarship*
David Honan

The Joyce T. Woodman Memorial
Scholarship*
Jillian Cupp

The Tameji & Chiyo Yoshimura
Memorial Scholarship*
Mitiku Hoyt-Rouse

CONCORD CARLISLE ADULT & COMMUNITY EDUCATION

Advisory Committee

Demi Ayres, Concord
John Ballantine, Carlisle
Ron Bernard, Concord
Paula Casey, Concord, Chair
Claudia Feeney, Concord
Stuart Freeland, Concord (stepped down in June 2021)
Marla Iyasere, Concord
Barbara Magee, Concord (joined in September 2021)
Carol Murphree, Carlisle
Margo Parent, Carlisle (stepped down in September 2021)

Concord Carlisle Adult & Community Education (CCACE) is a self-sustaining branch of Concord-Carlisle Public Schools, dedicated to lifelong learning for all ages. CCACE connects local citizens through collaborative community outreach, classes and educational events. Our aim is to provide unique programming that will inspire joy and nurture passions.

CCACE offers three main areas of programming: Adult & Continuing Education classes, Driver Education, and Instrumental Music School of Carlisle and Concord. We are a self-sustaining entity within the school district, meaning we support our programs through fees; we receive no funding from the school district nor the towns of Concord or Carlisle. We were thrilled to see registration numbers remain strong this year across all of our programs.

Through our Adult & Continuing Education classes we offer a wide variety of programs for adults including one-night and ongoing workshops. These programs include our Armchair Travel series, Can We Talk, Speaker Series, and Village University. Topics cover the gamut from college prep to language learning to crafts. Our goal is to appeal to a broad range of citizens' interests. Many familiar courses remained in demand over the past year including world languages, financial planning, health and wellness, cooking classes, writing, test preparation, and more. Our FY21 Can We Talk program was entitled Building Community Through

Local Media and featured both a keynote speaker and a panel discussion with 66 participants in just that one program. Through the Community Education Network in the Greater Boston area we collaborated on over 80 Adult Education online course offerings that we were previously unable to offer, whether because we did not have an instructor for the subject area or did not get sufficient enrollment to run the program last year.

We received over 1800 registrations across more than 270 classes. Eighty percent of our Adult & Continuing Education students live in Concord or Carlisle. Non-residents are also welcome to participate as their participation broadens our range of educational services and extends the necessary cost sharing. With the majority of our programming online, we had students from 64 different towns, across 15 states, and three countries.

Driver education promotes and teaches safe driving attitudes, defensive driving skills, and respect for the rules of the road. It prepares students for the Registry of Motor Vehicles license exam; and it strives to prevent or reduce accidents and fatalities that involve young drivers. Driver Education includes: 30 classroom hours, 12 hours of behind-the-wheel instruction, 6 hours of in-car observation, and one 2-hour parent/guardian class, attended by at least one parent. We also offer optional practice road tests and sponsor students for road test appointments. Over 240 new students participated in the Driver Education program and instructors provided over 2,000 hours of behind-the-wheel training. We were able to keep driving lessons going all year following the RMV protocol. In the Spring of 2021, we were allowed to resume having students complete their observation hours with our instructors rather than at home with a parent/guardian as they had since March 2020. Over the fall and summer, some of our Driver Education classroom programs returned to in-person learning while we kept others online to allow families to choose what worked best for them. The RMV has allowed us to keep the parent classes online at this point. CCACE was also able to resume sponsoring students for road tests despite the pandemic.

The Instrumental Music School of Carlisle and Concord or IMSCC specializes in music lessons for students of all ages. For over forty years, IMSCC has brought the highest level of individual musical instruction to the students of Concord and Carlisle. Our distinguished faculty of professional musicians and educators provide instruction for over 300 student musicians annually. Whether students are beginning a new instrument or honing skills developed through many years of practice, IMSCC is dedicated to helping young musicians excel. With close ties to school music departments, IMSCC teachers are well equipped to help students prepare for ensemble playing, both in school and beyond. IMSCC graduates have gone on to conservatory programs and professional careers in music.

IMSCC has continued to offer lessons throughout the pandemic, and some faculty resumed in-person lessons in the Summer of 2021. Whether online or in-person, we held over 8,000 individual music lessons and worked with more than 250 students each semester. Normally, many of our faculty organize recitals for their students so we got creative this past year and shared recordings of all of the students interested in participating with the IMSCC community. This was a fun way to showcase their hard work and continued dedication.

All of these programs are made possible by over one hundred and twenty-five community educators, including volunteers, instructional subcontractors, and part-time employees. In FY21, we were able to award scholarships to 24 families, representing 28 students, through the generosity of the Concord-Carlisle Community Chest and community donations. The average scholarship awarded was \$245, with program fees ranging from \$35 to over \$1,000. These students represented adults seeking continuing education, students enrolling in our driver education program, and students taking private music lessons. While there were still hours of training with instructors, confused calls from students of all ages as they tried to navigate this online world, we are pleased with what we have been able to accomplish during this time. Previously, what made community education programs so attractive is that they are in person and that you have the opportunity to sit in a room and learn with students of all ages, from all backgrounds. The

pandemic has turned our programs on their heads and forced us to adapt quickly to a new environment. We continue to have conversations about what our programs will look like post-pandemic and how we navigate which programs remain online and which return to in-person. We view this as an opportunity to keep growing as an organization and are excited to keep growing our programs.