

Wild and Scenic River, as well as OARS, Sudbury Valley Trustees, the MA Department of Environmental Protection, National Park Service, and US Fish and Wildlife Service.

The Council helps support local partners through funding from the National Park Service (and Congress) for science, policy, land protection, and environmental education. Every year the program funds land protection efforts by Sudbury Valley Trustees and water quality monitoring by OARS watershed association. These two critical programs ensure that open space along the rivers will be protected into the future, and that we protect clean water for drinking, fishing, and swimming. The MA Audubon River Schools Program is funded to support elementary and middle-school students getting out on the River. The RSC also supported control of invasive species on the rivers by supporting the small grant program of the SuAsCo Cooperative Invasive Species Management Association (CISMA).

In addition, a total of \$24,260 in community grants directly benefit watershed communities by supporting a number of diverse and exciting local projects. In Concord, these have included the cardboard boat race held during our annual Riverfest celebration, Wild and Scenic Signs on all three rivers at road crossings and a Wild and Scenic information sign at the Bruce Freeman Rail Trail crossing of the Assabet River. Other projects included contributing to Concord Land Conservation Trust's protection of the 80-acre October Farm Riverfront in Concord, diadromous fish restoration on the Concord River by Lowell Parks and Conservation Trust which could impact fish populations upstream all the way to Framingham, research by MA Rivers Alliance on communication efforts during times of drought, and a new kiosk along the river in the Town of Bedford.

This year the Council also began an update to the River Conservation Plan. Drafted in 1994, this document brought communities and local, State, and Federal organizations together around the best strategies to protect the River resources in this region. At that time, water quality was one of the most pressing issues. Now, with more invasive species, growing development, extreme weather patterns causing increase drought and stormwater runoff, and climate change, as newer

threats, the plan is in need of an update. We included some thoughts on these matters in our comments to Concord Envision and this fall and winter Council representatives will present more detailed information about our plan to the Natural Resources Commission and Select Board, and we welcome your involvement and input!

The Council also strives to keep up with scientific and ecological research along the rivers. This year we funded a study of mussel species found in the Saxonville and Wayland stretches of the Sudbury River through local researcher and ecologist Ethan Neadeau of Biodiversity Draws.

Finally, on June 17th and 18th, we hosted the 16th annual RiverFest weekend. Over 1,000 people attended this year's 40 plus walks, talks, paddles, and kids' events around the watershed. Concord events included a cardboard boat race, a bike around the rivers, and a nature walk with Peter Alden; all well-attended events. There are many ways to get involved in the work of the Sudbury, Assabet, and Concord Wild and Scenic River. We meet monthly in Sudbury at the Great Meadows Wildlife Refuge and our meetings are open to the public. This year in particular we welcome your input into our Wild and Scenic Conservation Plan update. To be in touch, find us online at [www.sudbury-assabet-concord.org](http://www.sudbury-assabet-concord.org).

# SCHOOLS

## CONCORD SCHOOL COMMITTEE

Heather Bout, Chair  
Johanna Boynton, Vice Chair  
Dan Conti  
Robert Grom  
Wally Johnston

The Concord Public Schools continue to enjoy strong support from Concord citizens, which empowers the teachers and administrators to deliver high-quality education to every child in the community. The residents of Concord place a high priority on education and that allows the schools to maintain high achievement levels, hire and support excellent teachers, utilize updated curriculum and appropriate technology, and to provide students with a safe and healthy environment.

### *Mission and Core Values*

Members of the School Committee use the vision articulated in the District's 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 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, as well as for infrastructure and operations.

### *Enrollment*

Concord Public Schools (CPS) serves 2088 students in grades PK-8. CPS experienced an increase of 16 students in FY18. Over the last five years, the enrollment has varied between a high of 2,152 (FY13) and a low of 2,072 (FY16).

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.

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

There are robust music and arts programs in Concord schools and all students receive music and art instruction. Most students participate in supplemental music programs for orchestra, band, and chorus that are offered in grades four through eight. Activities beyond the school day extend the learning experience for students in a multitude of areas that enhance academic studies including 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. Concord Public Schools are extremely fortunate to have teachers, parents and citizens who facilitate and support these opportunities for students.

### *Appreciation for Superintendent Rigby's Service to CPS*

Superintendent Diana Rigby retired at the end of her contract on June 30, 2017. Members of the School Committee thank Ms. Rigby for her many years of service to the Concord, Carlisle and Boston students and families and wish her well in all her future endeavors.

### *New Superintendent Laurie Hunter*

Following a robust public engagement process, members of the Concord School Committee voted unanimously to appoint Dr. Laurie Hunter as the new Superintendent beginning July 1, 2017.

Dr. Hunter was serving as Assistant Superintendent of Duxbury Public Schools. A graduate of Boston College (BA '90) and Harvard University's Graduate School of Education (Med '93), she earned her Ed. D in Educational Leadership from Nova Southeastern University in 2014. Prior to being appointed Assistant Superintendent in Duxbury in July of 2013, she served as Principal for 14 years in the Freetown-Lakeville Public Schools.

The selection was the culmination of a year-long process that the School Committees designed to maximize the opportunity for public participation to ensure it was inclusive and transparent. Elements of the process included an online survey, public forums, focus groups and a Superintendent Screening Committee comprised of stakeholders including School Committee members, teachers, staff, parents, and residents as well as public interviews of the three finalists.

The School Committee is grateful to have Dr. Hunter leading our district and is very happy to be working with her.

### *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.

For the FY18 budget, members of the Concord School Committee voted to adopt a budget recommendation of \$36,810,111 (3.2% increase from FY17) .

Major cost drivers for the CPS budget increase included teacher salaries, other collective bargaining and non-collective bargaining salaries (including Special Education Tutors and Aides) and the introduction of the K5 foreign language program and a half-time Latin teacher for CMS to the operations budget. Reductions are the result of lower transportation costs anticipated as use of the Knox Trail bus depot which began operating in the Summer of 2017, reduced salary contingency

due to the successful settlement of the Committee's collective bargaining agreement with the Concord Teachers Association and building maintenance and utilities efficiencies.

### *Facilities Assessment and Recommendation for Concord Middle School Buildings*

After a comprehensive study of both Concord Middle School (CMS) buildings completed in conjunction with Finegold Alexander Architects, the Facilities Planning Committee (FPC) concluded that the current buildings need to be unified into a single structure that will support CMS students for the next 50 years. Options to achieve this goal include significant renovation and expansion of the Sanborn building or new construction on the Sanborn site. The conclusion was based on the facts that the Peabody and Sanborn building conditions are deteriorated and obsolete, the two campus configuration is inefficient and expensive, and the current situation hinders cultivation of a cohesive school community.

FPC members concluded that the District should have one facility for Concord Middle School which meets national and common core standards and will serve Concord students in the future as well as today. By unifying into one building, CPS will lower operating costs, allow the daily functions of the school to be more efficient, and facilitate a more cohesive school community

The FPC was charged in October of 2016 with hiring a firm to conduct a facilities study and to perform conceptual master planning. The planning study included:

- evaluating the existing facilities capabilities and needs,
- estimating costs to maintain the current buildings for 10 years,
- comparing options and related costs to significantly transform facilities, both through renovation/expansion and new building, and
- recommend preferred option(s) and present to the Concord School Committee by November of 2017.

The committee undertook a comprehensive process comprised of monthly meetings, working with Finegold Alexander Architects to study the existing buildings, holding public forums to collect input on the CMS campus of the future, defining options and estimated costs, and ultimately reporting to the School Commit-

tee five months early based on the clear need to move forward with planning as soon as possible. The Superintendent and Concord School Committee will continue to engage with the MSBA regarding potential funding options, develop preferred option(s), elicit community feedback on options throughout the development process, and eventually request approval at Town Meeting to move forward with building plans.

Members of the School Committee thanked the members of the FPC for their work to date.

### *2016-2017 Facility Planning Committee members included:*

Heather Bout (Chair) of the Concord School Committee, Willard Parent Matt Anderson-Miller (Vice Chair), Wally Johnston of the Concord School Committee, Superintendent Laurie Hunter, Deputy Superintendent of Finance and Operations John Flaherty, CPS Facilities Manager Brian Schlegel, Town Manager Chris Whelan, CMS Interim Principal Drew Rosenshine, CMS Teacher Karin Baker, CMS Teacher Tom Dalicandro, CMS Teacher Maria McDermott, and Concord residents Lauryn Gorli, Eve Isenberg, Chris Popov, and Matthew Root.

Individuals interested in viewing the Facilities Planning report are encouraged to visit the District's website, <http://www.concordps.org>, for more information.

### *Communication and Community Engagement*

The School Committee has an ongoing goal of continuously improving communication with stakeholders. The Committee 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. A direct email list has been implemented which stakeholders can subscribe to for updates and news directly from the Committee. These initiatives will continue in 2018 along with continuing work to explore other efficient means of interaction with CPS stakeholders. The public comment process for Committee meetings has been altered to allow for input at the beginning of the meeting and after Committee discussion of items of significant interest, but prior to Committee voting. 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 and agendas with linked attachments are posted on the School Committee page of the district web site ([www.concordps.org](http://www.concordps.org)). The meetings are broadcast on CCTV and are available on demand at [www.concordtv.org](http://www.concordtv.org). Members of the School Committee welcome everyone's participation through one or more of these avenues as part of their efforts to be as informed as possible of stakeholder ideas and sentiments.

### *Appreciation*

Members of the School Committee are grateful to have exemplary school leadership and an exceptional faculty and staff, whose dedicated work makes Concord Public Schools amongst the top districts in the Commonwealth of Massachusetts. In addition, members want to express their appreciation to all of the parents and community members who volunteer their time on behalf of Concord Public Schools. Most of all, members want thank the citizens of Concord for their ongoing support of our schools.

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

Dan Conti, Chair  
Robert Grom, Vice-Chair  
Heather Bout  
Johanna Boynton  
Melissa McMorrow  
Mary Storrs  
Wally Johnston

The citizens of Concord and Carlisle have continued to provide significant support to the students, faculty and Administrators of the Concord-Carlisle Regional High School. As is reported annually, members of the Regional School Committee continue to be very proud of the accomplishments both inside and outside the classroom. Students, teachers, administrators, staff and residents from both communities are enjoying and benefiting from all that the new high school facilities have to offer. More than half of the current student population never attended classes in the old school. In addition to the new building, CC at Play has made the campus athletic facilities second to none and members of the Regional School Committee salute the many donors and volunteers who made this possible.

The Regional School Committee is 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 Superintendent Dr. Laurie Hunter*

In June, members of the Committee welcomed new Superintendent Laurie Hunter. Dr. Hunter was serving as Assistant Superintendent of Duxbury Public Schools. A graduate of Boston College (BA '90) and Harvard University's Graduate School of Education (Med '93), she earned her Ed. D in Educational Leadership from Nova Southeastern University in 2014. Prior to being appointed Assistant Superintendent in Duxbury in July of 2013, she served as Principal for 14 years in the Freetown-Lakeville Public Schools. The selection was the culmination of a year-long process that the School Committees designed to maximize the opportunity for public participation to ensure it was inclusive and transparent. Elements of the process included an on-line survey, public forums, focus groups and a Superintendent Screening Committee comprised of stakeholders including School Committee members, teachers, staff, parents, and residents as well as public interviews of the three finalists.

The School Committee is grateful to have Dr. Hunter leading our district and is very happy to be working with her.

#### *Committee Recognizes Retiring Superintendent Rigby*

Members honored outgoing Superintendent Diana Rigby for her commitment and service to the students and families of Carlisle, Concord and Boston and wished her the best in retirement.

#### *New Members of the Regional School Committee*

In May, Melissa McMorrow was welcomed back to the Regional Committee as one of the representatives from Carlisle. She replaced outgoing Chair Bill Fink; the Superintendent and School Committee members honored Bill for his many years of service to the Committee and The District.

#### *Later Start Time for CCHS*

A key priority for the past year was to focus on

decreasing stress and increasing rest for students at CCHS and to that end, the Regional School Committee supported new homework policies and worked with the Administration to develop and implement a later school start time at CCHS.

The later start time was implemented for the 2017-2018 school year and was the culmination of work that began with a Start Time Advisory Committee was formed in 2016. The committee was comprised of teachers, administrators, School Committee members, parents and students. The charge to the committee was to review the research regarding the benefits of a later start time for High School students, evaluate our current environment and provide a recommendation to the Regional School Committee. After a series of meetings, the Regional School Committee voted unanimously to support the initiative based upon the compelling health benefits.

#### *Landfill Remediation – Campus Advisory Committee*

The Regional School Committee approved a \$1.2 million recommendation to address the remediation of the former landfill site located on the CCHS campus in a manner that will allow flexibility in how the area can be used in the future. While there are no current plans for how that area of the campus will be utilized, the Committee worked with the environmental consultants to develop a plan that will allow a wide variety of potential uses that can be discussed in a future public dialogue while allowing the District to meet regulatory mandated schedules to address the remediation.

As part of this process, the Regional School Committee created a Campus Advisory Committee to examine this issue as well as other matters associated with the high school campus. The Advisory Committee is comprised of School Committee members, administrators, teachers, athletic coaches, residents and students.

#### *Budget and Finances*

The District continues to maintain excellent academic programs while working in a challenging funding environment. Core budgeting principles remain focused on prioritizing resources to support student learning and growth while being sensitive to the impact of budgets on residents of the District communities. Members of the Regional School Committee successfully worked to develop an operating budget recommendation that achieved alignment with the Concord

Finance Committee recommendation while accomplishing one of Committee's primary goals to implement a later start time at the high school for the 2017-18 school year.

The FY18 School Committee's budget recommendation of \$33,027,108 is consistent with recent annual budget increases.

Committee members expressed their desire to analyze every dollar spent and to recommend budgets that called for modest increases and included reductions to offset the impact of non-discretionary cost drivers.

The approval of this budget is the culmination of a six-month process that begins 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. Members are pleased with the level of transparency and collaboration between the District and the Finance Committees of Concord and Carlisle.

#### *Cultural Proficiency Initiative and Accommodations for Religious and Cultural Observances*

The School Committees and Superintendent have made cultural proficiency training a priority for professional development in both CPS and CCRSD. Members of the Joint Committees attended a training session and held multiple public forums regarding accommodations for religious and cultural observances as part of this effort. A new policy for accommodations was approved in December.

#### *School Committees Convene in Boston; Meet with METCO Parents*

The School Committees held a business meeting at The New Mission School in the Hyde Park neighborhood of Boston with the goal of making it easier for the parents of students who live in Boston to participate. The first portion of the meeting was dedicated to discussing the successes and challenges for Boston families with

students attending Concord-Carlisle Regional High School (CCHS) and Concord Public Schools (CPS). The students from Boston participate in METCO (Metropolitan Council for Educational Opportunity) which is a voluntary desegregation program that allows students who reside in Boston and Springfield to attend suburban public schools. There are 131 students participating in the program for the current academic year; 79 in CPS and 52 at CCHS. This academic year marks the 50th year that CPS has participated in the METCO program.

*Superintendent Hunter, Aaron Joncas, K-12 METCO Program Director, Committee Members and attendees engaged in a productive dialogue about what could be done to improve the program including how to create a balance between ensuring that students in the program can participate in all that CPS and CCHS have to offer and allowing METCO students to bond with their peers in the program.*

#### *Concord-Carlisle Teachers' Association Contract Approved*

The Regional School Committee voted to approve the negotiated contract with the Concord-Carlisle Teachers' Association (CCTA). The three-year extension balances the goals of attracting and compensating exceptional teachers while managing the impacts of school budgets on local tax payers. The pact calls for two percent increases for the first two years and a two and one-half percent increase in the third year for teachers in the union classification steps one through fifteen and a two and three-quarter percent increase for step sixteen teachers. The agreement also achieved the goal of closer aligning the pay scales of the Concord Teachers' Association and the CCTA.

#### *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, and others. Members of the Regional School Committee are grateful to all of these organizations and to the generosity of individuals in Concord and Carlisle who donate to them. These donations allow the District to enhance students' experiences without asking the taxpayers for additional funds beyond the budgets that they so generously support.

### *Gratitude to the Towns*

Once again, members of the Regional School Committee extend the citizens of Concord and Carlisle 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. Gratitude is extended to all the parents and community members who volunteer their time on behalf of CCHS and to the citizens of Concord and Carlisle – the CCHS community is very fortunate to have your support!

## **SUPERINTENDENT’S REPORT CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

Dr. Laurie Hunter, Superintendent  
John Flaherty, Deputy Supt. of Finance and 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  
Mike Mastrullo, Concord-Carlisle High School Principal  
Justin Cameron, Concord Middle School Principal  
Sharon Young, Alcott Principal  
Angel Charles, Thoreau Principal  
Matt Lucey, 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 (CCRSD) which are approved by the School Committees. We focus on efforts to improve student learning by pro-

viding 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, integrating digital tools, respectful and responsible student citizenship, teacher collaboration and evaluation. 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.

### *Teaching and Learning*

All district efforts focus on improving student learning and teaching. There is a focus on four curriculum areas this year: STEAM, social studies, Spanish, and health. In each area, there is some new curricula and/or pedagogy which is intended to make students’ learning experiences more relevant, more engaging, and more rigorous.

Exciting efforts are underway in the area of STEAM (Science, Technology, Engineering, Art, and Mathematics) engineering. As may be remembered, a team of preK - 12 educators created a strategic plan three years ago to have all students involved in engaging STEAM tasks so that more students consider a future in this field. The fruits of this labor are coming to bear. At the preschool level, faculty worked over the summer designing age-appropriate tasks for their students. At the elementary level, a STEAM innovation Lab is being built at the Ripley building where each class would come twice a year for extended STEAM experiences, like designing a water filter system. While the actual Lab is in process, all elementary students participated in Innovation Lab Kick Off Days in December 2017 by building catapults, programming stop-motion movies, and designing robots that can draw. Fifth grade classes at each elementary school will be spending a day at the Innovation Lab in the early months of 2018 as we move towards the implementation of this initiative. At the middle school level, all students participated in the creation of a sculpture that represents measuring time as modeled on the work of Sarah Sze. At the high school, an exciting two week experience called, “Q5,” is being developed for all students to choose among over 80 interdisciplinary courses.

A similar committee of preK-12 educators made

recommendations as to improvements in our social studies curriculum and those changes are in process as well. The changes that were recommended included: enhanced study of the American Civil War and Reconstruction; more focus on World Geography; increased emphasis on principles of Economics; emphasis on depth over breadth in all areas; deeper study of Research Skills; and more pedagogy using the Inquiry Approach. Educators worked hard to develop or pilot new materials that met these content needs and continued the commitment to providing students with multiple perspectives. Educators are thankful for our community partners: Concord Museum, The Robbins House, Primary Source, Massachusetts Cultural Council, and Concord Education Fund.

In Health Education, a similar committee of preK-12 educators met over the course of last school year to evaluate the curriculum and suggest improvements and updates. The decision was made to do this to address: outdated curriculum materials (esp. K - 5); adding more drug use & abuse prevention due to Nationwide Opioid Crisis; including more Stress Reduction/Mindfulness activities; differences in gender expression; responding to data from the Youth Risk Behavior Survey; choosing depth of understanding over breadth of coverage; and to teach students skills for understanding their own health. Teachers worked together at grades 2 - 5 to select The Great Body Shop as new elementary materials to pilot. At the middle and high school levels, teachers were paid to update and augment their existing units of study.

Like STEAM, social studies, and health, there have been some exciting updates in the teaching of world languages. Spanish classes began at each of the three elementary schools. A certified teacher of Spanish was hired for each school. The Spanish teachers worked over the summer and into September to develop a scope and sequence curriculum program for all students K - 5, with classes beginning in early October. Each class attends Spanish twice a week as the students begin their introduction to the Spanish language and culture of Spanish speaking countries. Spanish has been integrated into Music classes and individual classrooms to promote the generalization of these Spanish speaking skills across our schools. Students and teachers have embraced the introduction and inclusion of this new curriculum area into our elementary schools. At Concord Middle School(CMS), students could

choose to take Latin now as an elective choice in addition to another world language. Many exciting updates happened at CCHS in the world language curricula.

### *Concord-Carlisle High School*

Concord Carlisle High School (CCHS) remains one of the top achieving public high schools in the state of Massachusetts. When evaluated solely on academic performance, particularly on state and nationally standardized tests, CCHS ranks near the top of every list. In 2017, Boston Magazine ranked the 125 best schools systems in the Greater Boston area, and CCHS ranked #2.

Ninety-five percent of our students earned a 2.5 weighted grade point average (GPA) or better, and 100% of the Class of 2017 met or exceeded the Massachusetts Standards for Competency Determination. The number of CCHS graduates planning to continue their education in post-secondary placements was 96% with 78% of our students admitted to one of their top two college choices. Students were accepted to elite institutions including more than ten Ivy League acceptances.

A median SAT score of 1280 bests the state average by more than fifteen percentage points. CCHS students performed exceptionally well on College Board Advanced Placement Exams (AP) with nearly 95% of our students receiving a passing score of 3 or better versus a state and global average of 70% and 60% respectively. Further, an astounding 80% of students achieved top scores of 4 and 5. More than 1.5 million students nationally participated in the National Merit Scholarship Program. Impressively, seven CCHS students were named among 16,000 semifinalists, and five were named among the 7,500 finalists. Further, four students were recognized in prestigious math and science competitions; two scored in the top 5% in the national American Mathematics Competition Exam and two students were named semi-finalists in the prestigious and highly competitive Siemens Competition for Math, Science, and Technology.

Overall, 95% of our students participated in a club, group, or athletic team. Last year proved to be another stellar year for our athletic program. CCHS teams were victorious in 65% of their contests, and for the 10th consecutive year, we had at least one state champion, with Girls Indoor Track earning that honor. Multi-

ple teams won Dual County League Championships including Boys and Girls Cross Country, Boys Soccer, Boys Basketball; numerous students received All-Scholastic recognitions from our local Boston newspapers; however, the competitive spirit, sportsmanship, and citizenship displayed by our coaches and student-athletes are hallmarks of the program.

The CCHS Repertory and Concert Bands earned gold medals at the Massachusetts Instrumental and Choral Conductors Association (MICCA) State Concert Festival. Many student musicians (band, orchestra, jazz band, and chorus) were nominated and accepted into the MECH All-eastern Honors Ensembles.

Visual Arts students participated in the Boston Globe Scholastic Art Awards regional and national exhibitions and earned an incredible number of gold and silver keys distinguishing CCHS as one of the most award-winning schools in New England. Two students were recognized by the prestigious regional NATAS (Emmy) awards for their films. In the spring, students exhibit their artwork at the Concord Art Association, where a jury of professional artists awards scholarships for the best senior portfolios. A junior student was accepted to highly competitive Massachusetts Art All-State program.

In math, we continue to see an increase in the number of students taking Introduction to Statistics and AP Statistics. We expect this trend to continue as students become aware of the analytic requirements of many college majors. Also, students are frequently gravitating towards multiple math courses in a given year. Last spring twelve students and two teachers traveled to Mexico to do fieldwork related to BioStats. Student interest in our new Financial Literacy course continues to grow, and next year we hope to offer additional sections to meet demand.

Last year we added AP Environmental Science, and with increased demand, we plan to add additional sections next year. We adjusted our honors physics curriculum and relaunched the course as AP Physics I. We continue to see an increase in the number of students enrolled in our engineering program and awarded the highest number of Engineering Certificates last year. Thanks to the Concord Education Fund we had our first successful weather-balloon launch that recorded data in real time at an altitude of 93,000 feet.

The collaboration between English and Social Studies in an interdisciplinary course, Twice Told Tales, continues with carefully coordinated field trips enhancing the classroom experience. Our Rhetoric and Advanced Language and Senior Honors English teams continue to see improved student writing and analytical skills. More than 130 students completed an AP English exam with 93% scoring 3 or better.

The Social Studies department has continued to work to make courses engaging, challenging, and accessible to students of all learning profiles and learning styles. Last year we completed a K-12 Social Studies Curriculum Review, which culminated with a week of professional development. Students performed exceptionally well in the Moot Court Competition and argued cases in front teachers and Massachusetts Supreme Court justices.

2016-2017 marked the fifth year of Rivers and Revolutions. This interdisciplinary, experiential “school-within-a-school” prizes creative thought across all academic disciplines as students develop their capacity to think holistically and collaborate with their peers. This heterogeneous program has served over five hundred students of all backgrounds and abilities. Through the Stewardship portion of the program, students have engaged in meaningful work throughout the community, including projects at the Concord Museum, The Robbins House Interpretive Center, deCordova Sculpture Park, and Museum, Gaining Ground, the Umbrella Community Arts Center, The Ripley Playscape, and many more. Further, students have taught at all three of the elementary schools, helping to create meaningful connections between students and teachers across the entire district. Rivers and Revolutions has caught the interest of schools from across the state and is frequently visited by students, teachers, and administrators who are looking to create their version of this innovative program.

The Special Education Department continues to work collaboratively with families, students, and colleagues to meet the diverse needs of our student body. Students in the Pathways Program have benefitted from a variety of placements that enhance their critical vocational behaviors associated with career exploration, acquisition, and retention. Placements include an eclectic range of services based on their skills, abilities, and interests. Off-campus sites include Concord

Elder Services, Buddy Dog, Acton Discovery Museum, Goodnow Library, Drumlin Farm, TJ Maxx and the Acton Food Pantry. We are thankful for the supportive community.

The World Languages Program promotes linguistic and cultural literacy while cultivating a lifelong appreciation and enthusiasm for classical and modern languages and the cultures they reflect. At CCHS students pursue language acquisition in French, Chinese, Latin, and Spanish with the latter three offering AP options. Students enrolled in a language are developing proficiency in the language they choose in an interactive, cooperative environment that emphasizes both oral and written expression through authentic linguistic experiences in the target language. Students enrolled in Latin will engage in an in-depth study of the Latin language and Roman history and culture. Students translate text, a task which requires analytical skills, problem-solving and creativity.

Linguistic and Cultural Exchanges are offered every other year for students studying Chinese, French, and Spanish. Students spend two weeks in Hangzhou, China, Versailles, France and Quito, Ecuador and then reciprocate by hosting these students in their homes for two weeks.

Last year several students earned their Global Literacy Certificate (GLC). This program is designed to foster global and cross-cultural awareness in high school students. These students completed 20 or more hours of service learning in a global/international setting, at home or abroad. Also, they demonstrated a sincere appreciation and regard for diversity and the ability to interact respectfully with others, at home, and around the world.

Concord-Carlisle Community Connections (CCCC) provided a one-on-one career mentoring experience for 33 students, who engaged with area residents/professionals in a variety of career fields, such as architecture, biotechnology, and engineering. Nearly 50 students participated in the Senior Internship program, which is a unique five-week course rooted in career exploration that integrates study with planned and supervised career-related work experience.

### *Concord Middle School*

At Concord Middle School (CMS) 85% of the students earned grades of B- or higher across academic subjects: English, math, world language, science, and social studies. CMS showed a strong performance on Next Generation MCAS as noted by their 4th in the state ranking in ELA, and 8th in Math and Science. According to state assessments, CMS special education students performed at such a level that they met the goal for making significant gains towards closing the achievement gap. The English department saw positive results from Leveled Literacy Intervention, our Response to Intervention (RtI) intensive, short-term, reading curriculum for 6th and 7th grade students and is continuing to offer it this year. The department is also taking advantage of the STAR Renaissance reading diagnostic assessment, which all students take, allowing teachers to more effectively differentiate assignments and assessments. Math teachers have increased the level of rigor in Independent level classes and they are piloting Everyday Math in 6th grade Independent Math classes. This pilot is focused on providing students with real world application of abstract mathematical concepts in alignment with curriculum standards. The iReady growth monitoring and diagnostic tool is being utilized in Directed Math and Math Strategies classes. iReady supports the analysis of real-time mathematical assessment data which informs teacher instruction and skill remediation. Last year, Social Studies teachers engaged in a thorough review and realignment of their curriculum to best meet state standards and frameworks. This year they are piloting new textbooks. In science, after piloting Amplify Science last year and discovering it did not fit well to CMS student's needs, the department is working with the FOSS Science texts and experiencing a much better fit for our students. The World Language department has incorporated a Latin elective designed to provide students entering it in the 6th grade with an ability to begin Latin II when they enter high school. CMS students have also experienced increased opportunities to learn coding skills in 6th grade Digital Literacy class, coding electives, and during the Hour of Code in December. Coding develops computational fluency and analytical and iterative thinking skills necessary for success in all subjects. CMS students again participated in a summer reading challenge reading at least one book from a list of six and then moving on to read two others.

This year CMS is piloting a comprehensive new advisory program named homeBASE. Advisory programs, common in many middle schools, fill a number of purposes. At CMS we anticipate that student-teacher relationships will be enhanced, ensuring each student feels connected to at least one adult in the building. HomeBASE replaces homeroom, house huddles and the CMS Stands Together. HomeBASE groups meet almost daily and include extended meetings addressing topics such as bullying challenges, academic advising, social and emotional support and entertainment and fun. Early feedback has been extremely positive from both student and staff participants.

Concord Middle School students explored, created, competed, and performed in a wide range of exploratory and extra-curricular activities through creative, scientific, and critical thinking pursuits. CMS students participated in Lego Robotics, Science Olympiad, Math Team competitions, Girls Who Code, and Model UN. The Spider Team consisting of a small group of students working in conjunction with MIT's Laboratory for Atomistic and Molecular Mechanics continues to investigate the structural properties of spider silk. The Lego Robotics club fielded three teams this year in the First Lego League Qualifying Competition. For the first time in program history, one team made it to the First Lego League State Finals at WPI. Elementary K-5

For students in grades 3 - 5, CPS participated in the new MCAS 2.0 online assessment. This is a more rigorous assessment than the old MCAS/PARCC and Concord students continue to score at high levels. Alcott, Thoreau, and Willard met the State's target for meeting the attendance levels and showed progress towards narrowing the proficiency gap between all students and high needs students and would have received the highest accountability rating, Level 1 had levels been given this year.

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 year long science project nurturing the development of Blandings' 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 Marble Challenge at Alcott. Highlights in fourth grade include the annual Chinese poetry and calligraphy project with a poet in residence, a special learning opportunity that is funded by a STARS Grant from the Massachusetts Cultural Council. All elementary students in 4th grade engaged in a day-long Immigration Day simulation which allowed students to simulate the immigrant experience as a culminating activity of the Immigration unit. Third graders enjoyed a variety of research projects including their study of Native Americans.

Willard published Willard Student Monthly For Kids with students assuming all aspects of newspaper writing, cartooning, and production. Elementary students also participated in many musical events with chorus, string, band, and theater performances throughout the year including Monster Madness, A Christmas Carol and Annie. The Willard Chorus once again represented CPS by participating in the annual MLK Concert sponsored by the Concord-Carlisle Human Rights Council. The elementary school orchestra performed at the State House and twenty-five strings students attended the March String Fest in Billerica. Fifth grade band students from all three elementary school gathered at Willard for an Informance, an open rehearsal for parents and family members to observe the performance routines and rituals of the band experience.

Elementary teachers continued to infuse technology across the curriculum. A sampling of activities includes the use of iPads in K and grade 1 for story creation and skill practice, research projects in grades 2 -5, the 4th grade digital magazine project, the use of a variety of digital tools for writing and projects in the content areas. Fifth grade students continued to hone advanced technology skills as demonstrated by a PAX global read aloud project with skyping activity in a grade 5 classroom, the creation of tutorial videos to highlight and explain academic tasks in another 5th grade classroom, and the creative use of technology to demonstrate learning and creative expression in other 5th grade classrooms. All elementary students participated enthusiastically in the 2017 Hour of Code initiative with coding activities in their classrooms.

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 Recreation Department, 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 program.

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.

These activities and achievements are only a sampling of the wide range of student programs and projects at Alcott, Thoreau, Willard, CMS, and CCHS. For more information, visit the district website [www.concordps.org](http://www.concordps.org).

#### *METCO*

One hundred and thirty-seven(137) students of color in grades K-12 who reside in Boston attend the Concord Public Schools and Concord-Carlisle High School 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 students in grades K-8. Alcott's Kindergarten and First Grade partnered with The Umbrella Community Arts Center to provide three 9-week sessions of a weekly enrichment course for our METCO students and their Concord peers, with a focus on early literacy, mathematics, and the arts. In addition, Alcott provides an Extended Tuesday Tutoring Program to students in first and second grades needing extra practice in ELA and Math. CMS

provides individualized progress monitoring for all METCO students with English and math teachers and one tutor. Prior to the beginning of school, CMS provides a summer workshop for rising 6th grade METCO students which focuses on building students' organization, time management, and self-advocacy skills. Students also develop a stronger connection to Concord through field experience at the Old North Bridge, Sleepy Hollow Cemetery, and the Robbins House Interpretive Center. CMS METCO students may also attend a summer "Math Academy" grades 5-8. At CCHS, all 9th grade METCO students are enrolled in Achievement Strategies, a course designed to improve executive functioning skills. CCHS math teachers offer a summer math program, "Algebridge" which incoming Boston students attend to increase their participation in higher-level math courses. CCHS METCO students 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. 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 as peer leaders for Advisory.

More than 200 K-8 students participated in summer learning in reading, math, special education, or English as a Second Language during the four weeks in July.

#### *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 beginning on their 3rd birthday through their 22nd birthday. As the complexity of student needs continue to evolve, we remain committed to meeting the diverse needs of students with learning, medical, cognitive and social disabilities within their local communities. In line with the national trends, the numbers of students with complex disabilities are on the rise. We continue to look at providing opportunities both in and out of school to increase independence at all age and grade levels, especially for students who are turning 14 through the duration of their special education eligibility (either graduation or their 22nd birthday). The Transition Specialist at CCHS continues to expand the

community experiences for students 14 and above, working to secure employment when appropriate. Additionally, we have broadened our relationships with other agencies including DCF, DDS and DMH. 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 (children who tuition into the special education preschool program) in all of our classrooms. By adding a fourth classroom in 2016, we have been able to meet the needs of more students in district. At the Elementary level, the special education teachers are working in collaboration with their grade level general education colleagues on the district's EM4 math curriculum implementation at all grade levels and have seen a tremendous skill growth. The special educators are also working on the science curriculum roll-out and are participating in the STEAM planning process. At CMS, we are continuing with our focus on executive functioning skills as well as examining our intervention programming. We have expanded the amount of time general education classes are supported, allowing students to more fully access the instruction being provided by their content teachers. At CCHS, the special education department has continued to increase increasing self-advocacy and independence in accessing support. Executive functioning coaching is being interwoven into small group instruction as well as in a coaching model as appropriate. The programs and services for students with disabilities at CCHS reflect each student individually and are designed to meet each student's needs.

At the end of 2016, both Concord Public Schools and Concord Carlisle Regional School District participated in a mid-cycle review completed by the Department of Secondary and Elementary Education (DESE). As a result CPS was determined to be 100% in compliance in the areas monitored. CCRSD had 5 criteria areas that needed remediation and in October 2017, CCRSD was also in 100% compliance. Both districts' mid cycle review reports can be found on the DESE website <http://www.doe.mass.edu/pqa/review/cpr/reports/followup.html#c>

#### *Professional Development*

The district continued to invest considerable resources in professional development, providing educators with learning opportunities in curricu-

lum development and technology integration. A new professional development program, "The Concord Fellows," has been rolled out in the 2016 - 2017 school year. In this program, veteran teachers lead their colleagues in study on such topics as: Classroom Management; Mindfulness in the Classroom; Project Based Learning; Using Google Apps in the classroom. PreK-12 Teachers took courses in content area, Open Circle, English Language Learners, and special education. Teachers participated in committee work on elementary math, K12 science, and K12 STEAM education. During the summer, K12 teachers participated in eighty (80) curriculum development projects. Many of these focused on the implementation of new, more rigorous math curriculum, new science curriculum, and initiatives in STEAM education.

#### *Human Resources*

In 2017 eight (8) staff members retired after many years of dedicated service. The districts hired one (1) superintendent, two (2) principals, one (1) assistant principal, twenty-one (21) teachers at CCHS & CPS, and twenty-seven (27) support staff members including bus drivers, food service employees, information technology, 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 2017 for educators was 97.8% with an eight year average of 97.5%. The CPS retention rate in 2017 for educators was 98.6% with an eight year average of 97%.

The districts have significant mentoring programs to ensure 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 plans, and district goals; create opportunities to reuse, reduce, and recycle; and implement initiatives to build community through district-wide wellness activities. Contract negotiations

concluded with the Secretaries Association and the Bus Drivers Association.

#### *Information Technology*

The IT department is focusing efforts on efficiency and productivity by tying together and automating core administrative systems. Reducing rework and complexity will improve delivery for the growing demand of data in compressed time frames. We continue to migrate towards a fully virtual server environment. As a result, we can decommission aging home directory servers and storage units housed in school buildings. Both students and staff have full access to Google Drive for document storage.

Upgrades to Middle School network wiring and hardware were necessary keep pace with our 1:1 learning environment. Replacing outmoded network cables with new Cat6 cabling in both Sanborn and Peabody took place over the summer. Added work included addressing areas without enough wiring, updating head-end rooms in both buildings, and more drops for improved wifi coverage.

We continue to optimize bandwidth to and within schools using QOS (Quality of Service). QOS is essential to manage the growth of high-bandwidth video and multimedia traffic. This helps assure that all buildings are getting acceptable bandwidth for students at each site.

We have introduced a help desk ticketing system (Spiceworks) at both the HS and MS. This provides faster response times and better service to both staff and students. We are also using the inventory module for this system.

#### *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 Concord School Committee submitted a Statement of Interest to the MSBA for the Concord Middle School and also conducted a CMS feasibility study. The FY2018 CPS school budget at \$36,810,111 represented a 3.22% increase above the FY2017 appro-

priation, and the FY 2018 operating budget for CCHS, \$28,042,499, increased by 5.39%. Both the CPS and CCHS FY2018 budget requests matched the Finance Committee guidelines, were within levy limits, and for the eleventh consecutive year did not require overrides. Both school districts managed successful FY2017 year-end closings. The Regional School District met its planned \$735,499 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 declined from FY16's 4.2% to a projected 3.1% level. The AAA bond rating has been maintained.

#### *Capital Projects and Transportation*

The impact of the high efficiency boilers installed at Sanborn resulted in a reduction of natural gas consumption of more than 60%. Major FY17 projects completed included installation of two modular classrooms at Sanborn Building, completion of a Facility Assessment at CMS. Ongoing projects funded by the 2017 Town Meeting include irrigation of the Willard fields, assessment of a new bus loop configuration at the Thoreau School entrance and budget and scope alignment of the Ripley STEAM lab.

Transportation was successfully relocated to the new Knox trail depot, and implementation of the new later high school start time has been completed.

#### *Summary*

The major highlights of 2017 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 we 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, completing union contract negotiations, and building a beautiful, high performing high school. For more information, please visit the districts' website, [www.concordps.org](http://www.concordps.org) and review the CPS & CCRSD 2017 Performance Report.

## MINUTEMAN HIGH SCHOOL

Dr. Edward A. Bouquillon, Superintendent-Director

### *Minuteman Breaks Ground for New School*

On June 14, 2017, state and local officials joined the Minuteman School Committee, School Building Committee and hundreds of Minuteman faculty, staff, and students for a ceremonial groundbreaking for the construction of the new high school. The new school is expected to be completed by start of school in the fall of 2019.

“An investment in education pays the best interest,” Jack McCarthy, Executive Director of the Massachusetts School Building Authority (MSBA), told the gathering. The MSBA is investing more than \$44 million in the project.

Speaking on behalf of the area’s legislative delegation, Rep. Jay Kaufman (D-Lexington) applauded the project and noted Minuteman’s importance to students and to the region’s economy. Nothing about the Minuteman project has been easy. To secure project approval, the District needed to revise its governance structure and membership, scale back student enrollment, and change state regulations so non-members contribute to capital costs. The District was also forced to hold a district-wide election to secure final approval for bonding.

In his remarks, Superintendent Dr. Edward Bouquillon urged state officials not to tinker with the existing model for career vocational-technical education. “Now is not the time to shave off the best aspects of CVTE and try to graft it onto a traditional high school schedule,” he said. “All that will do is weaken our system in Massachusetts.”

Guests included a host of town managers and selectmen, educational leaders, officials from the Massachusetts Association of Vocational Administrators (MAVA) and the Massachusetts Association of School Superintendents (MASS), and members of Minuteman’s program advisory committees.

### *Minuteman Sells Bonds for New School*

In September, the Minuteman School Committee approved the sale of \$36 million in general obligation

bonds for the construction of a new high school. The vote to issue the bonds was 10-0.

Eight financial institutions competed to purchase the bonds. The low bid was submitted by Bank of America Merrill Lynch with a true interest cost of just over 3.09%. The high bid was just over 3.43%. The District offered the bids after receiving a credit rating of “AA” from S&P Global Ratings.

### *Minuteman Secures Second Major State Grant for Advanced Manufacturing*

In March of 2017, Minuteman secured a second major competitive grant to launch its new Advanced Manufacturing & Metal Fabrication program. The new program will train high school students and adults for high-wage, high-demand jobs in the field of advanced manufacturing. The \$495,000 grant was announced by Governor Charles Baker during ceremonies at Greater Lowell Technical High School. The previous year, Minuteman received a \$500,000 grant.

### *Workforce Board Supports Minuteman Girls in STEM Program*

Minuteman High School and Partnerships for a Skilled Workforce, Inc. joined forces to expand opportunities for young high school women seeking careers in science, technology, engineering and math (STEM). With the help of a \$14,500 state grant, Partnerships for a Skilled Workforce assisted in funding a series of activities for Minuteman’s award-winning Girls in STEM program.

### *District Adopts Smaller Budget*

For the second year in a row, the Minuteman School Committee adopted a budget that is smaller than the previous one. On January 31, the School Committee voted to adopt a budget of \$19,449,466. That’s \$278,631 – or 1.41% -- smaller than the FY 2017 budget.

### *Minuteman Students Earn Gold Medals at National Competition*

Six students from Minuteman earned medals at the SkillsUSA National Leadership and Skills Conference which was held June 19-23, 2017, in Louisville, Kentucky. SkillsUSA is a national organization that allows students in career and technical education to compete in a host of rigorous technical and leadership competitions.

The medalists were Sean Datar of Acton, who earned a gold medal in Related Technical Math, Erin Noel of Medford, who earned a gold medal in Employment Application Process, and Collin Kelly of Sudbury and Brian Courtney, Jr. of West Roxbury, who earned gold medals in the Community Action Project. Two other medalists, Adam Powell and Ethan Francis-Wright of Arlington, earned bronze in Web Design.

### *State Commends Minuteman for MCAS Performance*

In October of 2017, the Massachusetts Department of Elementary and Secondary Education (DESE) commended Minuteman High School for its 2017 MCAS scores.

The school was one of only seven schools in the Commonwealth to be singled out for high achievement, making strong progress, or narrowing proficiency gaps.

Minuteman enjoys a Level 1 Accountability Rating for its students’ MCAS performance. Each year, DESE rates all schools and school districts in Massachusetts from Level 1 to Level 5, with Level 1 being the best.

### *Minuteman Recognizes Outstanding Students*

Two seniors earned recognition for exemplary character, leadership and scholastic excellence.

Davis Kahmann of Arlington, an engineering major, was selected as the school’s Outstanding Vocational-Technical Student of 2017. Along with other distinguished student honorees from vocational-technical high schools and programs across the Commonwealth, he was honored at an awards ceremony at Mechanics Hall in Worcester on April 13.

Sean Datar of Acton was Minuteman’s 2017 nominee for the Walter J. Markham Award. This honor is sponsored by the Massachusetts Association of Vocational Administrators and the Massachusetts Vocational Association. Walter Markham was a pioneer in vocational-technical education in Massachusetts.

### *Minuteman Students Win Logo Design Contests*

Melanie Hennessey who is majoring in Design & Visual Communications at Minuteman was the winner of a logo design contest sponsored by the Battlegreen Run Foundation. Battlegreen Run is a non-profit foundation that organizes an annual road race in Lexington to fund worthy local charities.

John “Jack” Ross, a Minuteman student from Arlington, was the winner of a logo design contest sponsored by the Minuteman Futures Foundation, Inc. The Minuteman Futures Foundation is a private, non-profit organization that raises funds to support students and programs at Minuteman High School.

### *Minuteman Students Get Laptops*

Freshmen at Minuteman High School are now armed with digital learning devices because of a new initiative called “mPower—Empower Our Revolution.” In early March of 2017, all ninth-graders received a laptop as part of Minuteman’s one-to-one program. Under the program, each student is given an electronic device, in this case, an HP Probook x360. Students are able to use the devices in school and take them home at night.

### *Minuteman Featured in Nationally-Broadcast TV Documentary*

Minuteman High School was one of three vocational technical high schools in Massachusetts featured on “Job Centered Learning,” a PBS television documentary about career and technical education. The documentary by award-winning filmmaker Bob Gliner first aired in October of 2017.

### *Minuteman School Committee Elects New Officers*

As of July 2017, the Minuteman District includes ten member towns: Acton, Arlington, Belmont, Bolton, Concord, Dover, Lancaster, Lexington, Needham, and Stow. The newly-reconstituted District elected a new School Committee leadership team at the first meeting of the new ten-member Committee.

Members elected David Horton of Lexington as its new chair, Sue Sheffler of Arlington as its new vice-chair, and Pam Nourse of Acton as its new secretary.

Mr. Horton succeeds Jeffrey Stulin of Needham, who successfully led the School Committee from the start of planning for a new school to its groundbreaking. Mr. Horton, who formerly served as the committee’s secretary, is a retired school administrator.

In addition to the three officers and Mr. Stulin, members of the School Committee include Jim Gammill of Belmont, David O’Connor of Bolton, Carolyn “Carrie” Flood of Concord, Ford Spalding of Dover, Jennifer Leone of Lancaster, and Alice DeLuca of Stow.

Comprised of volunteers appointed by each of the member communities, the School Committee approves the district budget, hires the superintendent, and sets policy for the district.

*School Committee Member Receives State Award*  
Ford Spalding of Dover, a Minuteman School Committee member who helped lead the fight for construction of the new Minuteman High School, received a prestigious award from the Massachusetts Association of School Committees (MASC) at the MASC Leadership Awards Dinner in Hyannis on November 3. MASC selected Mr. Spalding to receive the MASC's Division VIII All-State School Committee 2017 award. Division VIII includes more than 80 school districts in Massachusetts with state-approved (Chapter 74) vocational technical education programs.

"We're very happy that Ford is being recognized for his hard work and we're grateful for everything he's done to support vocational technical education and the students at Minuteman High School," said Dr. Edward Bouquillon, the school's Superintendent. "In both good times and bad, he's been there, fighting alongside us. He and I always agree on one thing: the kids come first."

Mr. Spalding serves as a member of the Minuteman School Committee representing the Town of Dover. He also serves as chair of the Minuteman School Building Committee, the group overseeing construction of the new \$144.9 million Minuteman High School. Previously, he chaired the Campaign for Minuteman's Future, a group of volunteers that helped win a district-wide referendum for construction of the new school.

## CONCORD-CARISLE ADULTS AND COMMUNITY EDUCATION

Jill Weintraub, Director  
Advisory Committee:  
Demi Ayres, Chair, Concord  
Kathe Falzer, Concord  
John Ballantine, Carlisle  
Claudia Feeney, Concord  
Ron Bernard, Concord  
Christine Lear, Carlisle  
Julie Dolan, Concord  
Carol Murphree, Carlisle  
Robert Crom, School Committee Liaison

*The Community Education Mission*  
Concord Carlisle Adult & Community Education (CCACE) provides opportunities for lifelong learning to the citizens of the school district and surrounding towns. It 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.

Community Education provides extended-day educational programs for citizens in Concord and Carlisle. It promotes and supports school and community learning projects that cannot be funded or presented in traditional ways. Adult & Community Education 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.

*School Services with a Community Focus*  
The department operates "extended-day" educational programming and services in multiple locations around the school district. Based at CCHS, it is open and active days, weeknights, seven days a week, twelve months a year.

*2016-2017 (FY17) Enrollment and Participation*  
There are six areas of activity within the Adult & Community Education program, for purposes of educational service delivery, management and reporting. Community education classes (year-round continuing education for adults and extended-day enrichment for K-12 students);

- Instrumental music lessons (40 weeks of individual after school music lessons annually);
- Online courses (with ed2go)
- Driver education (a 30-hour classroom program, 12 hours of behind-the-wheel training, 6 hours of in-car observation, 2-hour parent classes, Registry road test sponsorship, and related services);
- Community events (such as community forums, armchair travels series, lectures)
- Other services (contract and in-service training, inter-agency collaboration, etc.)

The department was able to provide a wide variety of educational services for many local residents last year. Activity included:

- Over 2,250 enrollments in fee-based community education classes
- Over 350 individual, online, and group courses were offered
- Over 280 students enrolled in instrumental music lessons (32-40 sessions each)
- Over 240 new students enrolled in driver education training (27+ sessions per student, between classroom and driving)
- Over 150 participants (est.) in walk-in programs and events (no registration or fee required)

*Courses and Services*  
CCACE offers programs throughout the year, including nights, weekends, and some holidays. While the majority of our programs take place at the high school, we hold courses and other educational events are held throughout Concord and Carlisle. We have programs for students as young as one through senior residents of Concord and Carlisle. Almost 10,000 individual music lessons were held. Driver Education teachers provided over 2,000 hours of behind-the-wheel training. Students could also choose from among hundreds of online courses we offer in collaboration with ed2go.

Community Education invites local residents to use our schools for learning during the times when the facilities would otherwise be unoccupied, when building services already has those facilities open. Evening non-credit courses are developed and taught by community educators who are working professionals in their respective fields. There are also daytime classes for community members, after-school and weekend classes for high school students, and special courses for individuals and community groups. Approximately

half of our students are adults, while the other half are school-age children. Eighty percent of our adult and continuing education students live in Concord or Carlisle. Non-residents may participate on a space-available basis and pay a small additional fee. Their participation broadens our range of educational services and extends the necessary cost sharing.

Many familiar courses remained in demand in 2016-2017: world languages, financial planning, health and wellness, bridge, chess, writing, test preparation, and more. New courses were developed, reflecting new interests. They included Supreme Court Cases, Oh So Easy Artisan Bread, Chair YogaDance, Tea: The elixir of the east, Sashiko Embroidery, Alexander Technique, and more!

Our enrollment numbers continued to increase in both Driver Education and the Instrumental Music School. We saw an higher numbers as well with Village University for Concord-Carlisle senior citizens, with a mix of new and returning courses and volunteer instructors.

Over one hundred and twenty-five community educators led our programs in FY17, including volunteers, instructional subcontractors, and part-time employees. Most of the subcontractors and part-time employees were paid \$20-50/hour for instructional time, funded entirely by course revenues.

*Financing Community Education*  
The department completed its thirteenth consecutive year of self-funded activity in FY17, recovering all costs for teachers, administrative and management salaries, non-salary expenses, and capital investments. Department costs were approximately \$730,000, and revenues were approximately \$740,000, and the year ended with a revolving account balance of \$118,698.

CCACE received a grant from the Concord Carlisle Community Chest of \$15,000 which enabled us to provide financial aid to 31 families. Every financial aid applicant was provided some assistance and no one was turned away because of an inability to pay a course fee.

The school district provides in-kind support by providing leadership, oversight, and the financial management mechanisms necessary to receive and disburse money for educational activities. The use of space

within the Concord Public Schools is essential to keeping our programming moving forward. We are also thankful to be able to offer music lessons to Carlisle students at the Carlisle School on weekday afternoons. Our continual challenge is locating classroom space for our day time programming.

#### *Community Partnerships*

The department relies on community partnerships and co-sponsored programming in order to produce a robust variety of educational offerings. The department worked with the Concord Historical Collaborative, Concord-Carlisle Community Chest, CCTV, Concord Free Public Library, Concord Council on Aging, Coast Guard Auxiliary, Open Door Education, Wicked Cool for Kids, ed2go, Berlitz for Kids, Community Education Network, and more.

#### *Community-School Communications*

Community Education mails a catalog to every household in the district by direct mail three times each year, promoting all CCACE programs. The newly redesigned department website contains a wide array of information about our program and all of the latest programming additions. Students may also enroll in classes and pay their bills online. The office, located at Concord-Carlisle High School, and is open to community members and students five days per week.

The Adult and Community Education Advisory Committee, appointed by the Regional School Committee, advocates for community education and strong community-school connections. It is an important link between the schools and community at large, generating ideas, identifying needs and seeking resources. Robert Crom was the School Committee liaison. We welcomed two new Carlisle residents to the committee in 2017 – Christine Lear and Carol Murphree.

#### *Organizational Structure*

Jill Weintraub started as Director of Adult & Community Education on September 1, 2016. The Director of Teaching and Learning, Kristen Herbert, supervises Jill.

Mary Zellner, the Senior Administrative Secretary, retired at the end of FY17, who was responsible for office operations, department data entry and recordkeeping. Deborah Levine (.5 FTE) manages the year-round music lesson program and supports the Senior Secretary with management oversight functions.

Over one hundred twenty-five part-time community educators provided instructional services.

The Advisory Committee provides guidance and support to the department Director, the Superintendent of Schools and the Regional School Committee on community education matters.

#### *The Year Ahead*

The Adult & Community Education department is focused on staffing transitions, with Mary's retirement. We have hired two new .5 FTE program coordinators who began on July 1, 2017: Stefanie Cloutier is our Coordinator of Continuing Education & Enrichment and Rebecca Gurley is our Driver Education Coordinator. ACE implemented a new registration system and launched a new and update website in June, with a new address – [www.concordcarlisleace.org](http://www.concordcarlisleace.org). The department will continue to strengthen and look to expand programming wherever possible. We will resume capital investment in the Driver Education program with the trade-in and purchase of two new cars, both of which were purchased in 2009 when the program was started.

The Adult & Community Education department fosters a healthy and vibrant sense of community in the Concord-Carlisle School District. We welcomes everyone, including those with and without children in the public schools, to take part in a rich variety of learning experiences together and get personal value from their investment in public education.

## THE SCHOLARSHIP FUND OF CONCORD AND CARLISLE

Executive Committee: Lucy V. Miller - Chair,  
Rebecca Britten 'Bee' Loprete - Assistant Chair  
Welles Hatch - Treasurer  
Albert Powers - Assistant Treasurer  
Elaine DiCicco – Secretary  
Paul Ressler - Past Chair

Trustees: Kenneth Anderson - Associate Trustee  
Dorothy Bean - Emerita Trustee  
Edward Bernard - Associate Trustee  
Hanna Bruno – Associate Trustee  
Nick Carter  
Jeanne DeTemple  
Molly Q. Eberle  
Devra Feshbach-Meriney  
Janet Rhodes Friedman – Associate Trustee  
David Gould - Emeritus Trustee  
Julie Hagan – Associate Trustee  
Amy Jolly  
Deb Mayerson  
John F. Mee  
Travis Minor  
Tom Rutledge - Associate Trustee  
Priscilla White Sturges



*Left to Right – Back:*  
Hanna Bruno, John Mee, Travis Minor, Devra Feshbach-Meriney,  
Nick Carter, Ken Anderson

*Left to Right – Middle:*  
Lucy Miller, Welles Hatch, Amy Jolly, Julie Hagan, Jeanne DeTemple,  
Deb Mayerson, Paul Ressler, Al Powers

*Left to Right – Front:*  
Janet Friedman, Elaine DiCicco, Dorrie Bean, Priscilla White  
Sturges, Bee Lorprete

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 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 more information about The Scholarship Fund, please see the website: [thescholarship-fundofcc.org](http://thescholarship-fundofcc.org)

In 2017, the trustees awarded \$205,135, supplemented by \$64,665 from The Scholarship Fund's affiliated organizations, bringing the total to \$269,800 awarded to 78 high school seniors and in-college students. Since its inception, The Scholarship Fund has assisted over 1,400 students.

The Scholarship Fund of Concord and Carlisle Trustees are pleased to announce that the following students have been awarded scholarships for the 2017-2018 academic year.

- Students listed in italics are currently in college.
- Scholarships marked with one asterisk are managed by the Scholarship Fund of Concord and Carlisle
- The scholarships marked with two asterisks is managed by the Trustees of Town Donations of the Town of Concord.
- All other scholarships are managed by the named affiliate organization.

**The Scholarship Fund of Concord and Carlisle**

The Abby Memorial Scholarship*	Tyra Westbrook	
The Acton Toyota of Littleton Scholarship	Anna Christiansen	
The William W. Anderson Memorial Scholarship*	Maxwell Morgan	
The Janet Babb Memorial Scholarship*	Jessica Chin	
The Bean Family Scholarship*	Charisse Stakutis	
The Trudy Biernson Memorial Scholarship*	Ismael Cisse	
The Carlisle Old Home Day Scholarship	Arianna DiRomualdo	Timothy West
The Kay Chambers Scholarship	Abigail Yamartino	
The Eleanor Winstanley Childs Memorial Scholarship*	William Palmer	
The Concord Firefighters' Relief Association Scholarship	William Palmer	
The Concord High School/Concord-Carlisle High School Alumni Scholarship*	Tyra Westbrook	
	Ranger Beguelin	Johanna Blake
	Andrew Brown	Jennifer Brown
	Jessica Chin	Luke Cogliano
	Kylie Copland	Norman Delorey
	Joshua Elwood	Samantha Elwood
	Aiden Gerstmyer	Mayah Gilmer
	Justin Gray	Diamond Green
	Kayleen Honan	Audrey Hunt
	Savannah Kangas	Jaskiran Kaur
	Sean Morahan	Shannon Morahan
	Lillian Piz	Rose Piz
	Michael Rober	Cady Sanderson
	Charisse Stakutis	Blake Swanson
	Nataly Torres	Nicholas Wilbur
	Joel Zayas	
	Lea Guertin	
	Timothy Collins	Lillian Piz
	Jurgens Michel, Jr.	
	Alyssa Cucinotta	
	Cady Sanderson	
	Jessica Chin	
	Catherine Goode	
	William Palmer	

The Scholarship Fund of Concord and Carlisle Scholarship

**The Scholarship Fund of Concord and Carlisle**

The Joan M. & Norman E. Dee Scholarship*	Hanna Korhonen	
The Elaine DiCicco Scholarship*	Angela Ortiz	
The Guy P. & Teresa E. DiGiovanni Scholarship**	Patrick Gibbons	
The Engels & Volker Scholarship	William Palmer	
The Charles Evans Scholarship*	Ismael Cisse	
The John B. Finigan Memorial Scholarship*	Catherine Goode	
The Wilson Flight Scholarship*	Sonja Korhonen	
The Essie Golden Scholarship*	Lea Guertin	
The Bobby Gray Memorial Scholarship*	Johanna Murphy	
The Margaret Haggerty Scholarship*	Morgan Nicholas	
The Wells A. Hall Memorial Scholarship*	Han Lee	
The Anthony Halls-Keenan Smith Scholarship*	Ismael Cisse	
The Thomas Hart Memorial Scholarship*	Johanna Murphy	
The Christopher Hentchel-WIQH Scholarship*	Hugh Schmidt	
The Seitaro & Shina Ishihara Memorial Scholarship*	Hanna Korhonen	
The Tama Ishihara Memorial Scholarship*	Deedy Chang	
The Vinod Janan Memorial Scholarship*	Katherine Williams	
The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship*	Julia Dunn	Hanna Korhonen
	Jurgens Michel, Jr	Alexander Symko
The Diane Kenneally Memorial Scholarship*	Jennifer Brown	
The Knights of Columbus Scholarship*	Nicholas Klinoff	
The Sally Lanagan Memorial Scholarship	Jack Fell	
The Norton Levy Scholarship*	Alexander Symko	
The Anthony (Tony) Logalbo Scholarship*	Nicholas Klinoff	
The Charles E. Manion, Jr. Memorial Scholarship*	Gabrielle Wilson	
The Adrian A. Martinez Memorial Scholarship*	Deedy Chang	Han Lee
	Johanna Murphy	Samuel Randle
The Elizabeth A. Mattison Memorial Scholarship*	Jack Driscoll	Sophia Marsh
The Elizabeth V. McAllister Memorial Scholarship*	Hanna Korhonen	
The Mary F. McHugh Memorial Scholarship*	Jack Driscoll	
The Dr. Barbara Schips Miller Scholarship*	Thomas Copland	
The Middlesex Savings Charitable Foundation Scholarship	Alyssa Cucinotta	

The Scholarship Fund of Concord and Carlisle

The Janet Gates Peckham Memorial Scholarship*	Ismael Cisse
The Albert L. & June B. Powers Scholarship*	Katherine Williams
The David Prifti Memorial Scholarship*	Jurgens Michel, Jr.
The Katrina J. Przyjemski Memorial Scholarship*	Abigail Yarmartino
The Marguerite Purcell Memorial Scholarship*	Catherine Goode
The Nick Ressler Memorial Scholarship*	Deedy Chang
The Rivercrest – Deaconess – Newbury Court Scholarship	Han Lee
The Maura Roberts Memorial Scholarship*	Anna Christiansen
The Al Robichaud Scholarship*	Jurgens Michel, Jr.
The Rotary Club of Concord Scholarship	Alexandra Goulet
The Rotary Club of Concord Interact Scholarship	Thomas Copland
The Rotary Club of Concord William L. Eaton Memorial Scholarship	Abigail Yamartino
The Rotary Club of Concord Richard L. Hale Scholarship	Katherine Williams
The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship	Alyssa Cucinotta
The James E. Shepherd Memorial Scholarship*	Morgan Nicholas
The Farnham W. Smith Memorial Scholarship*	Gabrielle Wilson
	Jovan Grant

# HUMAN SERVICES

## SENIOR SERVICES DIVISION / COUNCIL ON AGING



Seated Left to right: Carole Cushing and Pam Hanson  
 Standing Left to right: Carol Ann Hannan, Michael Rudd, Ann Schummers, Margaret Hoag  
 Missing: Sharyn Lenhart, Milton Cohen, Arthur Alcaez and Patty Keane

- Carole Cushing
- Pam Hanson
- Carol Ann Hannan
- Michael Rudd
- Ann Schummers
- Margaret Hoag
- Sharyn Lenhart
- Milton Cohen
- Arthur Alcaez
- Patty Keane

The mission of the Senior Services Division and the Council on Aging is to promote quality of life for Concord's seniors (age 60 and older) by helping them to maintain their dignity, self-esteem, personal independence and their roles as full participants in the life of the community. The COA strives to fulfill this mission by providing opportunities for seniors to enhance their physical, emotional, intellectual and spiritual well-being.

According to the January 2017 Town Census, there are 4816 Concord residents over the age of 60 and this now represents over 30% of the total population of Concord and has been growing steadily for the last several years. The percentage is up from 22.5% in 2006. The 2010 Federal census showed that the state

average was roughly 16%, so Concord is significantly higher.

The following is a sampling of service statistics for FY 2016: 1947 seniors were active at the COA this past year. 63% were female and 37% were male. 177 new seniors began participating for the first time at the COA. 198 seniors used the van service and received 8005 rides. 499 seniors used Outreach/Social Services, 188 seniors participated in a fitness class and 3311 meals were served at the COA to 244 seniors.

### Outreach and Social Services

Our professional staff provides advice, assessment, consultation, and referrals to seniors and their support network (family, friends and neighbors) while adhering to strict standards of confidentiality. Their extensive and specialized knowledge of resources helps to assist seniors to live independently as long as possible. Strong working relationships with various town departments, hospitals, home health care agencies, aging service access points, housing authorities, and businesses provide the best comprehensive service. This past year we reached out to leaders in the religious community and invited them to come to tour our facility and learn about our services.

### Wellness and Fitness

The COA offers a wide diversity of program and fitness opportunities (Aerobics, Tai Chi, Yoga, and Strength and Flexibility) that contribute to the overall health of Concord seniors. We offer regular health clinics and screenings as well as a variety of speakers on an assortment of health topics. We continue to offer the free loan of durable medical equipment and 229 seniors borrowed 615 pieces of equipment this past year. This past year we were pleased to be able to increase the nurse's hours to 20 per week and are now able to offer much needed additional medical support and home visits to senior residents. We also have started an off-site blood pressure clinic at the Concord Housing Authority senior housing site.

### Social, Recreational and Educational Opportunities

Because the opportunity to interact with peers, stay intellectually active, and feel valued and needed by the community is key to emotional and physical health,