The strong support of Concord citizens allows Concord Public Schools to provide a high quality education to every child in our community. The importance placed by the Concord community on education means that our schools can maintain high achievement levels, hire the very best teachers, introduce new curriculum and technology, and provide a safe and healthy environment for our students.

This year, Pamela Gannon was re-elected to a second term on the School Committee. She continues to serve as committee chair, with Maureen Spada as vice-chair. The School Committee is grateful to have exemplary school leadership and an exceptional faculty and staff who make our schools among the top in the Commonwealth of Massachusetts. We appreciate all the parents and community members who volunteer their time on behalf of our schools. Most of all, we thank the citizens of Concord for their ongoing support of our schools.

The School Committee uses the vision provided by the district’s mission statement and core values to guide our decisions. The mission statement reads: 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 and beliefs are: academic excellence, empathic and respectful community, professional collaboration, educational

### CONCORD PUBLIC SCHOOL ENROLLMENT - OCTOBER 1, 2011

<table>
<thead>
<tr>
<th>Elementary grade level</th>
<th>K</th>
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<th>3</th>
<th>4</th>
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<td>74</td>
<td>83</td>
<td>79</td>
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<td>Thoreau</td>
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<td>75</td>
<td>85</td>
<td>55</td>
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<td>Willard</td>
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<td>236</td>
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<td>Peabody</td>
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<td>95</td>
<td>311</td>
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<tr>
<td>Sanborn</td>
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<td>103</td>
<td>111</td>
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<tr>
<td><strong>Total</strong></td>
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<td>206</td>
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<th>Non-Residents (included above)</th>
<th>Tuition Waived Students (included above)</th>
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<td>Alcott</td>
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<tr>
<td>Thoreau</td>
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</tr>
<tr>
<td>Willard</td>
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<tr>
<td>Middle School</td>
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<tr>
<td><strong>Total</strong></td>
<td>98</td>
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<td>1,957</td>
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</table>

### TOTAL - CPS

| Out of District Special Education Students | 35 |
| **GRAND TOTAL CPS**                      | 1,992 |
equity, and continuous improvement. In addition, the School Committee and administration set goals every year in the areas of student learning, information technology, professional development, human resources, and finance and operations.

Concord Public Schools (CPS) serves 1,957 students in grades K-8 and an additional 38 students in the integrated preschool program. CPS has experienced significant increases in enrollment. Over the last 5 years, the enrollment has increased by 109 students in grades K-8. Our students continue to perform at the top of the state in standardized exams such as MCAS. Efforts are underway to address specific sub-groups that do not perform as well in these tests. However, MCAS exams are only part of the assessments used by the district to monitor student progress. Our students score well in enrichment activities such as the International Math Olympiad, National French and Spanish exams, Massachusetts Science Olympiad, and the First Lego League Robotics Competition. In addition, most students participate in supplemental music programs for orchestra, band, and chorus that are offered during the school day from 4th through 8th grades.

Our students are involved in many activities both inside and outside the classroom that expand their knowledge and participation in the local and the global communities. Students at Alcott assembled Kid’s Bags for Open Table, created over 1000 origami cranes to raise money for Japan relief, and hosted a variety show to raise money for a children’s center in Argentina. Thoreau students provided lunch and entertainment to the Council on Aging and raised money for Gaining Ground in the Read for Seeds project. Students at Willard collected food for Open Table and created care packages for soldiers in Afghanistan. The Alcott Green Monsters, Thoreauly Green, and Willard Earth Care Club help with reuse and recycling in the schools. Middle school community service efforts raised money for Haiti and Japan relief, Buddy Dog, and Coats for Kids. CMS students visited China as part of an annual exchange program, and students from China and France came to visit CMS. We are grateful to the teachers who facilitate these extracurricular activities and to the parents who support their students and the community.

During these times of economic uncertainty, the School Committee and school administration have made a concerted effort to develop budgets that meet the needs of our students and are respectful of the taxpayers. CPS operating budget increases have been minimal: 2007-8 (3.78%), 2008-9 (2.96%), 2009-10 (1.8%), 2010-11 (0.0%), and 2011-12 (2.8%). Two major factors contributed to these minimal increases in the school budget. The school administration, through prudent and insightful management, was able to lower special education costs by developing in-house programs to decrease the expenditures for some out-of-district placements. In addition, the School Committee worked long and hard to negotiate a reasonable and sustainable three-year contract with the Concord Teachers’ Association in 2009.

After years of minimal increases, the Concord Public School budget is under tremendous pressure. The combination of increased student enrollment and mandated special education expenditures mean that in order to maintain level services, the operating budget must be increased. For 2012-13, the School Committee has approved a CPS operating budget with a 4.5% increase. For the 6th year in a row, the school budget is within the levy limit and does not require a Proposition 2½ override. This budget preserves current programs and meets the needs created by our increased enrollment and special education costs.

For many years, the School Committee and administration have worked to reduce the energy consumption of school buildings. With three new elementary schools, we have realized significant progress in this area. The new Alcott and Thoreau schools are each 50% larger than the old schools, but have the same energy consumption. The new Willard school, which has the same square footage as Thoreau and Alcott, uses 35% less gas for heating and 25% less electricity. Solar panels were installed on the roof of Willard in 2010. Over the past few years, capital projects at Concord Middle School have focused on the safety and energy-efficiency of the buildings and grounds. Previously, at both Sanborn and Peabody, in a multi-year project, single-pane glass was replaced with double-pane insulated glass. This year, the boilers were replaced and the play and parking areas were improved. In the upcoming years, we are planning to replace the flooring and ventilation systems at both
buildings. In addition, renovation of the Sanborn auditorium is being staged over multiple years.

The School Committee is very interested in enhancing communication with citizens. School Committee meetings are open to the public and we encourage your attendance. The meetings are broadcast on CCTV and are available for video on demand at www.concordtv.org. The District web site (www.concordpublicschools.net) contains updated information on school events and meetings.

Concord-Carlisle Regional School Committee

Seated: Peter Fischelis, Pamela Gannon; Standing from left: Fabrian Fondriest, Chair; Jerry Wedge, Chad Koski, Louis Salesmy not pictured: Maureen Spada

Concord-Carlisle High School (CCHS) is an institution on the move. It is hard to keep track of all the great things happening at CCHS. First and foremost, we can’t thank the citizens of Concord enough for the strong support that the community demonstrated for our recently approved building project. There was a tremendous showing at Town Meeting where the vote to approve the project passed overwhelmingly in a packed meeting. Then a week later, at the polls, over 84% of the over 4,000 voters who turned out voted in favor of the project. This is the highest approval percentage that the State has seen from any community voting on a new school construction project!

The process of determining what to do with the current CCHS building began over a decade ago. Many people put in a lot of work over that time working on solutions. Now, with support from the State in the form of a $28 Million grant and overwhelming support from the communities of Concord and Carlisle, we are on our way to having a first-class, new CCHS building. The new facility will be green, sustainable, and flexible enough to handle the learning needs of today and tomorrow. It will be a building that the towns of Concord and Carlisle will be proud of. The building committee is hard at work with the architects designing all the details of the new school and we expect to be moving into the new building in the fall of 2015!

Just as there are great things happening with our facility, exciting things are happening with our programs. Next year we will be launching the “Rivers and Revolutions” program spearheaded by Michael Goodwin. This program will allow juniors and seniors an alternative to the normal academic schedule for a semester. The program will involve teaching most academic course work material via central subjects with a team of teachers dedicated to the effort. Students will have the opportunity to learn in a much different environment then they are used to.

The opportunities for learning at CCHS are endless. We have some of the most dynamic and exciting faculty who continually engage and challenge students. Our teachers also dedicate their time outside the classroom to coordinate extra-curricular activities, coach athletic teams, and mentor students. One such example is the program run by Jeff Yuhas in the Science Department. What started as a small pilot project to involve students in the study of weather has now led to an actual weather report being reported on and produced by the students and aired on CCTV. The students traveled to a national meteorological conference to present their work.

CCHS is a leader in the use of technology to foster the learning process. Superintendent Diana Rigby was recently recognized and received the MassCUE Administrator Award for being a leader in the promotion and adoption of technology as it relates to student learning. She truly understands the ways in which technology can be used to further academic exploration and provides the tools and training necessary to achieve great results.
CCHS and our students achieve at the highest levels in all areas. CCHS was ranked 2nd in the State last year in the annual Boston Magazine rankings for top public high schools in the State. Our students place at the top of the State in standardized test scores and at the top of the nation in SAT and AP exam scores. Extracurricular activities such as the Environmental Field Studies Group and the Robotics Club provide opportunities for further exploration in the areas of science and technology. In addition to our excellent core academic program, our elective courses allow students to participate in and excel at such endeavors as music, theater, visual arts, and athletics. Our band programs have won gold and silver medals at the MICCA State concert festivals and our student musicians have performed in the All-State ensemble. CCHS students have won State and national awards in the visual arts, such as the Boston Globe Scholastic Art Award and the Congressional Art Award. Our athletic programs continue to shine. This year our football team marched through the season with an undefeated record and its first Super Bowl Championship since 1978. The freshmen mentoring program and the “Be the Change – Challenge Day” program are two examples of terrific outside the classroom programs that make CCHS the special place it is.

While our students do go on to attend many top level colleges and universities, we should never lose sight that what is really important is to achieve success, fulfillment and happiness in life. This means different things to different people and it can be accomplished through many different avenues. The teenage years can be stressful enough. Although we want our students to achieve at the highest levels possible, we also want to recognize the need for balance and a healthy learning environment.

We strongly believe that a well-rounded high school education includes opportunities for developing character and values through service to others. In 2011, CCHS students performed over 10,000 hours of community service in Concord and surrounding areas. CCHS was among the first public high schools in the United States to institute a community service requirement of 40 hours for graduation, but most students do many more hours of service. Open Table, Gaining Ground, Concord Council on Aging, Emerson Hospital, Concord Public Library, and Concord Children’s Center are just a few of the local organizations served by our students. A CCHS parent group, 2Volunteer (2volunteeronline.org), facilitates connections between the needs of the community and individual students.

The School Committee is very grateful for generous donations from local non-profit organizations, the CCHS Parents Association, the Concord-Carlisle Community Chest, and individuals in both Concord and Carlisle. The Concord Education Fund has awarded grants that support the Environmental Field Studies Group, a new club that studies the Blanding’s turtle and the local environment, and the CCHS advisory program, a new program to enhance the relationships and emotional support that students create at CCHS. The Education Fund has also contributed significantly to projects to install Xirrus wireless hubs, install and equip the digital recording studio, and support initiatives in science and technology. These funds allow us to enhance and expand the educational experience of our students.

The Concord-Carlisle Regional School District (CCRSD) serves 1,210 students in grades 9-12 from Concord, Carlisle, and Boston (through the METCO program).
program). Enrollment at CCHS has remained relatively consistent since 2002, with an average of 1,235 students per year. In addition, 10 students of ages 14-22 participate in the life skills program at CCHS and the region supports 38 students who attend out-of-district placements.

We strive every year to develop responsible budgets that allow us to maintain the high quality of our education program but recognize the tough fiscal climate. Our goal has been and continues to be to construct budgets which provide for the needs of CCHS but also fall within the levy limit (therefore not requiring and override). We have not had an override for the CCRSD Operating Budget since 2007. This year we have put forth one of the smallest budget increase requests ever, a 1.8% increase. Given the magnitude of the building project and the significant increased pressure on the CPS budget, we made the decision to make some reductions at the High School in order help reduce the impact to taxpayers.

We want to recognize the exemplary leadership of our administrators and the exceptional faculty and staff who make CCHS a vibrant and active learning community. CCRSD and the Concord-Carlisle Teachers’ Association continue their work on a new supervision and evaluation process. We look forward to its completion and implementation this coming year.

The Concord-Carlisle Regional District School Committee is comprised of the five members of the Concord School Committee with the addition of two members from Carlisle. This year, we welcomed Chad Koski of Carlisle back to the committee. After serving six years on the Committee, I will be completing my tenure as will Jerry Wedge. I can confidently say that no single person has made more of an impact in the rebuilding of our schools than Jerry Wedge. His expertise and dedication has served our community exceptionally well.

We are truly grateful to the citizens of Concord for their strong support of the students of Concord-Carlisle High School. The Concord community clearly values education and the results speak for themselves. Please take the time to read the annual performance report when it comes out in the spring. It spotlights many of the great achievements and activities happening at CCHS.

**Superintendent’s Report -- CCRSD and CPS**

Diana F. Rigby, Superintendent
John Flaherty, Deputy Sup. of Finance and Operations
Kathy Codianne, Director of Teaching and Learning
Kelly McCausland, Director of Human Resources
Jessica Murphy, Director of Human Resources
Gene Warfel, Director of Information Technology
Peter Badalament, Concord-Carlisle Principal
Lynne Beattie, Concord Middle School Principal
Kelly Clough, Thoreau Principal
Patricia Fernandes, Willard Principal
Sharon Young, Alcott 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 to our increasingly diverse global society. We are able to achieve our mission through the investment of educators, staff, parents, and community members who work hard 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 using common formative assessments to monitor student progress, teaching critical creative, and self-regulated thinking skills, increasing the integration of digital tools, incorporating college and career readiness skills in current instructional practices, expanding curricular programs in the arts, engineering, and environmental science, and implementing strategies to promote caring and kindness. The goals also specify improvements in parent communication, teacher collaboration, professional development, and teacher evaluation. In addition, we strive for prudent management of school budgets, resources, and capital projects.

**Student Learning**

All district efforts focus on improving student learning. Elementary (grades K-5) principals, curriculum specialists, and teachers worked together to monitor individual student progress in reading, writing, and math. Progress monitoring data was collected and reviewed for those