

Ryan W. Sullivan

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EDUCATION

Doctor of Musical Arts in Choral Conducting	<i>University of North Texas</i>	2019
Cognate: Early Music Performance Practice		
Master of Music in Choral Conducting	<i>Texas Tech University</i>	2016
Bachelor of Music Education in Choral Music	<i>University of Missouri - Kansas City</i>	2009
Bachelor of Music in Voice Performance	<i>University of Missouri - Kansas City</i>	2009
Optimizing Diversity on Teams Certificate	<i>University of Pennsylvania</i>	2021
COVID-19 Contact Tracing Certificate	<i>Johns Hopkins University</i>	2020
K-12 Music "Lifetime" Teaching Certificate	<i>Missouri DESE</i>	2009

TEACHING/CONDUCTING

ARKANSAS STATE UNIVERSITY

Director of Choral Activities & Vocal Studies Coordinator

2019-current

Academic Rank: Tenure Track Assistant Professor

- Lead and administer aspects of a comprehensive university choral program of undergraduate and graduate students, and community members, which includes the following ensembles:
 - Concert Choir
 - Chamber Singers
 - Scarlet Voices
 - Jonesboro Chorale
 - Singing Statesmen
- Recruit new and current students for choral and voice areas. Choral ensemble enrollment increased 85%, applied voice enrollment increased 87%, and voice majors and minors increased by 87%. The racial/ethnic diversity of students in the choral ensembles closely reflect that of the university at large.
- Taught courses in the Music Department and College of Education as assigned:
 - MUS 1531 Concert Choir
 - MUSP 6112 Applied Conducting
 - MUS 3371 Chamber Singers
 - TIMU 4826 Teaching Internship
 - MUS 3361 Jonesboro Chorale
 - MUED 4623 Methods & Materials for Teaching Vocal Music
 - MUS 3441 Elementary Conducting
 - MUS 3451 Choral Conducting
- Sponsor a restarted student chapter of the American Choral Directors Association.
- Administer a choral scholarship and operational budget of \$175,000 as well as chairing private scholarship committees ranging from \$10k-20k annually.
- Revise undergraduate curriculum and requirements for vocal performance and music education degrees.
- Academic advisor for 15-20 undergraduate voice majors in three different degree programs (BME, BM, and BA).
- Service to the university via committee work:

Music Department

- COVID Safety Committee, lead researcher 2020 - current
- Program Viability Committee 2021 - 2022
- Student Infrastructure Advisory Committee 2020 - 2022
- Assoc. Director of Choral Activities faculty search 2021
- Undergraduate Curriculum Committee, Chair 2019 - current
- Graduate Curriculum Committee, Chair 2019 - current
- Graduate Assistant Selection/Duty Committee 2019 - current
- Department Grievance Committee 2019 - 2021
- Strategic Plan Committee 2019 - 2020

College of Liberal Arts & Communications

- Recruitment Committee 2021
- Curriculum Committee 2022 - 2023

University

- Financial Aid & Scholarships Committee 2021 - 2022
- Coordinate Vocal Studies area by establishing a budget, revising curriculum, making studio assignments, hiring adjunct faculty, and creating standards-based assessment for juries and other performances.

New Initiatives Within A-State Choral Program

- A-State Choral Invitational: A non-competitive, performance-based adjudication and clinic for statewide high school ensembles.
- Professional Development Workshops: Practical pedagogical and musical continuing education for secondary choral directors in the surrounding area. As a sanctioned event, directors are able to receive Professional Development credit through the Arkansas Dept. of Education.
- Active Social Media: Accounts on Facebook and Instagram are catered to students and alumni with content to engage online and in the classroom.
- Planned new annual winter concert to collaborate with instrumental ensembles from the university and community.
- Program Collaboration: Partnered with target campus and community organizations to highlight themes of each concert (Women and Gender Studies Office, Black Student Association, Campus Food Bank, etc.). These exchanges provided additional layers of meaning to the performance and grew our audiences to those who might not otherwise attend.
- Statewide Touring: After more than a decade hiatus, the A-State choirs increased their visibility around the state by visiting with and performing at high schools, junior highs, and elementary schools.
- All-State Prep Clinic (restarted): High school students auditioning for the All-State choir come for late-stage musical polishing. Their existing level of preparedness allows the day to feel like an honor choir on the A-State campus.
- Host All-Region 1 Choir (restarted): Junior High and High School students who have successfully auditioned for the ArkCDA Region Choirs have a formative musical experience in A-State rehearsal and performing spaces.

Composer Commissions and Collaborations

- Derek Jenkins - World Premiere and Commission of *These Are Enough* (2020), composer attended, Finalist for American Prize in Choral Composition, in memory of former A-State choir student.

- Jonathan Krinke - Premiered arrangement of *Christmas Song* (2021)
- James Eakin - World Premiere and Commission of *Altar of Night* (2022), composer attended and had a residency on campus.

Broadcast Interviews

- Scarbrough, M. (2019, October). Introduction to A-State and Invitation to Upcoming Concerts. *A-State Connections*. Jonesboro, Arkansas; National Public Radio: KASU.
- Davis, D. (2019, December). Invitation to Upcoming Concert. *Nightly News*. Jonesboro, Arkansas; NBC: KAIT.
- Claybrook, E. (2020, August). COVID-19 Safety and Pivoting in Arkansas Performing Arts. *Nightly News*. Fayetteville, Arkansas; ABC: KHBS.
- Scarbrough, M. (2020, August). COVID-19 Protocols in A-State Department of Music. *A-State Connections*. Jonesboro, Arkansas; National Public Radio: KASU.
- Scarbrough, M. (2021, April). Adapting to Outdoor Learning and Performance. *A-State Connections*. Jonesboro, Arkansas; National Public Radio: KASU.
- Scarbrough, M. (2021, October). Music Education Outreach and Invitation to Upcoming Concerts. *A-State Connections*. Jonesboro, Arkansas; National Public Radio: KASU.
- Scarbrough, M. (2021, December). Invitation to Upcoming Concert. *Arkansas Roots*. Jonesboro, Arkansas; National Public Radio: KASU.

Solo, Ensemble, and Professional Collaborations

- Matt Carey, A-State Assistant Professor of Voice, and Dr. Marika Kyriakos, A-State Professor of Voice, *The Heavens are Telling* from 'Creation' by G.F. Haydn, October 2019
- Dr. Barbara Lamont, Director of Choral Activities at Southeast Missouri State University, Guest Conductor, November 2019
- Dr. Bruce Faske, A-State Assistant Professor of Trombone, *Gloria* from *Vesprae della Beata Virgine* by Claudio Monteverdi, November 2019
- Delta Symphony Orchestra, *Gloria* by John Rutter, December 2019
- Dr. Jeffrey Murdock, University of Arkansas Associate Director of Choral Activities, Guest Conductor, February 2020
- Matt Carey, A-State Assistant Professor of Voice, *Five Mystical Songs* by Ralph Vaughan Williams, February 2020
- Dr. Marika Kyriakos, A-State Professor of Voice, *Hard Times* by Stephen Foster (arr. Hella Johnson), October 2021
- Crystal Kachevas, A-State Adjunct Instructor of Voice, A-State Faculty Woodwind Quintet, Dr. Derek Jenkins, A-State Assistant Professor of Theory & Composition, *Dark Night of the Soul* by Ola Gjeilo, October 2021
- Dr. Erin Cameron, A-State Assistant Professor of Clarinet, *Kyrie & Benedictus* from 'Missa Pax' by Timothy Corlis, October 2021
- Dr. Ben Hawkinson, Millikin University Associate Director of Choral Activities, Guest Conductor, October 2021
- Dr. Bruce Faske, A-State Assistant Professor of Trombone, Dr. Juli Buxbaum, A-State Assistant Professor of Horn, Dr. Nairam Simoes, A-State Assistant Professor of Trumpet, Dr. Ed Owen, Professor of Tuba and Euphonium, *Personent Hodie* by Lara Hoggard and *Joy!* arr. Bjella, December 2021

- Dr. Tim Crist, A-State Professor of Theory and Guitar, *Christmas Song* by Dave Matthews, December 2021
- Ensemble Verdigris, masterclass with Concert Choir and concert in A-State Lecture Concert Series, February 2022 (canceled due to inclement weather)
- Monroe Crossing band, *The World Beloved: A Bluegrass Mass* by Carol Barnett, April 2022
- A-State Theatre Department, *Considering Matthew Shepard* by Craig Hella Johnson, October 2022

Solo Voice & Keyboard Performance

- Faculty Recital Series, *Komm, süßes Kreuz* from 'Matthäus-Passion,' *Why do the nations rage?* from 'Messiah,' September 2019
- Faculty Recital Series, *Mein teurer Heiland* from 'Johannes-Passion,' *Anthem* from 'Chess,' September 2021
- Faculty Recital, repertoire for Soprano voice and continuo harpsichord, November 2022

DALLAS SYMPHONY CHORUS

Conducting Associate

2018 - 2019

- Assisted conductor in artistic vision and execution of the Chorus' preparation for concerts with the Dallas Symphony Orchestra and with guest orchestras while on international tour.
- Served as Chorus Master for two concert series with orchestra including a collaboration with National Geographic's *Symphony for Our World*.
- Led all sound-building exercises for a 215 member volunteer chorus.
- Led rehearsals in Chorus Director's absence.

UNIVERSITY OF NORTH TEXAS

Teaching Fellow

2016 - 2019

- Assistant Conductor for Collegium Singers, a largely graduate early music ensemble.
- Coordinated logistics with Baroque Orchestra for performances with Collegium Singers.
- Conducted performances with the flagship A Cappella Choir, Men's Chorus, and Collegium Singers and Baroque Orchestra (including as sabbatical replacement for conductor).
- Organized travel to Boston Early Music Festival for Collegium Singers.
- Taught introductory undergraduate conducting course to students from all disciplines in the College of Music.

Opera Conductor

- *Coronide*: Conducted a North American premiere of *Coronide*, an opera by Vit Zouhar, and prepared the orchestra and singers for UNT's International Festival of Czech Music, November 2018.
- *Le Mariage d'Antonio*: Conducted a North American premiere of an opera, *Le mariage d'Antonio*, and prepared the orchestra and chorus for performance, March 2018.

Marketing & Alumni Relations

University of NorthTexas Choirs

2016 - 2018

- Managed UNT Choral Department social media platforms which increased its viewership over 300% to 95,000 in the first school year, and 115,000 in the second year; created a database to keep current information on employment and creative activity of alumni.

TEXAS TECH UNIVERSITY

Teaching Assistant

2014 - 2016

- Served as Instructor of Record University Singers, a non-auditioned ensemble, where musical literacy and teaching vocal concepts were a pervasive part of instruction.
- Coordinated “Conductor Apprentice Program” for undergraduate conductors, with a focus on repertoire selection, score study, and gestural practices.
- Regularly led rehearsals for Women’s Chorale.
- Assisted with undergraduate choral conducting course.
- Instructor of record for Aural Skills I-II for undergraduate music majors.

LEE’S SUMMIT SCHOOL DISTRICT

2009 - 2014

- Served as choir director at Lee’s Summit High School and Lee’s Summit West High School in Kansas City, MO metro area.
- Taught six curricular and two extra-curricular choral ensembles, and a music appreciation course weekly.
- Prepared small ensembles and soloists for district and state level adjudication.
- Music directed theatrical productions once or twice each school year.
- Coordinated with music booster organization.
- Planned travel and performance at Avery Fisher Hall (NYC) and Kauffman Center (KC).
- Co-led a major recruitment effort at Lee’s Summit West HS to increase program enrollment from 225-325 in two years.
- Acted as an academic advisor to homeroom students to manage their graduation progress in line with their declared area of study (akin to a major).

CONDUCTOR OF CHURCH & COMMUNITY ENSEMBLES

Director of Music Ministries

Northway Christian Church

2018 - 2019

- Led all aspects of traditional and contemporary worship programs in multiple services.
- Coordinated with pastoral and classified staff to effectively plan aspects of music for worship.
- Supervised paid singers and staff organist.
- Contracted orchestra members for major works.
- Commissioned new anthem.
- Grew the number of volunteers in traditional and contemporary music.
- Successfully proposed a 10% permanent increase in music budget.
- Digitized the music catalog and re-organized music library.

Director of Worship

Lakewood Way Community Church

2011 - 2014

Planned music weekly worship, organized team of volunteer musicians, led weekly music rehearsals for services, managed budget for the music ministry, and coordinated job search for a Director of Music.

Choral Director

Music-Arts Institute

2011 - 2013

Led instruction for community choirs of 4th-8th and 9th-12th grades, selected literature, coordinated collaborative performances with other organizations including grand opening of the Kauffman Center for the Performing Arts.

CREATIVE ACTIVITIES

CONDUCTOR/ADJUDICATOR

Arkansas Region 4 Senior High Mixed Choir, Russellville, AR	2023
Deutsche Chorwettbewerb Choral Competition, Hannover, Germany	2023
Marktoberdorf Choral Competition, Marktoberdorf, Germany	2023
MidAmerica Productions at Carnegie Hall, New York City, NY (Covid)	2022
Arkansas Choral Connection, Conway, AR	2022
North Texas Choral Classic, Fort Worth, TX	2022
Eastern Arizona Honor Festival, Thatcher, AZ	2022
Arkansas Region 2 Senior High Mixed Choir, Beebe, AR	2021
Jonesboro Junior High Festival, Jonesboro, AR	2021
Tabor College Choral Leadership Day, Hillsboro, KS	2021
A Celebration of Excellence (American Classic), Houston, TX (Covid)	2020
University of Missouri - Kansas City Vocal Arts Festival, Kansas City, MO	2020
Arkansas Region 1 Senior High Treble Choir, Jonesboro, AR	2019
Jackson County Middle School Festival, Blue Springs, MO	2014
Combined Middle School Choral Festival, Miami County, KS	2014

GUEST LECTURER

ArkCDA Region 1 - Conducting Masterclass	2021, 2022
University of North Texas (MME program) - Choral Tone in Contrasting Periods and Cultures	2021
Millikin University - Vocal Health, Repertoire Programming	2019
University of North Texas - Choral Methods for Instrumental Majors	2017, 2018
University of North Texas - Choral Literature for Music Education Majors	2018, 2019
University of Nevada at Las Vegas - Repertoire Programming	2017
Texas Tech University - Choosing Graduate Study	2015
Missouri State University - Professional Development Strategies	2013
University of Central Missouri - Choral Repertoire & Professional Development	2013
Evangel University - Choral Repertoire	2012
Northwest Missouri State University - Teaching Sight Singing	2012
Truman State University - Choral Repertoire	2012
University of Missouri at Columbia - Choral Repertoire & Professional Development	2012
University of Missouri at Kansas City - Teaching Sight Singing	2011
Webster University - Choral Repertoire	2009

GUEST CLINICIAN AT COLLEGES/SECONDARY SCHOOLS (alphabetical order)

Annie Camp Junior High, Jonesboro, AR	2019 - 2022
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Arkansas Tech University, Russellville, AR	2021
Bald Knob High School, Bald Knob, AR	2020
Bartlett High School, Bartlett, TN	2020
Batesville High School, Batesville, AR	2019 - 2022
Batesville Junior High, Batesville, AR	2020, 2022
Beebe High School, Beebe, AR	2019
Blytheville High School, Blytheville, AR	2020
Brookland Junior High, Brookland, AR	2021
Cabot High School, Cabot, AR	2020
Conway Christian School, Conway, AR	2020, 2021
Eastern Arizona College, Thatcher, AZ	2022
Fossil Ridge High School, Ft. Worth, TX	2022
Gosnell High School, Gosnell, AR	2019
Greene County Tech High School, Paragould, AR	2019, 2020
Greene County Tech Middle School, Paragould, AR	2021
Harrison High School, Harrison, AR	2022
Jackson High School, Jackson, MO	2019, 2021
Joe T. Robinson High School, Little Rock, AR	2019, 2020
Jonesboro High School, Jonesboro, AR	2020
Lee's Summit West High School, Lee's Summit, MO	2020
Liberty North High School, Liberty, MO	2015
Lubbock High School, Lubbock, TX	2015, 2016
Maumelle High School, Maumelle, AR	2020, 2021
MacArthur Junior High, Jonesboro, AR	2020
Magnolia High School, Magnolia, AR	2022
Nettleton High School, Jonesboro, AR	2021
Nettleton Junior High, Jonesboro, AR	2019
Newport High School, Newport, AR	2021
Northside High School, Ft. Worth, TX	2018
Parkview Performing Arts Magnet High School, Little Rock, AR	2020
Riverview High School, Searcy, AR	2019, 2020
Searcy High School, Searcy, AR	2022
Southside High School, Southside, AR	2020, 2022
Southwind High School, Memphis, TN	2021
Valley View High School, Jonesboro, AR	2019, 2020

Westside High School, Jonesboro, AR	2022
Wynne High School, Wynne, AR	2019

PUBLICATIONS, INTERVIEWS & RECORDINGS

Scarborough, M. (2022, May). The World Beloved: A Bluegrass Mass. *Bluegrass Mondays*. Paragould, Arkansas; National Public Radio: KASU.

Sullivan, R. (2021, October). Mein teurer Heiland from “Johannes-Passion.” *In Performance at A-State*. Jonesboro, Arkansas; National Public Radio: KASU.

Gillespie, W. (2021, February). Legrenzi Suggests... *Harmonia Uncut*. Bloomington, Indiana; National Public Radio: WFIU.

Sullivan, R. (2020, November). Choral Music Reviews. *Choral Journal*, 51–51.

Sullivan, R. (Ed.). (2020, August). *SWACDA Alternative Choral Resources*.

Adelson, R. (2018, June). Le mariage d’Antonio. *Radio Suisse Romande*. Lausanne, Switzerland; Radio Suisse.

Krinke, J. and Sullivan, R. (2009, June/July). Investing in Our Future: A Student-Centered Convention. *Choral Journal*, 69-71.

CONFERENCE PRESENTATIONS

Murdock, J., Sullivan, R., Harris, C. (2022, July 11). *The Choral Rehearsal in Real Time: Best Practices*. Arkansas Choral Directors Association, North Little Rock, AR.

Sullivan, R. (2020, October 25). *Singing Through the Ages*. SWACDA Virtual Interest Sessions, Online.

Sullivan, R. (2020, June 1). *Future Teaching Practices*. Professional Choral Collective. Online.

Sullivan, R. (2020, April 23). *Sound and Score: Practical Decision-Making for the Performer/Editor*. Las Vegas Baroque Festival, Las Vegas, NV. (Covid)

Sullivan, R. (2019, July 20). *The Conductor’s Singing Voice: A Health Guide*. Missouri Choral Directors Association Conference, Jefferson City, MO.

Sullivan, R., Bjella, R. (2016, March 9). *Reimagining the Renaissance for Beginning Singers*. Southwestern ACDA Conference, Kansas City, MO.

Sullivan, R. (2009, January 25). *Two Masters: Case Studies in Renaissance Patronage*. Missouri Music Educators Association Conference. Osage Beach, MO.

SERVICE & ADMINISTRATION

President	<i>ACDA Southwestern Region</i>	2020-2022
<ul style="list-style-type: none"> ● As the lead executive for a seven state region, I assembled the most diverse boards in the organization's history to plan a conference for ~4,000 attendees and participants. The theme and programming of this conference, "Together," serves as both a reminder of the value of re-joining in-person, but also the value of our unity of purpose. ● The conference budget of mid-six figures prioritized inclusivity, growth, and student engagement that will matriculate into long-term membership in the organization. ● Our board initiated its first-ever advocacy/teaching resources and online webinars for membership in an era defined by COVID-19 and solving achievement gaps in diverse populations. ● Began inaugural Historically Black Colleges & Universities (HBCU) Honor Choir in the Region. ● As a member of the ACDA National Board, I... <ul style="list-style-type: none"> ○ Approved the hiring of Executive Director. ○ Adjusted the funding formula for the organization to reflect post-pandemic revenue variables. ○ Reviewed a nation-wide survey about the organization's values and goals for diversity, equity, inclusion, and belonging. ○ Reviewed and implemented recommendations of the national Diversity Initiatives Committee regarding structure, procedure, and content in the organization. ○ Revised the national constitution and by-laws. 		
Assistant Program Chair	<i>Southwestern ACDA Conference</i>	2020
Set budget for conference based on expected revenue, selected performance and conference venues, set conference schedule, and negotiated contracts with hotels and other vendors.		
Chair for Youth/Student Activities	<i>Southwestern ACDA Conference</i>	2020
Plan programming for pre-service teachers to cover practical content that is often covered lightly in music education degrees, coordinate guest speakers, and market to college students in a seven state region.		
Repertoire & Resources Chair for Ethnic Music	<i>Arkansas ACDA</i>	2019-2020
Served on state board, helped write the handbook for Repertoire & Resources chairs in the state, served as a voice for diversity, equity, and inclusion via repertoire programming.		
Performing Choir Selection Panel	<i>Southwestern ACDA Conference</i>	2017
Adjudicated recorded submissions for high school choirs who applied to perform at the conference.		
Equipment Co-Chair	<i>Southwestern ACDA Conference</i>	2016
Coordinated use of rehearsal, performance, and technology equipment for multiple venues, supervised teams for set-up throughout the conference.		
Conducting Competition Selection Panel	<i>Southwestern ACDA Conference</i>	2016
Adjudicated video screening submissions for the conference undergraduate conducting competition.		
American Choral Directors Association Chapter President	<i>Texas Tech University</i>	2015-2016

Founded a new student chapter, recruited active membership, set programming for meetings, invited guest lecturers, coordinated appropriations and travel to the Regional Conference.

University of Missouri - Kansas City

2006-2007

Organized meetings, coordinated guest speakers and acted as faculty/student liaison, planned chapter trips to national convention in Miami, including university funding.

Youth/Student Repertoire & Resources Chair *Missouri Choral Directors Association*

2011 - 2013

Oversaw student and new teacher membership growth by 200%, planned collegiate track at conference, during which attendance grew from ~15 to ~85 individuals, wrote articles for publication in state journal, and coordinated charitable pilot-program for student conference scholarships. This program has since been adopted by three regional conferences of ACDA.

Chorus Administrator

Dallas Symphony Orchestra

2017 - 2019

- Managed communications and record keeping with 215 member volunteer chorus.
- Planned semi-annual auditions for new and returning chorus members and kept historical audition records.
- Resolved facilities access issues for the chorus and collaborative artists.
- Maintained accurate attendance records.
- Liaised with Dallas Symphony Association Operations and City of Dallas staff.
- Managed recruitment and publicity for public chorus events in the community.
- Point-person for logistics planning and operations during a four-country tour of 150 participants.

Board Member at Large

Delta Symphony Orchestra

2019 - 2022

Passed and implemented the first budget in several seasons; created a sponsorship program and supported home concert series that quadrupled event revenue in one season; integrated information management of donor base, giving, ticket sales, mailings, etc., hired Executive Director to manage day-to-day operations.

Chair of Wilson Memorial Scholarship

Missouri Choral Directors Association

2014 -

Coordinates committee to determine application requirements, statewide advertisement, and selection of one recipient for the Tresa Jo Wilson Memorial Scholarship to be presented at the annual state conference..

Dean's Student Advisory Board

University of North Texas College of Music

2016 - 2017

Served as representative for graduate conducting majors that informed the Dean of the College of Music about the service and resource needs of music students.

HONORS

Conducting Fellow - U.S.A. Delegation	ACDA Int'l Conductor Exchange Program	2023
Outstanding Graduate Student	University of North Texas College of Music	2018
Adams-Nordstrom Early Music Award	University of North Texas	2018
Conducting Masterclass Finalist	Santa Fe Desert Chorale	2017
Kansas City Metro Director of the Year	Missouri Choral Directors Association	2014
Prelude Award	Missouri Choral Directors Association	2014

SELECTED PERFORMANCE EXPERIENCE

Professional Choral Ensembles	Santa Fe Desert Chorale	2019-2021
	The Cecilia Ensemble (GA)	2017
	San Antonio Chamber Choir	2017, 2020
	Simon Carrington Chamber Singers	2011-2012
	Spire Chamber Ensemble	2011-2012
	Collegium Vocale	2009-2010
Baritone Soloist for “Messe de Minuit”	Las Vegas Sacred Music Series	2022
Bass Soloist from “St. John Passion”	Austin Baroque Orchestra	2017
Pilate from “St. John Passion”	University of North Texas	2017
Siméon from “L’enfant prodigue”	Texas Tech University	2015
Soloist from “Carmina Burana”	Texas Tech University	2016
Soloist	UNT Collegium Singers	2016-2019
Continuo Harpsichord, 2nd chair	UNT Baroque Orchestra	2018-2019
Continuo Harpsichord	Recital, Las Vegas Baroque Festival (Covid)	2020

PROFESSIONAL AFFILIATIONS

American Choral Directors Association	2005 -
Conductors Guild	2016 -
Society for Research in Music Education	2013 -

* Events and projects which were canceled or delayed by the COVID-19 pandemic are noted using (Covid)