2015-2016 ANNUAL REPORT

WP The Washington Post AMERICA'S MOST **CHALLENGING** HIGH SCHOOLS 2016

Catmen s c H Q O L S O F Science Technology

MESSAGE FROM HEAD OF SCHOOLS AND BOARD CHAIR

Dear Friends,

It is with great pride in our students, faculty, and school leaders that we present the 2015-2016 Carmen Schools of Science and Technology Annual Report. With an unwavering commitment to excellence, the Carmen team once again demonstrated that ANY child, from ANY neighborhood in Milwaukee can succeed in a college preparatory environment, exhibit excellent character, and go on to achieve college and career success.

This report is full of information about the Carmen approach as well as the voices of students, teachers, AND Carmen graduates who have now launched successful adult careers. Highlights include:

- Longitudinal data showing that Carmen students are attending and persisting in college at much higher rates than their peers locally and nationally. (Pages 9,10)
- Announcement of a groundbreaking career pathways partnership with Froedtert & the Medical College of Wisconsin and the Milwaukee Bucks. (Pages 11,12)
- Data showing how Carmen is closing the achievement gap for Hispanic and African American students in Milwaukee. (Pages 5, 6)
- Outcomes of the Class of 2016, including a record total of \$10.2 million in college scholarships earned! (Pages 7,8)

In October 2015 the Milwaukee Public Schools (MPS) Board of Directors voted to approve the opening of a new Carmen Southeast Campus, co-located at Pulaski High School. The new campus opened in August 2016 and exemplifies Carmen's goal to be a leader in transforming student outcomes within our schools AND as a partner to other schools seeking improvement. The new campus is the next step in a Carmen expansion plan that puts us on a path to directly serve 3,080 students by 2024. The Carmen Expansion Plan has three primary goals:

- 1. **Meet the Demand for Quality Schools**: Milwaukee needs more public college preparatory opportunities to meet community demand.
- 2. **Serve as a Community Anchor**: Carmen partners with community-based organizations to improve and revitalize the neighborhoods where our schools are located.
- 3. **Transfer Knowledge**: Carmen shares best practices with MPS and other public and private schools to support systemic education reform.

As we move toward our expansion goals, we hope that you will contribute to our vision and help ensure that every child in Milwaukee has access to a top-quality education, is prepared to excel in college, and becomes a leader capable of transforming the social and economic landscape of our city.

With gratitude,

atricia J. Hober

Patricia Hoben, PhD Head of Schools

Glen Hackmann Board Chairman

MISSION AND PURPOSE

The mission of Carmen Schools of Science and Technology is to graduate critical thinkers and self-directed learners prepared for success in college, meaningful careers, community involvement, and family life.

Carmen operates results-driven public charter schools

in partnership with Milwaukee Public Schools (MPS), offering a college preparatory education that features a rigorous liberal arts curriculum and emphasizes science and engineering. The vast majority of our students are from low-income homes in Milwaukee's central city, where access to a challenging college preparatory education has been limited for far too long.

The purpose of a charter school is to create, apply, and test new educational approaches to improve academic and career outcomes for students and to serve as a model for other schools seeking to achieve excellence. Carmen takes this responsibility seriously and is working closely with MPS to open new schools AND provide direct support and a model of success that can be leveraged by other MPS high schools.



Student Enrollment and Demographics

Carmen operates non-selective, public charter schools that accept students on a first-come, first-served basis. There are NO SPECIAL REQUIREMENTS for entrance other than a willingness to work hard. Carmen students are reflective of students in most Milwaukee Public Schools.

Each school opens with a single grade and grows to full enrollment over 5-6 years.

	2015-2016	2016-2017	
Carmen South (opened 2007)	360 students in grades 9-12	361 students in grades 9-12	
Carmen Northwest (opened 2013)	504 students in grades 6-11	638 students in grades 6-12	
Carmen Southeast (opened 2016)	N/A	171 students in grade 9	
TOTALS	864	1,170	

Fall 2016 Demographics	Latino	African American	Special Education	Low Income
Carmen South	95%	2%	10%	93%
Carmen Northwest	10%	82%	13%	85%
Carmen Southeast	92%	5%	15%	92%
MPS	22%	60%	23%	67%

Source: MPS Data Warehouse

THE CARMEN WAY

Respect Responsibility Trust

Students earn RRT (Respect, Responsibility, Trust) scores in every Carmen class. Teachers assess students on timeliness, meeting deadlines, class participation, grit and effort, ability to ask for help, support for other students, and upholding the Carmen Honor Code. The RRT score is used to determine progress toward essential college and workplace readiness skills.

In addition to Respect, Responsibility, and Trust, each Carmen school adopts and commits to developing several other character traits that help students grow socially, emotionally, and intellectually.



CHARACTER COUNTS AT CARMEN

Character education, including a focus on community service and personal responsibility, is integrated into every aspect of academic and extracurricular life at Carmen. Character education includes a wide range of approaches such as whole-child education, service learning, social-emotional learning, developing a global perspective, and being an effective citizen. Teachers and school leaders share a common commitment to assisting students to become responsible, caring, and contributing citizens.

One reason I love Carmen is that we work on character traits like teamwork, integrity, and responsibility. I'm learning things I need to get through life.

Patricia Brown, 9th Grade, Carmen Northwest



COMMUNITY SERVICE

High school students are expected to engage in 20 hours of community service each year. Middle school students commit to at least 10 hours of service annually.

As students, we are encouraged to give back to the community. We understand that we all play a role in keeping our neighborhood safe and clean so that in turn we can make our school a place conducive to learning.

Olga Guerrero, 12th Grade, Carmen South



At Carmen I'm learning a lot about social intelligence and self-control and knowing how and when to do the right things. I like that I get opportunities to volunteer in the community.

Antania Lawson, 9th Grade, Carmen Northwest



Developing 8 Abilities

Carmen's academic curriculum incorporates the 8 Abilities model created by Alverno College. The model emphasizes the development of essential abilities needed for academic and workplace success. These abilities are learned and practiced in every Carmen class, regardless of subject area, and through community service, extracurricular, and employment opportunities.



CLOSING THE ACHIEVEMENT GAP

The "achievement gap"

between African American or Latino students in Wisconsin and their peers around the state is the largest in the nation. On average, African American and Latino students in Milwaukee and at Carmen are entering 6th grade several years behind grade level standards in reading and math. The same is true among students entering Carmen at the high school level.

Carmen places a determined focus on closing the achievement gap so that students have the skills and knowledge they need to graduate from high school fully prepared for the rigors of college and familysustaining careers. Carmen is committed to measuring, understanding, and supporting the grade level growth of each student and uses many interventions to close the achievement gap:



Extended school day and year



After school academic support program



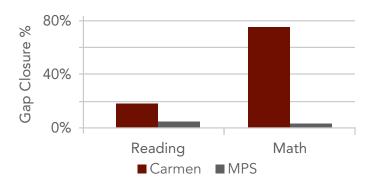
Mid-year and summer terms for credit recovery

Double periods in English and Math for freshmen



Middle School

The graphic below indicates the progress Carmen Northwest is making in closing the achievement gap in math and reading among students in grades 6, 7, and 8 based on the STAR standardized test taken by all K-8 students in all MPS schools. The students who enter Carmen Northwest middle school in 6th grade are below the MPS average for all students. This is partly due to the high (82%) population of African American students, the racial subgroup with the highest achievement gap in Wisconsin. Each percentage point of gap closure shows students moving closer to the 50th percentile nationally.



The pre-ACT test is taken in the first month of 9th grade by all incoming Carmen freshmen as a baseline measure of college readiness. The table below shows that freshmen at Carmen Northwest who attended Carmen Northwest middle school are almost 2 years (2 points on the pre-ACT) ahead of freshmen who enter Carmen Northwest high school from all other schools. This is another illustration of the remarkable success being achieved at the Carmen middle school level toward closing the achievement gap.

Subject	Incoming Freshmen with 2 or More Years at Carmen Middle School	Incoming Freshmen Entering Carmen from Other Schools
English	11.7	8.7
Math	14.7	13.8
Reading	14.0	11.9
Science	14.1	12.6
Composite Score	13.8	11.8

SOURCE: ACT report to Carmen High School of Science & Technology, Northwest Campus

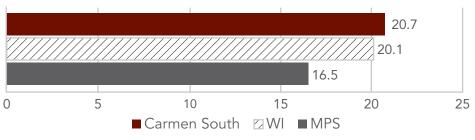
At Carmen the teachers just push you to another limit. They tell you that you can do it and you can succeed and do better. I feel I like I can do anything.

Carmen Northwest Middle School Student

High School

The state of Wisconsin now requires that all high school juniors take the ACT test each spring. The ACT is considered one of the most accurate predictors of college readiness. The Carmen South Class of 2017 (92% low-income and 97% Hispanic) eliminated the achievement gap by exceeding the Wisconsin average ACT composite score for ALL juniors and scored the highest among all MPS and independent charter high schools.

March 2016 Average Composite ACT Scores for ALL Juniors

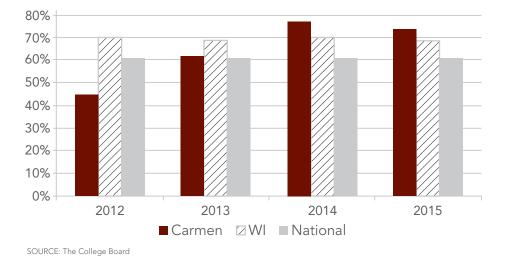


SOURCE: Wisconsin Department of Instruction

Carmen Northwest's very first cohort of juniors took the ACT in March 2016, and they cut the statewide achievement gap for African American students in half. Further, Carmen Northwest's first junior class scored 6th out of 38 MPS and independent charter high schools in Milwaukee. African American juniors at Northwest (82% of student body) also scored higher on the 2016 ACT than African American students at Nicolet, Shorewood, and Whitefish Bay High Schools.

Beyond the Gap

Students at Carmen South are not only closing the achievement gap, but exceeding it, as demonstrated by their scores on Advanced Placement (AP) tests.







"We don't lower expectations because of the demographics of our students. They are expected to meet and exceed our expectations, and we celebrate them when they do, and we support them when they don't. We push kids to be better than they thought they could be before they walked through our doors."

Crystal Szabo Carmen Northwest Middle School Math Teacher



" My drive in education is to reach the students who may not believe in themselves or who may not have had anyone to relate to. When these students reach and realize their potential, that's when I am most satisfied. "

Marvin Williams Carmen South 9th-11th Grade Social Studies Teacher

CONGRATULATIONS CLASS OF 2016

Carmen High School of Science and Technology, South Campus, is proud to announce the graduation of the Class of 2016.

The Carmen Class of 2016 is the school's largest graduating class to date. These students are dedicated to their studies, their communities, and their futures and represent some of Wisconsin's best and brightest young people.

Class of 2016 Outcomes



100% of 2016 graduates were accepted to at least one 4-year college or university.

81% of 2016 graduates are enrolled in college.



AP

84% of 2016 graduates passed at least one Advanced Placement exam while in high school, compared to 17% of high school graduates statewide.

\$10.2 Million was awarded in college scholarships to Carmen 2016 graduates, an average of **\$135,000** per senior.





92% of graduates earned at least one college scholarship.

Carmen Class of 2016 graduates were accepted to the following colleges:

Alverno College **Ball State University** Becker College Beloit College **Bradley University** Bethel College (IN) Cardinal Stritch University Carroll University (WI) Carthage College Chicago Community College-Richard Daly College Coe College Columbia College Chicago Concordia University-**River Forest** Concoria University Wisconsin College of Saint Benedict Edgewood College George Williams College Gustavus Adolphus College Hamline College Hobart and William Smith College Knox College Lake Forest College Lawrence University Loras College Luther College Marian University Marquette University Milwaukee Area Technical College Milwaukee School of Engineering Mount Mary University **Ripon College** Robert Morris University Saint John's University (MN) Saint Norbert College Saint Xavier University (IL) Silver Lake College The University of Iowa University of San Diego University of WI, Baraboo University of WI, Green Bay University of WI, Madison University of WI, Milwaukee University of WI, Oshkosh University of WI, Parkside University of WI, Platteville University of WI, Richland University of WI, **River Falls** University of WI, **Stevens Point** University of WI, Stout University of WI, Waukesha University of WI, Whitewater Viterbo University Waldorf College Waukesha County Technical College Xavier University

CLASS OF 2016 LEGACY STATEMENT

⁴⁴ Fearless, independent, ambitious individuals, the class of 2016 is the creation of a united family. We may be diverse and different, but when we work together, we rise! As champions of the future, we will leave our footprints behind. We have struggled. We have endured. We fly!³⁷



HIGH HONORS

Vanessa Fletes-Fregoso, Valedictorian

Carmen Internship: Robert W. Baird & Co. College Attending: University of Wisconsin - Madison

⁴⁴ Let's not forget the sleepless nights, the risks we had to take, the moments of procrastination, the tears, and the stress...We gave up party nights for study nights, we gave up sleep time for project time, we gave up fun activities for jobs...But it was all worth it because now we are graduating from Carmen High School, one of the most challenging high schools in the state of Wisconsin. ³⁷



Diana Mandujano, Salutatorian

Carmen Internships: Milwaukee Public Museum Aurora Walker's Point Community Clinic College Attending: Marquette University

⁴⁴ We are ready to become successful, independent, hardworking individuals, and critical thinkers thanks to Carmen. If you ever find yourself doubting how far you can go, just remember how far you have come. Remember everything you have faced, all the battles you have won, and all the fears you have overcome. And you can do anything you set your mind to! ³⁷

Nora Godoy, Cesar Chavez Award Winner

Carmen Internship: Ideal Plumbing, Heating & Air Conditioning College Attending: Marquette University

" There are so many statistics against minority students...We must strive to be more than what stereotypes label us to be. Let's let the fear of being average motivate us to capture hearts and captivate souls with our intelligence. Let's stop the following and start the leading. Let's continue to work hard for our aspirations in life. Let's stop dreaming about success and let's make it happen."





CARMEN GRADUATES EXCEL IN COLLEGE

After nine years in operation,

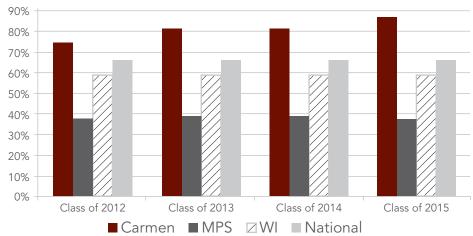
Carmen has longitudinal data showing that Carmen graduates are attending and persisting in college at rates much higher than their peers locally and nationally.

Studies indicate that many low-income students drop out of college, or never enroll, because of academic, economic, familial, or social challenges that create huge barriers to pursuing a degree.

Carmen employs strategies to support college attendance AND retention:

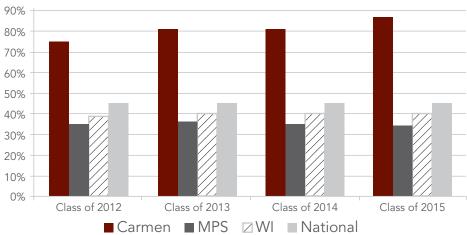
- Carmen graduates have the academic skills needed to succeed in college. Carmen's curriculum is rigorous and all students must attain at least a C in every class to earn credit. This means Carmen grads are prepared to thrive at the university level.
- A Director of College Transition ensures that Carmen students explore appropriate post-secondary options, experience college tours, apply to colleges, apply for scholarships, and complete all needed financial aid applications.
- A Post-Transition Coordinator stays in touch with Carmen graduates throughout their college years, offering support and guidance and helping them to address academic, personal or financial barriers that might otherwise precipitate withdrawal from college.

Enrollment in a 2-Year or 4-Year Institution Immediately After Graduation (All Students)



SOURCE: Wisconsin Department of Public Instruction, The National Center of Education Statistics (NCES) 2015 Digest of Education Statistics, and Carmen Schools of Science & Technology

Enrollment in a 2-Year or 4-Year Institution Immediately After Graduation (Low-Income Students)



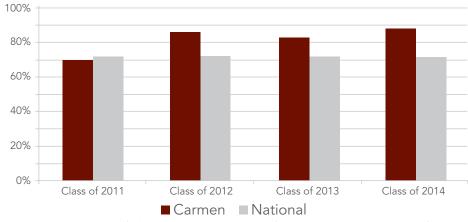
SOURCE: Wisconsin Department of Public Instruction, The National Center of Education Statistics (NCES) 2015 Digest of Education Statistics, and Carmen Schools of Science & Technology



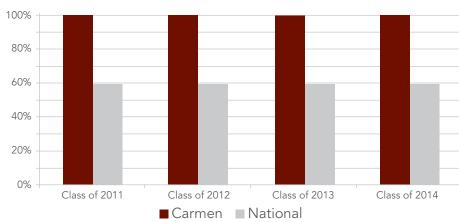
Without the support I received from Carmen, I would not have gone to, or stayed in college. I want to provide Carmen students with that same support...I want to guide them through the transition into college and a successful lifetime."

Lisbeth Sanchez, Office Manager at Carmen Southeast, Carmen Class of 2012, St. Norbert College Class of 2016

College Persistence 1st to 2nd Year in a 4-Year Institution



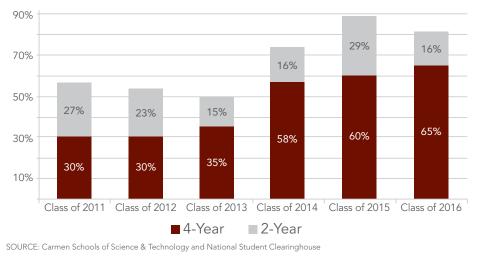
SOURCE: Wisconsin Department of Public Instruction, The National Center of Education Statistics (NCES) 2015 Digest of Education Statistics, and Carmen Schools of Science & Technology



College Persistence 1st to 2nd Year in a 2-Year Institution

SOURCE: Wisconsin Department of Public Instruction, The National Center of Education Statistics (NCES) 2015 Digest of Education Statistics, and Carmen Schools of Science & Technology

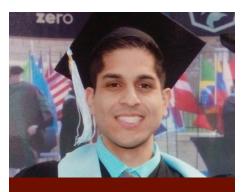
Carmen Alumni Graduated from or Currently Enrolled in College.





" Carmen helped me to envision myself as someone who could do anything. As a Carmen teacher, I am doing the same. I see these kids, and I see myself. I understand their struggles, but I am not lowering standards for my students. The standards remain high for them to do what they need to do to graduate and get to college because I know it's possible."

> Fabiola Ramirez Carmen Social Studies Teacher, Carmen Class of 2012, Beloit College Class of 2016



" I didn't want to go to college, but the staff and teachers at Carmen kept telling me I had a bright future. When I got accepted, I realized they were right. They kept checking up on me. If I had any questions or problems, Carmen was there to help me. "

Leonel Olea Carmen Class of 2012, Upper Iowa University Class of 2016

CAREER PATHWAYS



Carmen offers students multiple opportunities to explore and engage in the professional world through internships, certification programs, and career-based youth apprenticeships. The goal is for students to gain realworld work experiences that result in viable career pathways in engineering, business, health care, information technology, and other growing fields.



"Carmen connected me to the ACE program, which gives minority teens a chance to work in different aspects of aviation. At Carmen, we do our resumes and mock interviews and learn how to dress and conduct ourselves professionally. That really helps when you are trying to apply for a job or college. "

> Adanna McAlister, 11th Grade, Carmen Northwest

Froedtert & the Medical College of Wisconsin and the Milwaukee Bucks Announce Carmen Northwest Partnership

In the summer of 2016, Froedtert and the Milwaukee Bucks announced a five-year grant to support building and operating a brand new Froedtert & Medical College of Wisconsin (MCW) Learning Center inside Carmen's Northwest campus. The initiative provides opportunities for both Carmen students and low-income neighborhood adults to receive valuable career training, college credits, paid youth apprenticeships, and employment in the healthcare fields of certified nursing assistant, medical assistant, healthcare customer service, and in IT computer systems support fields. MATC is identifying faculty and classes are being offered onsite at Carmen Northwest. Participants gain valuable college credits as well as the high-demand skills and knowledge needed in the growing healthcare and IT fields.

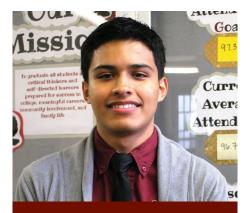
Cathy Jacobson, President and CEO of Froedtert Health said, "Froedtert & MCW are in this for the long haul, not only to provide health care services, but to reduce barriers to health and quality of life, from access to care to education and job opportunities."

"This innovative partnership brings together education, health and wellness, and job training – three elements that are fundamental to healthy and safe communities and absolutely vital if we are going to realize the vision for Milwaukee's bright future that we all share," said Bucks President Peter Feigin.

Carmen views this innovative program as part of a two-generation solution to closing the income-driven achievement gap in Milwaukee. Parents are critical to their children's academic success, and parents living in poverty have more obstacles to being able to provide the necessary support. This partnership will offer training to both students and adults in high demand employment areas that will lead to family-sustaining jobs for both generations.







" Being surrounded by college graduates makes me want to go to college and graduate. I also see that I want a career that I will enjoy having for many years."

> Jose Salinas 11th Grade, Carmen South HUSCO International, Inc.



" As an intern I am surrounded by adults who are passionate about what they do. This has helped to promote and reinforce the value of investing in a college education, so that I may also obtain a job in a field of my interest. Now more than ever, I know that college is right for me."

> Olga Guerrero 11th Grade, Carmen South Godfrey & Kahn

Student Internship and Scholarship Program: Carmen's Cornerstone Career Readiness Program

The Carmen Student Internship and Scholarship Program is Carmen's cornerstone career readiness program and has been serving the students of the South campus for ten years. The program develops the ability of students to apply knowledge from academic courses in "real world" settings. Students are placed in professional environments where they become part of a professional team and gain the personal and life skills needed for success in college and careers.

Students Grow:

- The program places students in grades 10 12 into entry-level clerical internships within local corporations and non-profit organizations where they work one full day each week, gaining real-world work experience, professional role models, concrete skills, and personal confidence.
- For each semester that a student successfully serves as an intern, he or she receives valuable scholarships from the program upon college enrollment.
- Scholarship funds come from participating Corporate Sponsors and many caring individual donors.

Corporate Sponsors find valuable opportunities to:

- Diversify their workplaces
- Develop future talent
- Open the door to college and careers for young people in Milwaukee

The program also provides student transportation and strong management support from Carmen staff. All sponsorship contributions are fully tax deductible.

HUSCO and many companies spend a lot of time seeking talent. Gaining access to highly capable high school students from the Greater Milwaukee area at a young age and allowing us to teach, develop and encourage them to pursue a career in engineering is a win/win. The students learn about a highly rewarding career path, and we get an opportunity to recruit them as future HUSCO employees.

> Tim Dolan, Program Manager HUSCO International, Inc.

THANK YOU CARMEN PARTNERS

Contributions from Corporate Partners and generous individuals make the South Campus Student Internship and Scholarship Program work. Corporate Partners contribute \$5,000 per year, per student to the program. (Some partners host up to 5 students per year!) Contributions from individuals allow us to place Carmen South students at non-profit organizations where they develop valuable professional skills and a commitment to serving our community. Also, 100% of contributions to the program go directly toward scholarships for students. More than \$61,000 in scholarships from the Student Internship Program were awarded to 18 Carmen South graduates in 2016!

2015-2016 Individual and Organizational Scholarship Program Donors:

Joseph & Abby Andrietsch Sara Aster Marv Baer Aretas Bayley Maureen Beaman & Tom Ellis Sharon Canter Bonnie Conway John Cooper Thomas Cunningham Max & Sandra Dermond Marv Diez Gary Elfe

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Independence First Kathy's House Milwaukee Art Museum Milwaukee Public Museum Rebuilding Together Greater Milwaukee

Eric & Maryellen Sover Christel Wendelberger Jay Williams Arzbaecher Family Foundation Badger Alloys, Inc. Greater Milwaukee Foundation HH Camp Foundation Kopmeier Foundation Northwestern Mutual Foundation Reilly, Penner & Benton LLP The Cara Foundation, Inc. We Energies Foundation

Urban Ecology Center VJS Construction Wisconsin Women's Business Initiative Corporation (WWIBIC)

Aurora Walker's Point **Community Clinic** Alverno College **BMO** Harris Bank Betty Brinn Children's Museum The Blood Center of Wisconsin Bon-Ton, Inc. Bostik, Inc.

Casa Romero CORE/El Centro **Discovery World** First Stage Children's Theater Godfrev & Kahn HUSCO International Ideal Plumbing, Heating, and Air Conditioning

2015-2016 Carmen Expansion or Special Project Contributors:

2015-2016 Student Internship Program Hosts:

Anonymous Brothers Business Interiors **Burke Foundation** Caterpillar Foundation Charter School Growth Fund Glen F. Hackmann Herb Kohl Philanthropies

Landworks M&I Foundation Northwestern Mutual Foundation SL Special Services LLC Wisconsin Landscape Contractors Association

"We take pride in doing our part to assist and encourage students to take the skills learned at school and utilize them within the work environment. It's valuable for the students and valuable for us. We are proud to give students an avenue to explore the legal field."

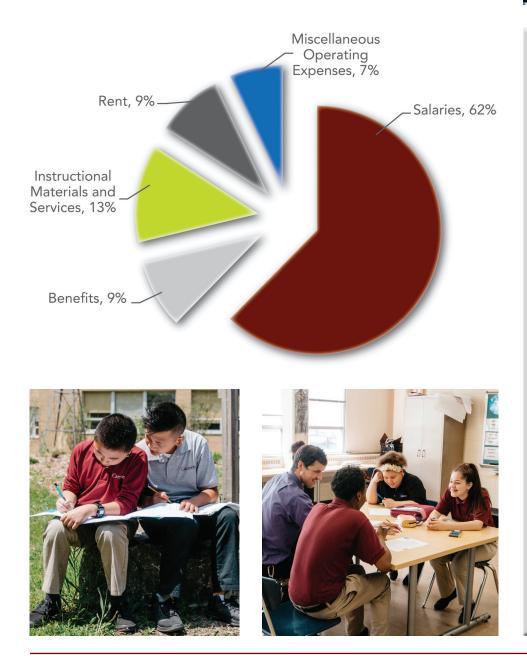
> Brian Pierson, Attorney Godfrey & Kahn

Pieper Power Robert W. Baird & Co.



FINANCIAL INFORMATION

Carmen Schools of Science and Technology operates schools on the same per-pupil funding basis as other public schools across Wisconsin. Carmen also incorporates additional funds from several private and public sources to support start-up expenses when a new school is launched. These additional funds support the growth of current schools and the opening of new schools by providing funds for furniture, technology, equipment, curriculum supplies, modest facility improvements, and support for network staff who plan and oversee growth efforts. In 2015-2016, Carmen received \$6,984,296 (\$8,079 per student) in per-pupil revenue passed through MPS and an additional \$746,396 in Federal Title 1 funds and Special Education allocations. These funds were supplemented by approximately \$1.4 million in private grants, donations, and other income used during the school year to support start-up expenses for new schools. The graphic below shows the breakdown of school spending in the 2015-2016 school year.





You Can Help

Carmen accepts tax-deductible contributions to support both the Student Internship and Scholarship Fund and School Expansion Efforts. Here is how you can support Carmen:

- Make a financial contribution to the Carmen High School Development Organization, Inc. for scholarships or to Carmen High School of Science & Technology, Inc. for expansion.
- Sponsor a Carmen student at your workplace.
- Talk to other business owners and managers about opportunities to host a Carmen student in an entry-level internship or career-based apprenticeship.

For more information, contact Bevin Christie: (414) 837-4000 Ext. 183 or christieb@carmenhighschool.org



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