

Message from Head of Schools and Board Chair

Dear Friends,

On behalf of the board, faculty, and students of Carmen Schools of Science and Technology, thank you for taking the time to review our 2013-2014 Annual Report.

Throughout these pages you will meet our dedicated students and teachers. We are also pleased to share the hard data that proves once again that ANY student from ANY neighborhood and ANY socio-economic background can excel academically, demonstrate exceptional character, graduate from high school, and move on to succeed in college when provided with excellent curriculum and instruction and held to high standards.

We are especially proud to report on our first year of operations at the Carmen Northwest Campus which opened in August 2013 to provide a rigorous college preparatory option for students in 6th-12th grades on Milwaukee's Northwest Side.

In the school's very first year, students at the Carmen Northwest Campus exceeded local and national expectations for growth in academic achievement on nearly every performance measure. This was despite the fact that Carmen Northwest students entered the new campus with lower reading and math scores than the average student in Milwaukee Public Schools.

These measures of student academic performance and other outcomes documented during the 2013-2014 school year support the following conclusions:

- 1. The high school educational model first developed by Carmen on Milwaukee's south side can be effectively transferred to new demographic and geographic contexts within the city.
- 2. The Carmen high school model can be scaled up to serve a much larger student population.
- 3. Carmen's model of rigorous college preparatory academics and character-based school culture can be backwards mapped to serve students in grades 6-8.

The achievement gap for students in Milwaukee CAN and MUST be closed. Carmen is committed to opening additional schools and creating opportunities for students across the city, working in partnership with Milwaukee Public Schools, and serving as a model for other schools seeking reform. Ultimately, students in all of our city's schools must receive the education and preparation that they deserve and need to positively contribute to the growth and economic development of our city, state, and nation.

We are deeply grateful for your continued support as we work toward this important vision.

Sincerely,

Patricia Hoben, Ph.D., Head of Schools

Glen Hackmann, Board Chair

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

offering a college preparatory education and featuring a rigorous liberal arts curriculum that emphasizes science and engineering. The vast majority of our students are from low-income homes in Milwaukee's central city, a group that has long lacked adequate access to college preparatory education.

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





STUDENT DEMOGRAPHICS

Carmen operates non-selective, public charter schools that accept students on a first-come, first-served basis.

SOUTH CAMPUS 2013-2014

- 325 students in grades 9-12
- 97.6% Latino, 1% African American, 1% White, .4% Asian/Pacific Islander
- 84% eligible for free or reduced lunch

NORTHWEST CAMPUS 2013-2014

- 218 students in 6th, 8th, and 9th grades
- 78% African American; 15% Latino; 5% White;
 2% Asian
- 90% eligible for free or reduced lunch

The Carmen Difference

The Carmen curriculum offers the classic elements of the highest-quality, liberal arts, college preparatory education with a visionary focus on student development of interpersonal, leadership, and communication skills.

Carmen's curriculum incorporates the research-based College Readiness Benchmark standards developed by the ACT, and the internationally recognized 8 Abilities Model created by Alverno College that outlines the "8 Abilities" that students must develop including Communication, Analysis, Problem Solving, Valuing in Decision Making, Social Interaction, Developing a Global Perspective, Effective Citizenship, and Aesthetic Engagement.

Most importantly, Carmen develops within its schools a CULTURE of excellence, respect, clear expectations, and belief in the potential of each student. There is NO SOCIAL PROMOTION at Carmen. Students must achieve a grade of C or better to pass a class. To ensure that every student has the opportunity to succeed, we have developed comprehensive student support strategies including:

- Teachers are engaged, committed, and work as a cross-disciplinary, mission-driven team.
- Students work with a faculty advisor each semester to set academic, personal/life, and financial SMART goals.
- Daily after school academic programs are taught by the faculty to support students who are not meeting grade level standards.
- Mid-year and summer school terms provide students who are struggling with additional instructional time to meet learning targets while offering enrichment courses to students who meet or exceed standards.
- A Summer Bridge program, offered for two weeks in August, provides students entering 6th and 9th grades with the life and academic skills that will prepare them to be successful members of the Carmen Schools community.
- A Director of College Transition works full time to assist seniors in applying for college scholarships and other financial aid. Support is also offered to Carmen graduates until they graduate from college.
- The Student Internship and Scholarship program provides students with real world exposure to the professional world, allowing them to develop the skills, relationships, and confidence needed to pursue college and careers.







Neighborhood Involvement

Establishing schools with strong ties to the neighborhood has been a key component of the Carmen expansion strategy. The idea is to build neighborhood stability by using the school as a central anchor for gathering, connecting, and tapping into neighborhood resources. Carmen's neighborhood partners include:

- Casa Romero Retreat Center
- Growing Power
- Havenwoods Economic Development Corporation
- Housing Authority of the City of Milwaukee
- Hunger Task Force
- Layton Boulevard West Neighbors
- Silver Spring Neighborhood Center
- · Sixteenth Street Clinic
- South Side Organizing Committee
- United Community Center
- Urban Ecology Center
- Westlawn Housing Development







NATIONAL RECOGNITION

10P

US News & World Report ranked Carmen among the TOP 10 on its Best High Schools in Wisconsin listing in both 2013 and 2014.

#12

The Washington Post ranked Carmen 12th on its Most Challenging High Schools in Wisconsin listing in 2014.



Strong, knowledgeable, and committed school leaders have proven to be an essential ingredient in successful schools across the nation. As Carmen grows, it is especially critical to create a core leadership team capable of supporting and sustaining the development of multiple schools and more students. Carmen has a high level team of administrative and curriculum specialists who ensure consistent translation of its mission, vision, and best practices across all of the Carmen schools.

TEACHERS

Outstanding teachers are the heart of any excellent educational institution. Carmen works to recruit the best and the brightest teachers who have demonstrated mastery in their content area and are committed to building meaningful relationships and strong rapport with students. Partnerships with Teach for America and Schools That Can Milwaukee are critical to Carmen's capacity to recruit a diverse cadre of STEM teachers and to develop emerging leaders.

Carmen teachers arrive early, stay late, and dedicate themselves to ensuring that every student has the best possible opportunity to succeed.

"THE teachers at Carmen are how all teachers at all schools should be. They care. They work with you. They build you up as a person. The teachers and students have a special kind of relationship. Having a teacher who actually knows you and cares about you is gold. It's a very rare opportunity."

-Ryan Graham, Carmen Northwest 9th Grader







"As a teacher, I have experienced more growth in my first year at Carmen Northwest than I had in my first five years of teaching. Perhaps this is because of the unique opportunities of being a new school founder," or the endless professional development opportunities offered. Maybe it is because each teacher embodies the idea of 'students first.' When educators put the needs of their students as the priority, it results in a culture that makes a school feel more like a home and allows students to trust, believe in themselves, push themselves, and achieve more than they ever knew was possible."

Kimberly Marbach, English Teacher,
 9th Grade Level Team Leader, Carmen Northwest

"THE environment at Carmen is perfect for teaching. Carmen has developed an atmosphere that respects the individual and promotes the community in a safe, highly supervised place where teachers and students want to be. People who work here believe in the mission. That means that teachers and staff are focused on serving students as individuals and have very high expectations for them. In addition to excellent academics, Carmen cares for students in terms of the whole student formation through grade level retreats, service programs, counseling, and extracurricular activities."

- Alfredo Astorga, AP Spanish Language & Culture and AP Spanish Literature & Culture Teacher, Carmen South





 ^{c}A S leaders of Carmen Middle School of Science and Technology we have the daily opportunity to see transformational learning for our students, our staff, and ourselves. Our middle school vision is Earn. Celebrate. Grow.' With that guiding vision, we put students first each day and stop at nothing to make sure our culture and climate is one of joy, urgency, and high expectations. Our students have the capacity to become their dreams and we believe deeply in their potential. They've set their sights high to be astronauts, lawyers, engineers, and more. As Carmen students, they are building Habits of Heart and Habits of Mind that will allow them to achieve their dreams and beyond."

- Kristine MacDonald & Kaylee Jackson Carmen Northwest Middle School Co-Principals Carmen High School of Science and Technology, South Campus, is proud to announce the graduation of the Class of 2014.

The Carmen Class of 2014 achieved new heights of excellence and set school records in college acceptance, Advanced Placement (AP) achievement, and college scholarship awards:

- 100% of Carmen graduates were accepted to a 4-year college or university.
- 90% of Carmen seniors passed at least one AP exam while in high school.
- 94% of Carmen graduates were awarded academic, leadership, and/or service scholarships from the schools that accepted them.
- Scholarships to Carmen graduates totaled \$3,407,706.
- On a per senior basis, Carmen graduates earned more scholarship money than students from any other MPS high school.

LEGACY STATEMENT

Each year, Carmen's graduating class writes a legacy statement to leave behind for all the students that come after them. The Class of 2014 Legacy Statement is:

WE, the family of 2014, are united, unique, strong, and outspoken. We have been challenged academically, physically, and emotionally. However, we achieved high expectations, despite the obstacles. We soared the sky making our wings stronger in a united formation. Though we came to Carmen as individuals, we leave as one; we leave a legacy of unity."

COLLEGES THAT ACCEPTED CARMEN CLASS OF 2014 GRADUATES

Alverno College Augsburg College Beloit College Cardinal Stritch University Carroll University (Wisconsin) Carthage College Chicago State University Columbia College Chicago Concordia University Wisconsin Creighton University DePaul University Eastern Michigan University Fairfield University Lakeland College Lawrence University MacCormac College Marian University Marquette University Mills College Milwaukee Area Technical College Milwaukee School of Engineering Mount Mary University Northern Illinois University Northern Michigan University Oral Roberts University Ripon College

Saint Louis University Saint Xavier University St. Norbert College University of Dayton University of Nebraska at Lincoln University of Wisconsin, Eau Claire University of Wisconsin. Madison University of Wisconsin, Milwaukee University of Wisconsin, Oshkosh University of Wisconsin, Parkside University of Wisconsin, Platteville University of Wisconsin, River Falls University of Wisconsin, Stevens Point University of Wisconsin, Stout University of Wisconsin, Waukesha University of Wisconsin, Whitewater Valparaiso University Washington State University Xavier University



Congratulations Class of 2014

EDUARDO MORENO ROMERO, VALEDICTORIAN

Carmen Internship: HUSCO International

College Attending: Milwaukee School of Engineering

Major: Engineering (Specialty not declared)

"WITHOUT Carmen, I probably would not have gone to college, and I really don't think I would be going to MSOE or have all of the scholarships that I have right now. Carmen helps you not only grow your mind, but helps you grow as a person. They showed me how to talk with many different kinds of people, how to interview, and how to dress professionally. They also helped me to get an internship with HUSCO where I was exposed to what it's like to be in a business situation and to what I really want to do in life. I love engineering!"



Carmen Internship: JP Morgan Chase

College Attending: University of Wisconsin, Madison

Major: Business

Gates Millennium Scholarship Recipient

"NOW that I have started at UW-Madison, I can see that my education at Carmen and my Student Internship at Chase really prepared me well for college and life. Carmen teachers give a lot of homework, so college homework does not feel like much of a change to me. I also have the confidence to talk with my professors, I am never afraid to ask questions, and I know how to manage my time. I am very grateful to my teachers at Carmen and Ms. Mesrobian, Director of College Transition. At Carmen, the teachers really know the students, and they were always there to help me with my college and scholarship applications."

LILIANA LOPEZ, CESAR CHAVEZ AWARD WINNER

Carmen Internship: R.W. Baird & Co. College Attending: Mount Mary College

Major: Dietetics

"I am proud to say that I am a Carmen graduate, because I gained so much from being there. Carmen shaped me into a leader who is confident and outspoken. Having the opportunity to be part of Carmen's Student Internship Program at R.W. Baird helped me to open up my mind and think about college and my future career. I know that completing college will be a challenge, but I feel prepared and know that I will continue to have the support of Carmen staff as I go through college and transition into a career."



Eduardo Moreno Romero





Carmen Northwest Campus: Students Exceed Expectations in First Year







The Carmen Northwest Campus opened in August 2013 with 218 students, including one class each of 6th, 8th, and 9th graders. Ultimately, the school will serve 800 students in 6th-12th grades. The new school, located at North 72nd and Silver Spring, was chartered by Milwaukee Public Schools (MPS) to meet the need for more rigorous college preparatory opportunities for students and families living on Milwaukee's underserved northwest side.

Like Carmen South, the new school is non-selective and accepts students through a lottery when applications exceed available seats. The student body at Carmen Northwest in 2013-2014 included 20% middle school students and 13.5% high school students with special educational needs.

Although new students entered Carmen Northwest with lower reading and math scores than the MPS average, by the end of the first year, these same students exceeded local and national expectations for student growth in academic achievement on two key standard performance measures, outpacing the growth of their counterparts in MPS and national projections in nearly every category.

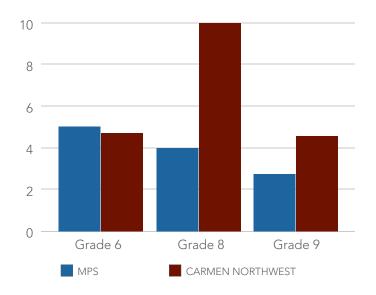
The measures of student growth utilized by Carmen are the Northwest Educational Assessment (NWEA) Measure of Academic Progress (MAP) and the EXPLORE assessment published by ACT.

THE MAP TEST is given to Carmen students in grades 6, 8, and 9 and is used to measure student growth in reading and math over the course of a school year. It is administered throughout MPS and many other school districts across Wisconsin.

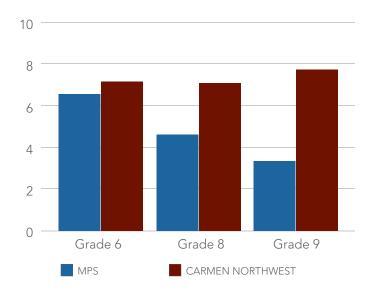
Carmen Northwest students showed tremendous growth on MAP:

- School-wide growth for MATH at Carmen Northwest was 228% of that projected by NWEA, compared to 124% for MPS for the same grade levels.
- School-wide growth for **READING** at Carmen Northwest was 199% of that projected by NWEA, compared to 117% for MPS for the same grade levels.

FALL TO SPRING GROWTH ON NWEA MAP: READING



FALL TO SPRING GROWTH ON NWEA MAP: MATH



THE EXPLORE exam measures mastery of College Readiness Standards defined by the ACT and is predictive of student performance on the ACT later in high school. Carmen Northwest 9th grade students take the EXPLORE exam at the start and finish of the school year.

• Carmen Northwest 9th grade students exceeded national composite score growth rates by nearly double (1.9 vs 1.1 points). One point growth is generally considered equivalent to about one year of growth. The Carmen data show about two years of growth.

Growth on the ACT's EXPLORE assessment is shown below for Carmen Northwest students in grade 9. MPS did not administer EXPLORE in 2013-2014, so the data can only be compared to national growth projections.

CARMEN NW 9TH GRADE GROWTH DATA ON ACT'S EXPLORE

	National Projected Growth Fall 2013 to Spring 2014	Actual Growth Carmen Northwest Fall 2013 to Spring 2014
English	1.2	1.9
Math	1.1	1.9
Reading	1.4	1.7
Science	0.8	1.6
Composite	1.1	1.9

National projections estimated from: Issues In College Readiness: How Much Growth toward College Readiness is Reasonable to Expect in High School? 2009. ACT.

CARMEN EDUCATIONAL MODEL CONTINUES TO IMPROVE

Carmen Northwest students performed significantly better and showed higher levels of growth in the school's first year than did students at Carmen South in its first three years of operation. This tells us that the Carmen educational program itself has advanced enough over the years to yield impressive academic growth for students even in new demographic and geographic contexts.

Student Internship and Scholarship Program

The Student Internship and Scholarship Program is a critical component in the overall Carmen experience. The program provides students with important opportunities to gain real-world work experience, positive professional role models, personal confidence, and valuable scholarships that significantly increase college attendance rates.

INTERNSHIPS AT CORPORATIONS AND NONPROFITS

The program places students in grades 10-12 into entry-level internships within local corporations and non-profit organizations for one full day each week throughout the school year. As part of their training, students become a part of the organization's work team and perform a wide range of basic duties.

SCHOLARSHIPS FOR COLLEGE

For each semester that a student successfully serves as an intern, he or she becomes eligible for valuable scholarship dollars that are awarded upon high school graduation and enrollment in college.

- Scholarship funds come from corporate sponsors, caring individuals, and special fundraisers.
- Individual contributions to the Student Internship and Scholarship Program go entirely toward scholarships.

Student Intern Profiles

Nataly Alanis, Class of 2015: Intern at R.W. Baird & Company

"MY internship has introduced me to the professional world and has taught me how to interact with people I would not normally be exposed to. It has allowed me to practice skills I have learned at Carmen such as time management and social interaction. It has built my confidence to express my thoughts and ideas in an environment outside of school. I learn from my internship supervisors' experiences, and I am able to take what they tell me and use those lessons in my daily life."

Gustavo Mayorga, Class of 2015: Intern at Urban Ecology Center

"MY internship has really prepared me for what I might encounter when I actually have a professional job, and participating at the Urban Ecology Center (UEC) has helped me experience things that actually help me in school. Working at the UEC has also helped me to step out of my comfort zone, become more confident in myself, and has made me more social and engaged in what goes on around my neighborhood. The UEC has also opened my eyes to notice how beautiful nature can be and how much we need to care for it."









THANK YOU TO THE FOLLOWING INDIVIDUAL & ORGANIZATIONAL DONORS WHO CONTRIBUTED TO THE SCHOLARSHIP PROGRAM IN 2013-2014:

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THANK YOU STUDENT INTERNSHIP AND SCHOLARSHIP PROGRAM PARTNERS

Carmen's Student Internship and Scholarship Program offers sponsoring organizations the opportunity to engage positively with young people, enhance workplace diversity, increase organizational productivity, and, in some cases, groom future employees. Meanwhile, students are getting the chance of a lifetime to learn what it means to work in professional environment.

Since 2011, Carmen's Student Internship and Scholarship Program has provided \$250,000 in college scholarships. In 2013-2014 the program distributed \$73,100 in scholarships. Carmen is proud to thank and recognize our 2013-2014 Student Internship and Scholarship Program Sponsors:

Alverno College Robert W. Baird & Co. BMO Harris Bank Betty Brinn Children's Museum Bon-Ton, Inc. Bostik, Inc. Casa Romero CORE/El Centro Discovery World First Stage Children's Theater Godfrey & Kahn HUSCO International
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JP Morgan Chase
Kathy's House
Milwaukee Art Museum
Milwaukee Public Museum
Pieper Power
Urban Ecology Center
VJS Construction

THANK YOU TO THESE VISIONARY DONORS TOWARD CARMEN EXPANSION EFFORTS IN 2013-2014:

Caterpillar Foundation Glen Hackmann Craig Jorgensen Department of Public Instruction Charter School Implementation Grant M&I Foundation Agustin A. Ramirez Walton Family Foundation

CORPORATE SPONSOR PERSPECTIVES

"BMO Harris is very proud to support the Carmen Student Internship and Scholarship Program. The students from Carmen are well-prepared, professional, ready to learn, and make valuable contributions to our teams and our work. We feel it is very important to help these students develop the career skills they will need after graduation. We also deeply value what they bring to our organization."

- Raquel Filmanowicz, Director U.S. Community Affairs, BMO Harris Bank

"Husco supports the Carmen Student Internship program because we believe in the power of education to change lives. The enthusiasm of the Carmen students is infectious and they quickly become valued members of our team."

> - Austin Ramirez, President & CEO, HUSCO International

Meet Yesica Camacho: Carmen's First Alumna to Graduate from College

"When I started at Carmen my goal was to just graduate from high school and go with the flow. When teachers asked us to raise our hands if we wanted to go to college, my hand never went up," says Yesica Camacho, who will soon have the high distinction of being the first in her own family and the first in the Carmen family to complete a college education. In December 2014, Yesica will receive a degree from Alverno College in Professional Communication with minors in Spanish Healthcare Interpretation and Psychology.

Yesica was granted a full ride scholarship from Alverno, where she has distinguished herself as a student and leader on campus. But Yesica says that without Carmen she definitely would not have gone on to college, let alone earn a full scholarship. Here she is in her own words:

How did Carmen help you change your attitude and your vision for yourself? Everything about Carmen helped me change. Definitely the curriculum had a big impact, the way the school follows the Alverno 8 Abilities model. But it was the people I was surrounded by – Dr. Hoben, Ms. Christie, my teachers – and their expectations. I always knew exactly what they were expecting of me. As I saw the great opportunities at Carmen, especially the Student Internship Program, I knew it was time for me to change. I couldn't be an intern if I didn't change my attitude.

When did you realize you wanted to go to college? When I did my internship at Alverno, I met all of these professional women and began to develop friendships with them. That really opened my eyes. That experience of meeting those women, seeing how they carried themselves and how successful they were - that made me see that I could be that successful too. I thought, 'I really do want to go to college.' For the first time, I saw that there is a professional world out there, and I can be a part of it if I choose to be. It was amazing for me to see what's possible if you make the right choices.

What element of your education at Carmen had the greatest impact on your life? From the first day I stepped into Carmen I had an amazing learning experience – not just academically, but professionally. They prepared me for college and the professional world. I would not be the successful woman that I am today if not for the education I received at Carmen.

What are you doing now? I am in my last semester at Alverno, and I am serving as the founding president of the LULAC (The League of United Latin American Citizens) organization on campus. Soon I am starting an internship at Children's Hospital as a Medical Interpreter, and I am working part time in the office at Carmen South.

Why did you want to work at Carmen? My goal is to help high school students, especially at Carmen, to get the education that I had. I want them to see in me that I did it. It was not easy. But I made it through high school and college and they can too. I have a 16 year-old sister, and I'm trying to prepare her to follow in my footsteps as well.

What's your vision for the future? My goal is to find a full time position in public relations, event planning, and communications, and continue to work as a medical interpreter part time. Someday I plan to own my own communications firm specializing in event planning, PR, and translation. But my side work, as a medical interpreter, is very important to me. I want to bridge the gap between medical providers and people with limited English language skills.

What was your number one take away from Carmen? I really think the most important thing we can learn is to know who we are. My education at Carmen has done that for me. I discovered that I am very talented and I can do anything I want to do. Carmen gave me the skills and confidence.

What's your advice to Carmen students who are still in middle or high

school? I would tell them that whatever they want to do in life, Carmen is the first step. I want to see each of the students have the same great experience I had. All they have to do is really want this. If they really want it, it will happen. They have all the support that they need at Carmen.



\$ Financial Information

As public charter schools, Carmen Schools operate on the same perpupil funding basis as other public schools across Wisconsin.

CARMEN SOUTH CAMPUS

In 2013-2014, our established South Campus operated on a balanced budget based entirely on public funds. Carmen received \$2,555,812 (\$7,925 per student) from MPS and an additional \$177,221 in Federal Title 1 and Special Education allocations. The graphic to the right shows the breakdown of school spending in the 2013-2014 school year.

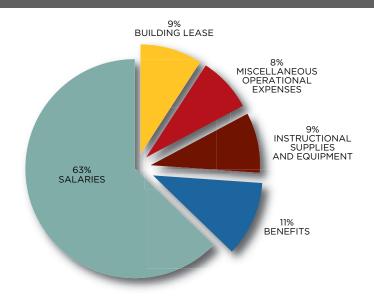
CARMEN NORTHWEST CAMPUS

The Northwest Campus also operated on a budget based on public funds, but incorporated additional funds from several private and public sources to support all of the start up expenses associated with launching a new school, including furniture, technology, equipment, curriculum supplies, and modest facility improvements. Carmen Northwest received \$1,711,800 (\$7,925 per student) from MPS and an additional \$152,758 in Federal Title 1 and Special Education allocations. We also used \$560,000 in private grants and \$250,000 from the Department of Public Instruction for start-up costs. The graphic to the right shows the breakdown of school spending in the 2013-2014 school year.

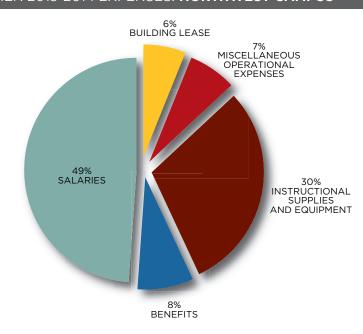
YOU CAN HELP

- Make a financial contribution to the Carmen High School Development Organization, Inc.
- Sponsor a Carmen Intern at your workplace.
- Talk to other business owners and managers about the Carmen Student Internship Program.
- For more information, contact Student Internship Program Director, Bevin Christie at (414) 384-4444 Ext. 405 or christieb@carmenhighschool.org.

CARMEN 2013-2014 EXPENSES: SOUTH CAMPUS



CARMEN 2013-2014 EXPENSES: NORTHWEST CAMPUS



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