



# Carmen

SCHOOLS OF  
Science & Technology



ADVANCING  
EXCELLENCE  
IN URBAN  
EDUCATION

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2012-2013 Annual Report



# MESSAGE FROM HEAD OF SCHOOLS

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Dear Friends,

On behalf of the board, faculty, and students of the Carmen Schools of Science and Technology, I am honored to present this 2012-2013 school report to the community.

Once again, our hard working teachers and students have proven that when offered excellent curriculum and instruction and held to high standards, students living in ANY neighborhood, from ANY socio-economic background CAN excel academically, demonstrate exceptional character, graduate from high school, and move on to college prepared to succeed. Key highlights in this report include:

- Eighty-eight percent of the Carmen Class of 2013 is attending college this fall – nearly 20 points higher than last year’s statewide average – with 85% earning academic, leadership, and/or service scholarships from the colleges or universities that accepted them.
- The U.S. News & World Report ranked Carmen the 5th best high school in Wisconsin in 2013, and included Carmen on its list of the top 100 charter schools in the nation!
- In August 2013 a new Carmen Northwest Campus opened and will eventually serve 800 students in grades 6-12.

These continued accomplishments and distinctions of Carmen students inspire our board and administrative team as we move forward on our vision to expand and contribute to education reform efforts across Milwaukee. Key areas of future growth include establishing additional neighborhood-based schools, developing internal capacity for leadership development, and working to transfer the most innovative aspects of the Carmen approach to other schools seeking reform.

We believe that every student from every neighborhood of Milwaukee deserves to attend a school that offers a high quality college preparatory experience. Our commitment is to replicate the rigorous curriculum and culture of excellence that have been developed at our South Campus at the new Northwest Campus and to share best practices with other schools.

We know that students throughout Milwaukee have the potential to graduate from high school, enter college prepared to succeed and, ultimately, contribute to the growth and development of our city, state, and nation as thoughtful, compassionate, and globally-aware citizens and leaders.

Thank you very much for your continued support as we work toward this important vision.

Sincerely,

A handwritten signature in black ink that reads "Patricia J. Hoben". The signature is written in a cursive, flowing style.

Patricia Hoben, Ph.D. Head of Schools

# EXPANDING THE VISION

**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 where young people have long lacked equal access to a college preparatory education.



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## Introducing the Carmen Northwest Campus

Carmen administrators, board members, faculty, students, and neighborhood and community leaders spent much of the 2012-2013 school year preparing to launch a second Carmen campus which opened in August 2013.

Carmen Middle/High School of Science and Technology will serve students in grades 6-12 and is operated and managed by the Carmen board and administration and chartered through the Milwaukee Public Schools (MPS). Located at North 72nd and Silver Spring Drive, Carmen Northwest is offering students and families living on the northwest side the same culture of excellence and rigorous college preparatory curriculum that has proven successful at the original south side campus.

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### Student Demographics

#### South Campus 2012-2013

289 students in grades 9 – 12

98% Latino, 1% African American, 1% White

88% eligible for free or reduced lunch

85% speak Spanish as primary language at home

Due to long wait lists for 9th grade seats, MPS increased the cap and 325 students were enrolled in grades 9-12 in September 2013.

#### 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

Carmen Northwest is enrolling new classes of 6th and 9th grade students over the next three years until 800 students are enrolled in grades 6-12.



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## THE CARMEN LEADERSHIP TEAM

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Research demonstrates that strong, knowledgeable, and committed school leaders are absolutely essential to building a school culture of high expectations and high student achievement. Effective school leaders set an inspirational vision; develop teachers and students so that they can move toward that vision; and ensure that the school is designed around rigorous curriculum and instruction.

For the past seven years, Carmen has been led by Head of Schools, Dr. Patricia Hoben, who developed a leadership team including the Dean of Students and School Culture, Directors of Curriculum and Instruction for STEM and Humanities, and Directors of Operations and College Transition who work in partnership with students and teachers to provide the best possible educational experience.

In 2013, Aaron Lippman was hired as the new Principal of the South Campus. Mr. Lippman has more than a decade of classroom and school leadership experience in the college prep setting, mostly in the Chicago area. Last year he completed the Ryan Fellowship, which prepares the most accomplished educators in America with the highest leadership potential to become principals ready to ensure student achievement at urban charter schools.



*"I am very excited about the opportunity to work in a school and city that is at the cutting edge of educational reform. Carmen is transforming education in Milwaukee by blending excellent teaching and learning with a commitment to improving the community. Carmen's strong sense of family and passionate staff are critical assets. But the school's greatest strength is consistently high expectations for students and a focus on developing the whole person. Our goal is to graduate students who are prepared to lead lives of choice and opportunity."*



Greg Meuler, Principal of the new Northwest Campus, has had a long and distinguished career as a Milwaukee educator. He spent 30 years at Marquette University High School, serving in many capacities, including Principal for six years, before becoming President of Nativity Jesuit Middle School, a college preparatory school serving boys from low-income families in Milwaukee.

*"As I start my 45th year in education, I am more excited and optimistic about making a difference than ever before. My optimism is coming from the great enthusiasm of our students and parents who share the Carmen vision for building a strong college preparatory program on Milwaukee's northwest side that pushes students academically, develops personal character traits such as commitment to excellence and unwavering persistence, and believes in the potential of each and every student."*

# GROWTH AND ACHIEVEMENT

## Student Achievement

From its inception, the Carmen educational program has incorporated the national ACT College Readiness Standards and administered a suite of tests including the 9th grade EXPLORE, 10th grade PLAN, and the traditional 11th grade ACT. These tests measure growth in college readiness in reading, language, science, and mathematics over the course of a student's high school career. This year the Wisconsin legislature passed a new law requiring all students to take EXPLORE, PLAN, and ACT starting in 2014-2015.

For the 3rd consecutive year, Carmen 11th graders had the 3rd highest ACT scores on the April ACT exam, among students from the nearly 40 MPS high schools taking the exam, and behind two schools with selective admissions policies.

**U.S. News and World Report lists Carmen among the top 100 charter schools nationally. Carmen is the ONLY charter school in Wisconsin to receive a ranking on the national list.**

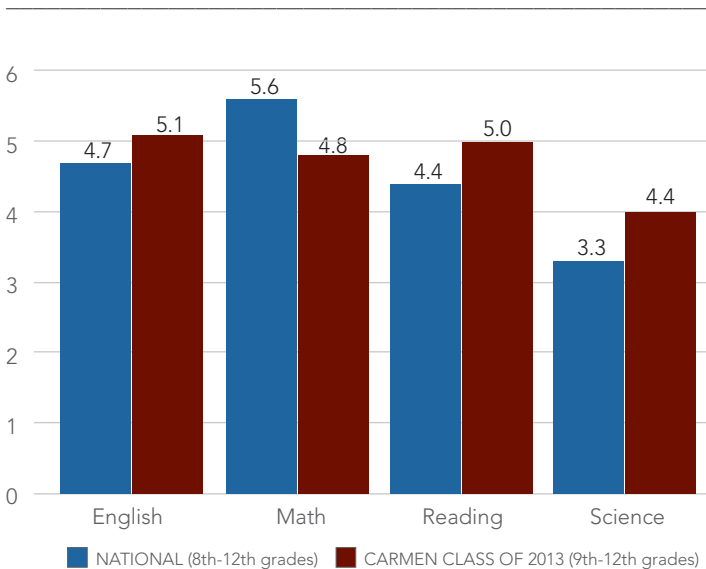
**88% of Carmen's Class of 2013 is attending college in fall of 2013, nearly 20 points higher than last year's state average.**

## U.S. News & World Report named Carmen High School of Science and Technology the 5th best public high school in Wisconsin in 2013

### Growth Beyond National Average:

Carmen students have consistently shown growth on ACT measures well beyond the national average. While students nationally demonstrated average overall growth of 4.4 points between the time they took the EXPLORE test in 8th grade and the actual ACT in 12th grade, the Carmen Class of 2013 increased scores by an overall average of 4.8 points between 9th and 12th grades. Carmen students showed greater growth over four years than their national counterparts showed over five years.

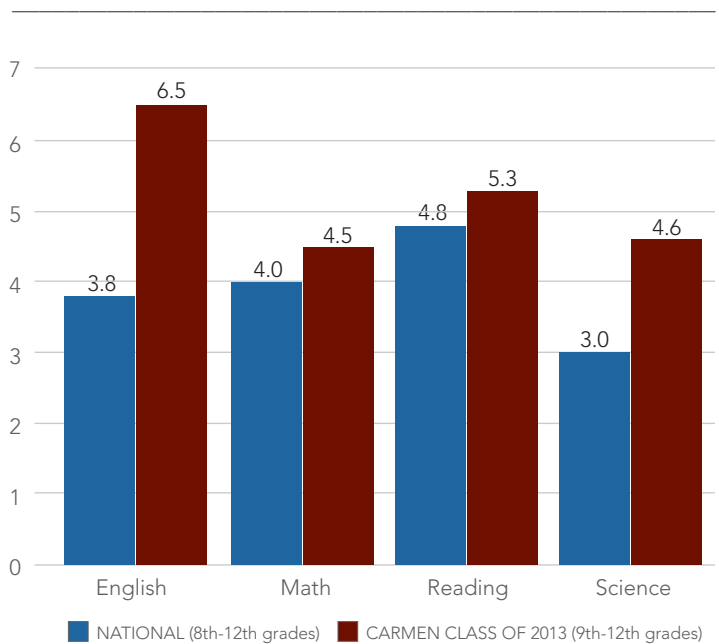
OVERALL STUDENT GROWTH



### Closing the Achievement Gap:

Many Carmen students arrive in 9th grade scoring far "off-target" on the 9th grade EXPLORE test. These students increased their scores by a margin that was higher than "off-target" students nationally in all four subject areas, demonstrating the strength of the Carmen approach and curriculum even among students entering high school well below grade level.

OFF-TARGET STUDENT GROWTH



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# CONGRATULATIONS CLASS OF 2013

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Carmen High School of Science and Technology South Campus is proud to announce the graduation of the Class of 2013. These students worked hard, met very high standards, and are prepared to excel in college, careers, and life.

Graduating from Carmen represents a true achievement for these students, all of whom completed at least four years of English, Math, Social Studies, and Laboratory Science.

### Other Accomplishments:

- 96% of 2013 Carmen graduates were accepted to an institution of higher education.
- 88% of graduates are attending college as of September 2013 and 85% of them were awarded academic, leadership, and/or service scholarships.
- 44% of seniors passed at least one AP exam.
- The College Board named three seniors AP Scholars with Distinction.

## Class of 2013 Legacy Statement

**“We, the Class of 2013, are far more than just a class. We are one big family, the 3rd generation of Carmen dreamers. We are humble leaders accepting each other for who we are, choosing to love and support one another’s limitlessness. Together, we adapted to many changes in our environment and became socially mature. We would like to be remembered as a group of hardworking students that want to change the world, a small spark that made a big impact, leading to something new. We leave this school with echoes of our laughter to remind generations to triumph with optimism. We are the Class of 2013, the pebble that remains one, whole, and unified.”**

### Colleges that accepted Class of 2013 graduates:

Alverno College  
Augsburg College  
Beloit College  
Benedictine University  
Cardinal Stritch University  
Carroll University (Wisconsin)  
Carthage College  
Columbia College Chicago  
Concordia University - River Forest  
Concordia University Wisconsin  
Drake University  
Edgewood College  
Fairfield University  
Knox College  
Lake Forest College  
Lawrence University  
Loyola University Chicago  
Marian University  
Marquette University  
Milwaukee Area Technical College  
Milwaukee School of Engineering

Mount Mary University  
Ohio Wesleyan University  
Ripon College  
Saint John’s University  
Silver Lake College  
St. Catherine University - St. Paul  
St. Norbert College  
Union College  
Upper Iowa University  
University of Wisconsin, Green Bay  
University of Wisconsin, La Crosse  
University of Wisconsin, Milwaukee  
University of Wisconsin, Oshkosh  
University of Wisconsin, Parkside  
University of Wisconsin, Stevens Point  
University of Wisconsin, Stout  
University of Wisconsin, Waukesha  
University of Wisconsin, Whitewater  
The College of Wooster  
Xavier University



# HIGH HONORS

**ALBERTO TORRES, Valedictorian • College Attending: Beloit College**



*"The staff at Carmen guided me in a direction I could never have visualized without them. At Carmen students have to take math, science, social studies, and English classes each year. Although I will be pursuing a degree in science, this taught me the importance of being a well-rounded individual. Carmen also encourages students to go out into the community and volunteer, which builds character and robust communities. The College Transition team was also kind enough to drive me to different colleges so I could get a personal experience of what it was like to be at each of the schools. This is how I was able to choose the college that I am attending.*

*Carmen High School of Science and Technology tells every student that walks thorough it's door that they are college material. They may not be the first day they walk in, but by the time they walk out on graduation day they know that college is definitely an accomplishable task."*

**ESMERELDA YUMIKO MEDINA, Salutatorian • College Attending: University of Wisconsin, Parkside**



**ELLI GIL, Cesar Chavez Awardee • College Attending: University of Wisconsin, Whitewater**



*"I was the freshman who didn't care about the consequences of my actions and was just going along with the crowd. Then I realized I was harming not only myself, but also the people around me. I was able to change my attitude about being at Carmen and make my time here worth it.*

*To ensure Carmen's mission, we incorporate the Alverno "Eight Abilities." One of the skills is for students to understand the values that guide our decision-making. I am a student who made the decision to change who I was and to try to live the values of compassion, dedication, and hard work. "*

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# STUDENT INTERNSHIP AND SCHOLARSHIP PROGRAM

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The Student Internship and Scholarship Program is a critical element of the overall Carmen High School of Science and Technology experience. The program provides students with important opportunities to gain real-world work experience, positive professional role models, personal confidence, and to earn valuable scholarships that help ensure their ability to attend college.

## Internships at Corporations and Nonprofits

The program places students in grades 10-12 into entry-level clerical internships within local corporations and nonprofit 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 partners, caring individuals, and special fundraisers.
- Contributions to the Student Internship and Scholarship Program go entirely toward scholarships.

## Student Intern Profiles

Fernando Mandujanos, Class of 2014  
Intern at Chase and J.P. Morgan

*"The Carmen Internship Program is a life-changer! Before I got the internship at Chase, I thought business was boring. But the work that I get to do is so interesting, and the people I work with really like what they do. In business you have accounting, credit analysis, marketing, everything – it's just a nonstop field. There is so much to know about and they are teaching me about all of the different areas.*

*The Internship Program is just a great program. You don't know what you're going to learn or discover about yourself. I now want a career in business and someday plan to go for my MBA."*



Liliana Lopez, Class of 2014  
Intern at Robert W. Baird & Co.

*"I never saw myself doing something like the internship program, especially at someplace like R.W. Baird. My internship gave me confidence that I didn't have before and has prepared me for my future. As a Latina, I feel privileged to have this opportunity. I have learned how to work with others and communicate with people who, in some cases, are much older than me. I will be the first in my family to go to college and the scholarship money I have earned will help pay for my college education."*



# CARMEN PARTNERS

## 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. The broader community benefits as we prepare youth to become responsible leaders and highly educated, professional members of Wisconsin's future workforce.

Carmen High School of Science and Technology is proud to thank and recognize our 2012-2013 Student Internship Hosts:

Alverno College	Hispanic Chamber of
Robert W. Baird & Co.	Commerce Wisconsin
BMO Harris Bank	HUSCO International
Betty Brinn Children's Museum	Ideal Plumbing, Heating, and Air Conditioning
Bon-Ton, Inc.	J.P. Morgan Chase
Bostik, Inc.	Kathy's House
Casa Romero	Milwaukee Art Museum
CORE/El Centro	Milwaukee Public Museum
Discovery World	Pieper Power
First Stage Children's Theater	Tri-City National Bank
Froedtert Hospital	Urban Ecology Center
Godfrey & Kahn	VJS Construction

## Corporate Sponsor Perspectives

*"We chose to host a student intern from Carmen because we thought it was a great way for us to connect with a great school and give an opportunity to a student to see what it is really like to work at a company like JP Morgan Chase."*

*"I think other companies should take a hard look at this program. It is such a great way to give back to kids who really want to be here, want to learn, and want to put in the effort."*

Jim Popp, President CHASE MIDDLE MARKET BANKING  
Wisconsin, Minnesota, Iowa, Missouri & Kansas

*"VJS views participation in the Carmen Student Internship Program as a way to contribute to the educational process by providing students with the opportunity to sharpen their skills, gain valuable experience, and apply classroom learning to actual work environments. VJS benefits from this program by increasing productivity, enhancing our work environment with fresh perspectives and new ideas, and mentoring students in future career fields."*

*"We encourage other companies to participate in the Carmen Student Internship program as a way to give back to the community by enhancing the local workforce and potentially finding future employees."*

Craig Jorgensen, President,  
VJS CONSTRUCTION SERVICES, INC.

## Thank You Individual and Organizational Donors

The following individuals and organizations contributed to the Scholarship Program in 2012-2013:

Maria Lydia Aguirre Gonzalez	Marty Lexmond	Madonna and Jay Williams Fund
Richard and Katherine Bagemihl	Lori Lorenz	Scott Wilson
John Brill	Sheldon Lubar	Martha Zarnowski
Charles Carter and Patricia Hoben	Craig McArton	Lyn Zigman
James and Mary Connelly	Homero Noboa	Baird Foundation, Inc.
Mr. and Mrs. John Cooper	Marie O'Brien	Robert W. Baird & Co.
Mary Ellen Cooper	Marisela Ortiz	BMO Harris Bank
Rob Cowen	Gus Ramirez	Bon-Ton, Inc.
Curt and Sue Culver	Austin and Heather Ramirez	Bostik, Inc.
Sister Mary Diez	Fernando Reyes	Froedtert Hospital
Robert and Elisa Fernholz	Debra Sadow Koenig	Godfrey & Kahn
Javier Gonzalez	Dawn Scher Thomae	HUSCO International
Glen F. Hackmann	Marsha Sehler	Ideal Plumbing, Heating, and Air Conditioning
Gail Hanson	Father David Shields	J.P. Morgan Chase
Renee Herzing	John and Jane St. Peter	Pieper Power
Scott and Joan Johnson	Paul Thompson	S.C. Johnson Fund, Inc.
Russ and Kery Kafka	Irene Timm	Tri-City National Bank
Ted & Mary Kellner	Grace Vey	VJS Construction
Jason Kohout	Christel Wendelberger	

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# PATHWAYS TO COLLEGE GRADUATION

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"We've plastered our office walls with college bios," says Carmen's Director of College Transition, Beth Mesrobian. "These are one-page descriptions containing statistics and other data about a college. The idea is to spark conversation and get students talking about and familiar with schools all around the country."

This is just one of the small measures of inspiration and support offered by Ms. Mesrobian and Carmen Post-Transition Coordinator, Patrick Carter. These two work full time to ensure that every Carmen student gets personalized support to prepare for, apply to, and attend a college that is the best fit for them. In addition, services are provided to support students during the transition from high school to college all the way through to college graduation.

Starting early in ninth grade, Carmen students and parents are required to attend a series of sessions designed to prepare the whole family to complete the journey from high school to college. Most Carmen students (about 95%) are from families in which they will be the first to attend college, so the staff works hard to educate and involve parents in the process from the very start.

Freshmen and sophomores and their parents participate in pre-college programs designed to help them explore and understand the importance of college and the application process. Juniors participate in a two-day overnight college tour and receive individual assistance to research different colleges, apply for financial aid, and determine "best fit" college choices. Seniors and their parents attend financial aid and college application seminars.

"Part of helping students get to college graduation is helping them find a college that is the right fit," says Ms. Mesrobian. "It has to be a place where the student will be able to follow through and finish. That is the end goal."

Services for graduates entering college include support through the college enrollment, orientation, placement testing, and registration process. Additional services include yearly tracking of college enrollment and academic progress, assisting students with transfers, offering graduate workshops, sending care packages, and arranging for alumni student panels.

"We do semester by semester advising with our graduates so that we can help them be better self-advocates, proactively address challenges, and stay in college," says Mr. Carter.

Highlighting the impact of the total Carmen experience on student success in college, Ms. Mesrobian notes the particular value of the Carmen Student Internship Program:

"There is a definite correlation between students who succeed in an internship and those who can get through college. Those students have better time management, organization, and self-advocacy skills. They are also more resilient, better prepared, and more resourceful."



**"We want to see students actually graduate from college, not just get accepted."**

**-Patrick Carter, Post-Transition Coordinator**

# A COMMITMENT TO OUR CAMPUS NEIGHBORHOODS

"I believe in community," says Delicia Morris, resident of Milwaukee's northwest side, mother of three young boys, and member of the Carmen Middle/High School of Science and Technology Northwest Campus planning team.



"The first thing a neighborhood needs to be successful is high-quality schools where children can learn and the community can come together," she says.

Establishing schools with strong ties to the neighborhood is a core strategy of the Carmen expansion plan. Carmen does not provide bus transportation and draws most of its students primarily from a two-mile radius around each campus. The South and Northwest Campuses both have active community advisory committees that include parents and local leaders. The idea is to build neighborhood stability by using the school as a central place for gathering, connecting, and tapping into neighborhood resources.

"If kids have the choice to stay in their neighborhood for a safe and excellent education, walk to school, and get to know each other, and if neighbors have a place to come together, attend basketball games and other events, that is how we build community," says Morris, who recently joined the staff at the new Northwest Campus.

Mara Brandli is an English Teacher and Special Projects Coordinator at Carmen's South Campus. She and another teacher moved into the Carmen South Campus neighborhood to be more embedded members of the local community.

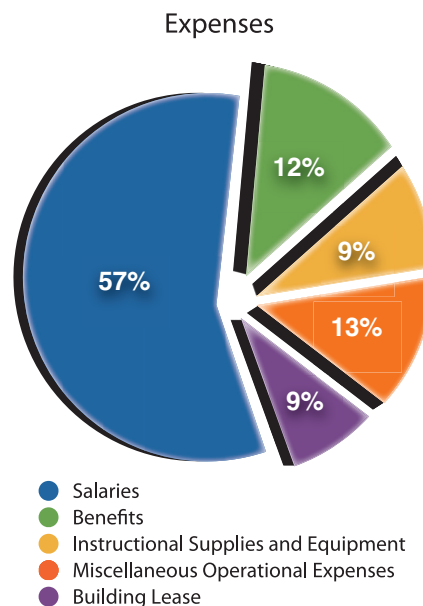
"It has always been important to me to understand things from other peoples' points of view, especially if I will be leading or managing. By moving into the neighborhood I am able to understand the sun up to sun down experience of my students," says Brandli.

Brandli says that understanding what her students see on a day to day basis and how that impacts their state of mind makes her a more empathetic, culturally sensitive, and

effective teacher. Carmen is also reaching out to establish connections with other schools in close proximity to its campuses. Carmen leaders seek to build relationships with those schools to help strengthen the rigor and curriculum among schools serving younger students in the neighborhood, thereby better preparing those students to enter and succeed in the Carmen environment.

## Financial Information 2012 – 2013

As a public charter school, Carmen High School of Science and Technology operates on a balanced budget based entirely on public per pupil funds. In the 2012-2013 school year, Carmen received \$2,246,975 (\$7,775 per student) from MPS and an additional \$146,149 in Federal Title I and Special Education allocations. Following is a graphic that shows the breakdown of school spending in the 2012-2013 school year.



## You Can Help!

**Make a financial contribution the Carmen High School Development Organization, Inc.**

**Sponsor a Carmen intern in your workplace.**

**Talk to other business owners and managers about the Internship Program.**

**For more information contact  
Student Internship Program Director,  
Bevin Christie at  
(414) 384-4444 Ext.405 or  
christieb@carmenhighschool.org.**



## BOARD OF DIRECTORS

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**Carmen**  
High School of  
Science & Technology  

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**SOUTH CAMPUS**

1712 South 32nd Street • Milwaukee, WI 53215  
Phone 414-384-4444 • Fax 414-384-4455

**Carmen**  
Middle/High School of  
Science & Technology  

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**NORTHWEST CAMPUS**

5496 North 72nd Street • Milwaukee, WI 53218  
Phone 414-837-4000 • Fax 414-837-3990