


**MILWAUKEE**  
PUBLIC SCHOOLS

Office of School Administration  
Department of Contracted School Services  
5225 W. Vliet Street  
Milwaukee, WI 53208  
(414) 475-8140 • [mps.milwaukee.k12.wi.us](mailto:mps.milwaukee.k12.wi.us)  
Fax (414) 475-8471

## MPS Charter School Contract Review Team

### Comments and Renewal Recommendation

Name of Charter School: **Carmen High School of Science and Technology** Date: **December 12, 2016**

The renewal recommendation is based on a thorough review and analysis of information and data from the following:

- **Charter School Performance Summary – Educational, Financial, and Organizational Standards**
- **Application for Renewal**
- **School Site Visit**

Charter School Performance Summary		
Standards	Met the Standard	Did Not Meet the Standard
<b>Educational Performance Rating</b>	<b>X</b>	
<b>Financial Performance Rating</b>	<b>X</b>	
<b>Organizational Performance Rating</b>	<b>X</b>	
<b>Summary Comments on Performance Ratings:</b>		
<p><b>Educational Performance:</b> The educational performance of Carmen School of Science and Technology is based on three core components: college preparatory curriculum; multiple intervention opportunities to support students who are two or more years behind in literacy and math; and college and career readiness which include Alverno's 8 Abilities, character education, and advisory program. The interventions Carmen provides for students include extended school day and year, inter-session, after school academic support, blended learning, student internships, and summer school. Carmen has consistently met or exceeded a considerable number of performance standards in the areas of Educational Performance and shows continuous, meaningful improvement towards meeting the academic performance standards. The school has implemented the mission, vision, and goals of the program. They set high performance standards for the students, which has allowed Carmen to meet or exceed those expectations consistently over an extended period of time with no indication that the outcomes will decline in the upcoming years. The percentage of students scoring at or above the benchmarks on Aspire and Advanced Placement exams detailed the growth at the South Campus along with school wide formative assessment data focusing on the "8 Abilities" and the IB learner profiles. Southeast has shown growth for the first four months with evidence of the blended learning labs combined with classroom instruction. College and Career readiness standards and STEM focused college prep academic courses have been included in studies connecting academic rigor and college graduation statistics.</p> <p><b>Financial Performance:</b> Carmen High School of Science and Technology has met the financial standards, maintained a healthy budget, and accrued carryover funds.</p>		

**Organizational Performance:**

Students have a high awareness of expectations, school vision, and protocols. The culture is safe and supportive. Classroom, materials, and resources support student learning and engagement. Parental and community partners provide information and support for the students at Carmen. Offerings for Advanced Placement and student/teacher growth mindsets were evident. Carmen offers a variety of internship opportunities for students in grades ten through twelve. All students have to complete community service hours each year. Carmen has community partners that provide opportunities for students and families. Carmen communicates regularly with families to provide updates on the progress of their student, advice on how to prepare for college, and school-wide events. During October 2016, 95% of parents attended parent-teacher conferences. School advisors establish a relationship of trust with parents and students and act a partner in each child's education.

Application for Renewal	
Met the Standard	Did Not Meet the Standard
<p>The Application for Renewal provides <i>clear, concise and compelling information</i> in the areas of Educational, Financial and Organizational Performance. The school has:</p> <ul style="list-style-type: none"> <li>• Included ample evidence of increased student achievement or shown continuous improvement;</li> <li>• Provided credible examples and documented evidence of its financial performance;</li> <li>• Illustrated sufficiently and convincingly that it is organizationally sound; and</li> <li>• The school's plans for continued success are clearly and effectively outlined with full details, descriptions, and explanations.</li> </ul>	<p>The Application for Renewal <i>does not provide clear, concise and compelling information</i> in the areas of Educational, Financial and Organizational Performance. The school did not satisfactorily address the application components. Responses lack details. Descriptions and/or examples are underdeveloped. The school provided:</p> <ul style="list-style-type: none"> <li>• Insufficient evidence of increased student achievement or continuous improvement;</li> <li>• Unclear examples and evidence of its financial performance;</li> <li>• Inadequate evidence that it is organizationally sound; and</li> <li>• The school's plans for continued success are unclear and not fully described or developed.</li> </ul>
X	

**Summary Comments on the Application for Renewal:**

Carmen's mission is to graduate all students as critical thinkers and self-directed learners who are prepared for success in college, meaningful careers, community involvement, and family life.

Carmen's application clearly outlines evidence of their academic success as it compares to the MPS averages, state averages, and national averages. Their application explains their successful financial performance and organizational performance. It is clear that Carmen has a solid plan on moving forward in the future. Carmen South included ample evidence of increased student achievement and has shown continuous improvement.

Equity across both campuses in regards to resources and the infusion of the new engineering and technical courses and the college-career internships must remain consistent and included with the overall planning across campuses. The school's plan for continued success was clearly and effectively outlined with full details, descriptions, and explanations. As Carmen South's systemic educational model continues to be scaled, as evident from the expansion to the Southeast campus in the Pulaski building, the administrators and teachers will continue to work collaboratively to build an integrated model.

Since 2010, the graduating classes at the South campus have left a plan which details the history and pedagogy they received while at Carmen and display "Excellence in Education". Increasing rigor in the

academic areas of reading, writing, language, science, and math has made a difference and is illustrated from the Carmen data showing the number of students meeting or exceeding on the state accountability assessments.

Carmen demonstrates a commitment to continue Science, Technology, Engineering, and Mathematics (STEM) focused college-prep and intervention opportunities that promote student achievement. Additionally, students participate in 20 hours of community service per year. Students have internships and career-based apprenticeships opportunities at local corporations and non-profit organizations. Although the library media center was open and accessible during the site visit, there is no clear vision for the library media program in the application.

Carmen centers its program on preparing critical thinkers and self-directed learners that are prepared for success in college, careers, community, and family life. It is evident that staff, students, parents, and community members share the same vision for the program and understand what it takes to execute the vision. There is a clear plan to continue to grow and develop the program as demonstrated in the expansion to the Southeast campus. The schools are run in an orderly manner and consistently across both campuses which is a result of strong leadership.

School Site Visit	
Met the Standard	Did Not Meet the Standard
<p>Charter school site visit provided excellent further evidence that the school is meeting performance standards:</p> <ul style="list-style-type: none"> <li>• School presentations clearly and effectively communicated information from its Application for Renewal;</li> <li>• School sufficiently addressed any issues/concerns raised by the MPS Charter School Contract Review Team members;</li> <li>• School (if appropriate) provided sufficient supplementary information to further clarify performance results and ratings; and</li> <li>• Samples of student work and classroom visits reflect strongly and positively the school's teaching and learning practices.</li> </ul>	<p>Charter school site visit did not provide compelling evidence that the school is meeting performance standards:</p> <ul style="list-style-type: none"> <li>• School presentations insufficiently communicated information from its Application for Renewal;</li> <li>• School did not adequately address issues/concerns raised by the MPS Charter School Contract Review Team members;</li> <li>• School did not provide ample supplementary information to clarify performance results and ratings; and</li> <li>• Samples of student work and classroom visits did not necessarily positively reflect the school's teaching and learning practices.</li> </ul>
X	
Summary Comments on the School Site Visit:	
<p>Carmen South and Southeast site visits provided evidence that the school is meeting performance standards. Carmen's presentation clearly communicated information from its Application for Renewal.</p> <p>The parent's personal testimonies provided details regarding the school culture, climate, academic rigor, and performance. Parents, who have trusted other systems to provide educational opportunities to their child, have selected Carmen based on the school's high standards. The details supporting growth in core academics, as measured on benchmarks and classroom based assessments from staff and administration, answered questions around equity and access and the level of support from the teacher leaders and community partners. The addition of possibly gaining another partnership and intern from Aurora is promising for the young people at Carmen.</p> <p>There's evidence of Community, Respect, and Rapport among teachers and students as noted from personal accolades, communication and visuals throughout the building and classrooms. The student testimonies were very passionate and honest explaining that having opportunities to travel abroad and visit universities</p>	

and colleges and job-shadowing within their community was a huge factor in preparing them early for college and beyond high school. Their testimony sent a clear message that the preparation models Carmen implements has helped develop their abilities to self-assess and become life-long, self-directed learners. The student's advisory team was respectful and genuine. The rapport they have with their teachers, parents, administrators, and peers was evident. Through conversations with students, they indicated that they would like more opportunities to collaborate among the South, Southeast, and Northwest campuses to experience more diverse experiences.

There were consistencies across both the South and Southeast campuses. There is evidence of high academic standards and rigor in the classrooms, a growth mindset, and a commitment from families and outside organizations. The leadership answered the Charter School Review Team's questions and provided additional information and data.

It was clear that Carmen is providing the rigorous STEM education to students, as outlined in their application. Based on classroom visits, students were clearly being exposed to rigorous coursework through blended STEM learning models. Students were able to articulate the academic challenges they experience in school and how they overcome them, as well as, how satisfied they are with being prepared for life after high school. The classrooms visited reflected the philosophy of the school and visitors were greeted by a student in each class.

The school environment was aesthetically pleasing, which helped display the organization of the school, along with how well students transitioned and participated in the classroom. Carmen was warm and welcoming with student work displayed aligned to standards in the hallway.

### **Renewal Recommendation by MPS Charter School Contract Review Team**

The renewal recommendation for **Carmen High School of Science and Technology** is:

<b>Full-term Renewal Term of Five Years</b>	<b>Short-term Renewal Term of Three Years</b>	<b>Non-Renewal/ Revocation</b>
X		

### **Renewal Recommendation Rationale:**

The mission of Carmen is to graduate all students as critical thinkers and self-directed learners who are prepared for success in college, meaningful careers, community involvement, and family life. Carmen offers a rigorous academic program that prepares students for college and career. Students are taught Alverno's 8 Abilities of communication, analysis, problem-solving, valuing decision making, social interaction, developing global perspective, effective citizenship, and aesthetic engagement. Carmen educates the whole child through high expectations and the 8 Abilities that are integrated into the curriculum.

Each student is provided an Advisor, who they meet with twice a day through their years at Carmen. The Advisors help students with goal setting, college applications, scholarship applications, and character building. Each Carmen student is expected to apply to at least five colleges.

It is evident that Carmen staff takes pride in teaching and supporting students through lessons and activities which prepare them for success in knowledge-based careers beyond their years at Carmen. The level of engagement in core academics and alternative educational experiences was supported through the Big

Ideas and criteria for success as identified in the schools college preparatory, abilities-based curriculum, and instructional lesson plans by individual teachers.

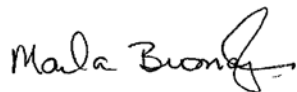
The rigorous academics are designed to ensure students are academically, physically, and mentally prepared for college. Carmen has a high participation and success rate in Advanced Placement courses. The school leadership values a growth mindset where teachers believe that all students can be successful and work diligently with each student to ensure that they are. The data supports the outcomes that illustrate the success Carmen has with preparing students for college and career. The 2016 graduating class received \$10.2 million in scholarships. 85% of the 2015 graduating class are enrolled at a two or four year college.

The students described Carmen as family, memorable, amazing, challenging, rigorous, supportive, organized, worth-it, life-changing, fun, transformational, and motivating. Students feel that they receive the support they need to be successful.

The MPS Charter School Review Team recommended five years based on the solid academic performance towards obtaining the educational goals. The school has demonstrated a sound financial and organizational performance and have a long-term plan to maintain the viability of the program.

**MPS Charter School Review Team Members:**

<b>Name of Team Member</b>	<b>Affiliation of Team Member</b>
Buck, Nuntiata	Milwaukee Public Schools
Campbell, Gene	Milwaukee Public Schools
Feaster, Lauren	Community Member
Harris, Wendell	Board Director
Hill, Dorneesha	Community Member
Jasper-Mitchell, Felecia	Milwaukee Public Schools
Kawala, Jill	Milwaukee Public Schools
Latterman, Robert	Milwaukee Public Schools
Mahan, Gayle	Milwaukee Public Schools
Schock, Bridget	Milwaukee Public Schools
Woodward, Annie	Board Director



**Signature:** \_\_\_\_\_ **Date:** December 1, 2016

Marla Brounagh, Director Office of Contracted School Services