



Date: September 27, 2018

Prepared By: Andrea Ochoa

Purpose: Explore components of school leadership through preparation, ongoing support and increased retention

Witness: Dr. Sheri Williams, Assistant Professor, Educational Leadership, UNM, Dr. Penny Garcia, Dean, College of Education and Technology, ENMU, Ricky Williams, Superintendent, Hagerman Municipal Schools, Dr. Virginia Padilla-Vigil, Dean, School of Education, NMHU

Expected Outcome: Understand the components of quality school leader preparation and induction for improved student outcomes.

Ensuring Quality School Leadership

Background

The 2016 National Conference of State Legislatures *No Time to Lose* report found high-performing countries methodically train and carefully select school leaders. For example, in Singapore, only teachers who have been trained in a highly rigorous system and have served in a variety of school settings can become a school principal. School leaders are well-trained in curriculum, instruction, and school administration. Additionally, the National Center on Education and the Economy identified nine Building Blocks for a World-Class Education System and block eight focuses on creating a leadership development system that develops leaders at all levels to manage educational systems effectively. In the United States, however, school leaders are often self-selected because school administration is usually the only route for teachers to advance in their profession and earn significantly higher pay.

Research shows the influence of effective school leadership is second only to classroom instruction among school-related factors affecting student learning. According to a report by the School Leaders Network, 50 percent of principals quit during their third year and the same report suggests New Mexico principal retention is even lower than that with tenures averaging between 2.7 to 3.5 years.

School Leadership in New Mexico

Preparation

Most New Mexico universities offer a Public Education Department (PED) approved program to prepare education leaders to obtain a level three-B administrator license. Pursuant to Subsection 22-10A-11.4 NMSA 1978, a level three-B administrator license will be granted to an individual who has completed a department-approved administrator preparation program, holds a current level two or level three-A teaching license, and holds a post-baccalaureate degree or national board certification.

Subsection 22-10A-11.4 NMSA 1978 was last updated in 2015. The only adjustment was the term limit for licensure renewal. Prior to 2015, level three-B licenses could be renewed every nine years, currently the term is five years.

Section 6.62.3 NMAC includes additional requirements such as achieving a passing score on the

University-Sponsored Education Leadership Programs in New Mexico

Institution	Programs
Eastern New Mexico University	Education Administration MA
New Mexico Highlands University	Educational Leadership MA
New Mexico State University	Pk-12 Public School Administration MA
	Educational Leadership Ed. D.
	Educational Leadership Ph.D.
	Educational Leadership MBA
University of New Mexico	Educational Leadership MA
	Educational Leadership Ed. D.
	Educational Leadership, Ed. S. Certificate
	Educational Leadership MBA
University of the Southwest	Educational Administration MS
Wayland Baptist University	Educational Administration MA
Western New Mexico University	Educational Leadership MA

Source: LESC Files

licensure test in administration – a multiple-choice assessment – as well as completing 180 apprenticeship hours under the supervision of a local school superintendent, private school official, charter school licensed administrator, or state agency educational administrator. The requirements of the apprenticeship are not clearly outlined and therefore may result in administrators being inconsistently prepared. The rule also denotes the competencies and indicators required for licensed administrators, including: ethical leadership, visionary leadership, instructional leadership, multicultural leadership, disability leadership, leadership in community relations, political leadership, legal and

fiscal leadership, and personal and professional leadership.

Master’s in Business Administration (MBA): Education Leadership. The MBA in Education Leadership resulted from a collaboration between the Woodrow Wilson Foundation and the state of New Mexico. The University of New Mexico (UNM) and New Mexico State University (NMSU) implemented the program in 2015. The program model fuses components of successful leadership training in the United States and internationally. Candidates selected for the program must be nominated by a supervisor to be considered for an application and must undergo a behavioral

interview that measures whether the individual has the desirable traits of a transformational leader. The rigorous and engaging coursework combines education topics and business acumen for a well-rounded, strategic, data-driven leader. The program also provides candidates with an executive coach who is an experienced school administrator. The coach conducts site visits and monthly coaching phone calls, and provides strategic professional development based on the needs of the cohort. The Legislature appropriated funds for this initiative for three consecutive years.

Appropriations for Universities to Implement a Collaborative School Principal Program

(in thousands)

Fiscal Year	2016	2017	2018
Amount	\$1,000	\$1,000	\$500

Source: LESC Files

Induction and Retention

Although Section 22-10A-9 NMSA 1978 stipulates that all beginning teachers must receive a structured mentorship program, similar statute does not exist for first year principals or assistant principals. Senate Joint Memorial 3 (SJM 3), passed in 2008, attempted to address the issues of induction and retention of school leaders in New Mexico. The result was the implementation of The New Mexico School Leadership Institute (NMSLI) which consisted mainly of a principal mentor network. The Legislature appropriated \$200 thousand to NMSLI in 2009 but the program has not received additional appropriations since.



PED implemented Principals Pursuing Excellence (PPE) as a below-the-line-funded initiative. The program is not meant specifically for first year principals but it does provide strategic support for principals working in high-need schools. The program supports principals by providing a mentor, performance-based coaching, professional development, and instructional leadership training among other resources. PED reports participants in the program have shown substantive gains in student achievement. Although the program has value, its reach is limited. With six cohorts of participants in 208 schools, only 25 percent of New Mexico schools have participated since the program’s inception in 2013. Also, only 18 percent, or 208 out of 1,161 principals and assistant principals have participated. Of the 77 schools who have completed the program and have a full year of data available after the program, 52 percent increased their school grade, 26 percent maintained the same grade, and 22 percent saw a decrease in their school grade. See **Attachment 1 School Grades for Schools Participating in Principals Pursuing Excellence**.

Compensation. Pursuant to Section 22-10A-11.4 NMSA 1978 the minimum annual salary for a licensed school principal or assistant school principal is \$50 thousand multiplied by the applicable responsibility factor. In some instances, school administrator pay is only slightly higher than a level three-A base salary of \$54 thousand. With only a small increase in compensation yet a substantial increase in responsibilities, duties, and contract length, it is evident that increases in principal and assistant principal pay have not kept up with increases in teacher pay. The Legislature may want to increase the base pay for school administrators to be consistent with recent teacher pay raises.

Minimum School Administrator Salary

New Mexico

School Level	Position	Responsibility Factor	Minimum Salary
Elementary	Principal	1.2	\$ 60,000.00
Elementary	Assistant Principal	1.1	\$ 55,000.00
Middle	Principal	1.4	\$ 70,000.00
Middle	Assistant Principal	1.15	\$ 57,500.00
High	Principal	1.6	\$ 80,000.00
High	Assistant Principal	1.15	\$ 57,500.00

Source: LESC Files

Duties. Previously, school principals were building administrators meant to manage the day-to-day operations of the school. Currently, school principals and assistant principals are tasked with more responsibilities. School leaders are instructional leaders. They must be well-versed in research on pedagogy and best practices in educational strategies. New Mexico school leaders attend regular professional development to ensure schools across the state are receiving consistent expectations regarding classroom instruction. School leaders evaluate their teachers using the NMTEACH evaluation process. In order to be carried out in a meaningful way, school administrators meet with teachers individually before and after an observation and other times throughout the school year to ensure staff is aware of expectations and individual professional development needs are met. All of these components come together to form a school culture. The school administrator is responsible for maintaining a culture of collaboration and data-driven instructional decision-making.



Evaluation

In 2010, PED's Educator Quality Division engaged a group of stakeholders familiar with the unique context of New Mexico schools to design an administrator evaluation system pursuant to Subsection 22-10A-11.4 NMSA 1978. The group consisted of PED employees, university professors, school district leadership, and representatives from professional associations. The result was the highly objective uniform statewide standard of evaluation (HOUSSE) that is now used to evaluate school administrators. Additionally, they embedded the New Mexico principal leadership competencies and indicators (NMPLCI) to have some correlation with those delineated in Section 6.62.3 NMAC, which include: instructional leadership, communication, professional development, operations management, and a fifth competency solely for middle and high school principals focused on extracurricular activities, community needs assessment, and graduation rates. Student achievement data and school improvement initiatives are calculated alongside these competencies to measure administrator effectiveness.

The principal evaluation process entails a self-assessment that allows the administrator to identify an area for growth. The identified area for growth is then utilized in the professional development plan (PDP). The remainder of the process is driven by the PDP goal. This includes site visits, mid-year review, end of year review, and a summative evaluation—all conducted by one evaluator or supervisor. Usually a superintendent or equivalent evaluates the school principal and the school principal evaluates the school's assistant principals.

International Perspective

Preparation

Global top performers build their educator systems around career ladders that carefully recruit only the best candidates to enter the principalship. Candidates receive training to meet rigorous standards and can only advance after passing a performance-based assessment. The preparation process always involves a clinical experience and mentoring by a successful leader. A commonality among all top performers in their training methodologies is a balance between research, reflection, and real world application.

Induction and Retention

Once inducted, principals continuously receive professional development support and benefit from multiple professional networks. New principals often receive mentorship from two or more experienced individuals. Additionally, they have the opportunity to visit other schools to learn about successful practices. Some even have the option to visit schools in other provinces and abroad to ensure the highest standards are met.

Top performing systems give principals many incentives to strive to continuously learn and improve practices. Incentives include increased pay, career advancement,



prestigious appointments (such as “model principals”), and ongoing learning and certification opportunities.

The Shanghai Municipal Education Commission will select 100 principals every five years to be trained as “model principals”. These principals mentor their peers, coordinate professional development and are eligible to participate in international study groups.

Evaluation

Top performing countries evaluate principals using a comprehensive approach. Principal leaders or superintendents work closely with the principal to identify areas for growth and collaboratively create a plan for improvement. At the close of each school year, a committee will evaluate the principal’s progress toward goals. This will determine the principal’s eligibility for bonuses and advancement through the career ladder.

Recommendations

- School districts and charter schools should work to identify candidates that demonstrate strong transformative leadership characteristics as well as an aptitude for instruction, pedagogy, and data driven decision-making. By selecting and grooming candidates from within an organization, that candidate is likely to be invested in the vision of the organization and less likely to leave the profession. This will also increase the quality of individuals receiving an administrator license.
- PED should work to increase the standards for an individual to obtain an administrator license. Such elements include a more rigorous and research-based exam that thoroughly demonstrates the competencies needed to be successful in present-day New Mexico and heightened standards for the university coursework approved for administrative licensure.
- Create a career ladder with a multi-leveled leadership track. Currently a level three-B administrator license is all that is required to be a principal, superintendent, or any high level education leader. If education leaders are promoted on the grounds of knowledge, demonstrated success, and merits, school leaders can garner more respect from the community and work collaboratively toward improved achievement outcomes. A career ladder will also benefit teacher retention. Frequently, teachers pursue an administrative license because it is the only method for professional advancement. The career ladder will keep quality teachers in the classroom while allowing teachers who show leadership potential to become effective school leaders.
- Increase principal and assistant principal pay for increased retention and a more professionalized workforce.
- Create an evaluation system that collaboratively supports principals and provides them with resources to inform improvement and meet their school goals.

Legend	
School is participating in PPE	
School increased grade after PPE	
School grade did not change after PPE	
School decreased grade after PPE	

District	School		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
		PPE Cohort		1	2	3	4	5
Alamogordo Public Schools	Academy Del Sol Alt.	5	B	B	F	D	D	D
Alamogordo Public Schools	Desert Star Elementary	5	F	D	C	C	C	C
Alamogordo Public Schools	Sierra Elementary	5	C	C	B	C	B	C
Albuquerque Public Schools	Maryann Binford Elementary	5	D	D	F	F	F	F
Albuquerque Public Schools	Taylor Middle	5	D	C	D	F	D	C
Albuquerque Public Schools	Van Buren Middle	5	C	D	D	F	F	D
Aztec Municipal Schools	Aztec High	5	B	B	B	B	D	C
Aztec Municipal Schools	C.V. Koogler Middle	5	D	D	A	F	F	B
Aztec Municipal Schools	Vista Nueva High	5	B	B	B	C	C	C
Bloomfield Schools	Central Primary	5	D	D	F	D	F	C
Bloomfield Schools	Naaba Ani Elementary	5	C	D	C	D	D	D
Central Consolidated Schools	Nizhoni Elementary	5	B	D	D	F	F	B
Clovis Municipal Schools	Clovis High	5	B	B	D	C	B	B
Clovis Municipal Schools	Highland Elementary	5	C	D	B	D	F	D
Clovis Municipal Schools	Sandia Elementary	5	B	B	A	D	A	B
Deming Public Schools	Bell Elementary	5	F	F	F	D	F	D
Deming Public Schools	Deming High	5	B	B	D	D	D	C
Dexter Consolidated Schools	Dexter High	5	A	B	C	D	D	D
Dexter Consolidated Schools	Dexter Middle	5	C	C	F	F	D	C
Farmington Municipal Schools	San Juan College High School	5					A	A
Gallup-McKinley County Schools	Miyamura High School	5	B	C	B	C	C	B
Gallup-McKinley County Schools	Ramah Elementary	5	D	D	C	D	B	A
Gallup-McKinley County Schools	Ramah High	5	B	C	B	C	B	C
Hatch Valley Public Schools	Hatch Valley Elementary	5	F	D	C	B	A	A
Hobbs Municipal Schools	Jefferson Elementary	5	D	B	F	C	D	B
Hobbs Municipal Schools	Southern Heights Elementary	5	D	C	D	D	D	C
Jemez Valley Public Schools	Jemez Valley Elementary	5	F	F	F	D	F	D
Jemez Valley Public Schools	Jemez Valley Middle	5	D	D	B	D	D	D
Las Cruces Public Schools	MacArthur Elementary	5	D	C	F	D	F	C
Las Cruces Public Schools	Mesa Middle	5	C	D	F	F	D	D
Las Cruces Public Schools	Mesilla Valley Alternative	5			B	F	F	F
Las Cruces Public Schools	Picacho Middle	5	C	D	F	C	C	D
Las Cruces Public Schools	Sierra Middle	5	B	C	D	F	D	F
Las Vegas City Public Schools	Legion Park Elementary	5	C	C	F	F	B	
Las Vegas City Public Schools	Sierra Vista Elementary	5	F	C	F	D	D	B

School Grades for Schools Participating in Principals Pursuing Excellence

District	School		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
		PPE Cohort		1	2	3	4	5
Monte Del Sol Charter	Monte Del Sol Charter	5				D	C	D
Questa Independent Schools	Alta Vista Elementary	5	D	F	C	D	F	F
Questa Independent Schools	Questa High	5	B	B	C	C	B	B
Questa Independent Schools	Questa Jr High	5	C	F	F	F	F	F
Roswell Independent Schools	East Grand Plains Elementary	5	B	B	A	C	D	B
Roswell Independent Schools	Mountain View Middle	5	C	D	C	C	D	B
Santa Fe Public Schools	Salazar Elementary	5	D	F	F	C	D	D
Santa Fe Public Schools	Santa Fe High	5	B	D	F	F	C	D
Silver Consolidated Schools	Silver High	5	A	A	D	D	C	C
Southwest Aeronautics Mathematics and Science	Southwest Aeronautics, Mathematics, and Science	5	A	A	B	C	B	C
Tierra Encantada Charter School	Tierra Encantada Charter School	5				F	F	D
Alamogordo Public Schools	Chaparral Middle	4	B	B	C	B	B	C
Albuquerque Public Schools	Los Puentes Charter	4	C	D	F	F	D	D
Artesia Public Schools	Artesia High	4	B	B	C	B	C	C
Aztec Municipal Schools	Lydia Rippey Elementary	4	C	B	D	B	B	B
Aztec Municipal Schools	Park Avenue Elementary	4	D	D	C	B	C	D
Central Consolidated Schools	Central High	4	A	B	C	B	C	C
Central Consolidated Schools	Kirtland Middle	4	C	B	D	C	D	C
Central Consolidated Schools	Newcomb Middle	4	F	D	F	F	F	F
Central Consolidated Schools	Shiprock High	4	B	C	C	C	D	B
Central Consolidated Schools	Tse'Bit'Ai Middle	4	D	D	F	F	F	D
Clayton Municipal Schools	Clayton Junior High	4	C	D	B	D	D	F
Clayton Municipal Schools	Kiser Elementary	4	C	C	F	C	A	A
Clovis Municipal Schools	Arts Academy At Bella Vista	4	D	D	C	B	A	A
Clovis Municipal Schools	Cameo Elementary	4	C	D	F	D	D	D
Deming Public Schools	Bataan Elementary	4	F	D	F	C	B	B
Deming Public Schools	Memorial Elementary	4	D	D	D	F	D	D
Farmington Municipal Schools	Mesa Verde Elementary	4	C	D	A	A	A	A
Farmington Municipal Schools	Piedra Vista High	4	A	A	A	A	A	B
Farmington Municipal Schools	Rocinante High	4	B	B	B	C	C	C
Farmington Municipal Schools	Apache Elementary	4	D	F	A	D	C	D
Farmington Municipal Schools	Farmington High	4	B	B	C	B	B	C
Gallup-McKinley County Schools	Crownpoint High	4	B	B	C	C	C	D
Gallup-McKinley County Schools	Gallup Middle	4	C	D	C	B	B	B
Gallup-McKinley County Schools	Red Rock Elementary	4	C	B	C	B	B	B
Las Cruces Public Schools	Booker T. Washington	4	D	F	C	C	D	C
Las Cruces Public Schools	Central Elementary	4	C	D	D	C	C	D
Las Cruces Public Schools	Hillrise Elementary	4	C	A	D	B	C	C
Las Cruces Public Schools	Onate High	4	B	B	C	C	B	C
Las Cruces Public Schools	University Hills Elementary	4	C	B	C	B	B	B

School Grades for Schools Participating in Principals Pursuing Excellence

District	School		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
		PPE Cohort		1	2	3	4	5
Las Cruces Public Schools	Zia Middle	4	C	C	D	C	D	D
Los Lunas Public Schools	Valencia Middle School	4	D	D	F	D	F	F
Pecos Independent Schools	Pecos High	4	B	C	C	C	D	D
Pecos Independent Schools	Pecos Middle	4	C	C	D	C	D	C
Roswell Independent Schools	Early College High	4				C	C	C
Roswell Independent Schools	University High	4	C	D	F	F	D	D
Santa Rosa Consolidated Schools	Santa Rosa Middle	4	C	C	D	B	C	D
Alamogordo Public Schools	Oregon Elementary	3	D	C	C	D	C	F
Albuquerque Public Schools	Polk Middle	3	C	D	D	C	F	F
Belen Consolidated Schools	Gil Sanchez Elementary	3	C	D	B	C	A	A
Belen Consolidated Schools	La Merced Elementary	3	C	D	B	C	C	C
Bloomfield Schools	Bloomfield Early Childhood Center	3	D	D	C	A	B	A
Bloomfield Schools	Mesa Alta Jr High	3	D	D	F	F	D	D
Carlsbad Municipal Schools	Carlsbad Sixth Grade Academy	3	F	F	F	D	C	C
Carlsbad Municipal Schools	Craft Elementary	3	C	D	C	D	B	C
Carlsbad Municipal Schools	Ocotillo Elementary	3					C	B
Chama Valley Independent Schools	Chama Middle	3	C	B	C	B	C	C
Chama Valley Independent Schools	Escalante Middle/High School	3	B	B	C	C	D	C
Cuba Independent Schools	Cuba Elementary	3	D	D	F	C	D	F
Cuba Independent Schools	Cuba Middle	3	D	D	F	C	D	D
Deming Public Schools	Chaparral Elementary	3	D	C	B	C	D	D
Deming Public Schools	Ruben S. Torres Elementary	3	F	D	B	C	C	D
Farmington Municipal Schools	Bluffview Elementary	3	C	F	B	C	B	B
Farmington Municipal Schools	Mesa View Middle School	3	D	F	D	B	B	D
Gallup-McKinley County Schools	Thoreau High	3	B	C	D	C	D	D
Carlsbad Municipal Schools	Sunset Elementary	3	D	C	C	C	C	C
Eunice Municipal Schools	Caton Middle	3	D	D	D	B	C	D
Farmington Municipal Schools	Country Club Elementary	3	C	C	A	A	A	A
Farmington Municipal Schools	McCormick Elementary	3	C	F	A	B	B	B
Farmington Municipal Schools	McKinley Elementary	3	D	C	A	B	B	B
Gallup-McKinley County Schools	Indian Hills Elementary	3	D	F	A	A	C	C
Gallup-McKinley County Schools	Jefferson Elementary	3	C	C	D	C	B	B
Gallup-McKinley County Schools	Navajo Pine High	3	B	C	C	C	C	D
Gallup-McKinley County Schools	Tobe Turpen Elementary	3	C	D	C	C	C	C
Hagerman Municipal Schools	Hagerman High	3	A	A	A	C	C	C
Hagerman Municipal Schools	Hagerman Middle	3	F	D	C	D	D	F
Hobbs Municipal Schools	College Lane Elementary	3	D	D	D	B	B	B
Hobbs Municipal Schools	Highland Middle School	3	C	C	F	B	B	F
Los Lunas Public Schools	Ann Parish Elementary	3	D	D	D	C	C	B
Los Lunas Public Schools	Desert View Elementary	3	D	D	F	C	C	B

School Grades for Schools Participating in Principals Pursuing Excellence

District	School		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
		PPE Cohort		1	2	3	4	5
Loving Municipal Schools	Loving Middle	3	D	D	F	D	B	F
Santa Fe Public Schools	Kearny Elementary	3	F	F	F	D	C	D
Santa Rosa Consolidated Schools	Santa Rosa Elementary	3	D	D	F	D	D	D
Zuni Public Schools	Zuni Middle	3	F	F	D	F	F	F
Alamogordo Public Schools	Mountain View Middle	2	B	C	B	C	B	C
Alamogordo Public Schools	North Elementary	2	D	C	C	B	C	C
Carlsbad Municipal Schools	Hillcrest Elementary	2	F	F	F	D		
Cloudcroft Municipal Schools	Cloudcroft Middle	2	B	C	A	A	A	B
Clovis Municipal Schools	James Bickley Elementary	2	D	D	C	B	C	C
Clovis Municipal Schools	Lockwood Elementary	2	D	F	C	C	D	D
Farmington Municipal Schools	Animas Elementary	2	D	D	A	B	A	C
Farmington Municipal Schools	Esperanza Elementary	2	C	F	A	B	B	C
Farmington Municipal Schools	Heights Middle School	2	D	D	C	A	B	B
Gallup-McKinley County Schools	Catherine A. Miller Elementary	2	D	F	F	D	F	D
Gallup-McKinley County Schools	Chief Manuelito Middle	2	D	D	B	B	C	C
Gallup-McKinley County Schools	Lincoln Elementary	2	D	D	C	B	A	D
Gallup-McKinley County Schools	Thoreau Elementary	2	D	F	D	B	D	F
Gallup-McKinley County Schools	Tohatchi High	2	B	C	C	B	C	C
Peñasco Independent Schools	Peñasco Elementary	2	D	C	C	F	D	D
Peñasco Independent Schools	Peñasco High	2	B	C	C	C	D	B
Peñasco Independent Schools	Peñasco Middle	2	D	F	D	B	B	A
Pojoaque Valley Public Schools	Pojoaque Middle	2	D	D	D	D	F	D
Pojoaque Valley Public Schools	Sixth Grade Academy	2	C	F	F	F	D	D
Ruidoso Municipal Schools	Ruidoso Middle	2	D	D	C	C	D	C
Ruidoso Municipal Schools	Sierra Vista Primary	2	F	C	B	A	D	A
Santa Fe Public Schools	De Vargas Middle	2	D	D	F	F	F	
Alamogordo Public Schools	Heights Elementary	1	D	B	C	B	B	C
Artesia Public Schools	Yeso Elementary	1	D	B	B	B	A	B
Belen Consolidated Schools	Rio Grande Elementary	1	D	F	B	B	C	D
Estancia Municipal Schools	Lower Elementary	1	C	D	C	A	B	B
Estancia Municipal Schools	Upper Elementary	1	D	F	C	D	C	B
Gallup-McKinley County Schools	Tohatchi Elementary	1	F	D	C	C	C	C
Gallup-McKinley County Schools	Tohatchi Middle	1	F	F	D	C	F	C
Gallup-McKinley County Schools	Twin Lakes Elementary	1	F	F	C	C	F	D
Las Cruces Public Schools	Columbia Elementary	1	D	D	B	B	B	B
Las Cruces Public Schools	Jornada Elementary	1	F	B	B	A	B	B
Pojoaque Valley Public Schools	Pojoaque Intermediate	1	F	C	D	C	F	F
Roswell Independent Schools	El Capitan Elementary	1	D	C	C	C	B	A
Roswell Independent Schools	Monterrey Elementary	1	F	D	D	C	B	D
Roswell Independent Schools	Sunset Elementary	1	D	C	F	F	B	D
Roswell Independent Schools	Washington Ave Elementary	1	D	D	D	C	B	C
Roswell Independent Schools	Missouri Ave Elementary	1	D	C	D	C	D	F

School Grades for Schools Participating in Principals Pursuing Excellence

District	School		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
		PPE Cohort		1	2	3	4	5
Ruidoso Municipal Schools	White Mountain Elementary	1	F	C	D	B	D	B
Santa Fe Public Schools	Calvin Capshaw Middle	1	D	C	C	D	F	
Santa Fe Public Schools	Francis X. Nava Elementary	1	D	D	B	D	C	D

Source: LESC Files