

# Welcome

Dr. Gerry Washburn  
Superintendent



# Agenda



District  
Overview



Teacher  
Recruitment/Retention



Student  
Achievement



Attendance



Innovation



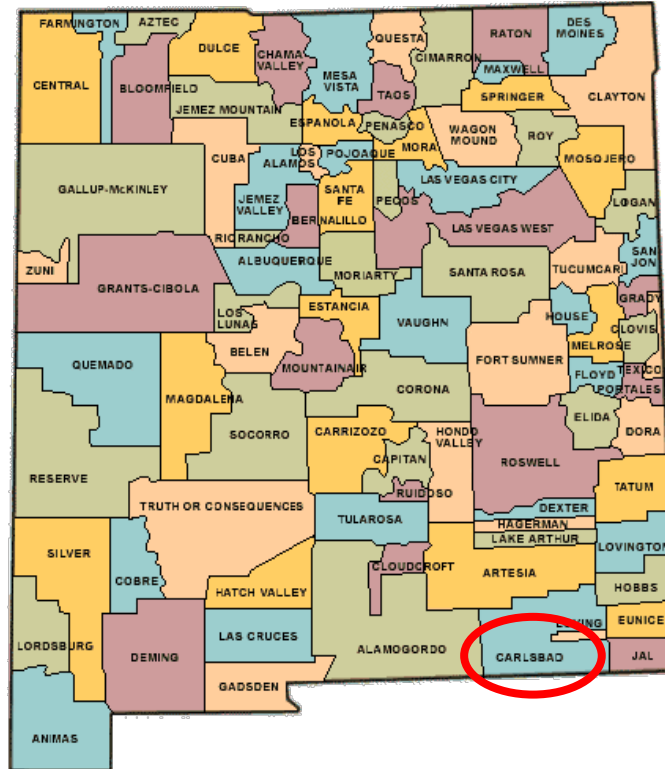
ACES/PEARL  
S



Questions



## Location of School District

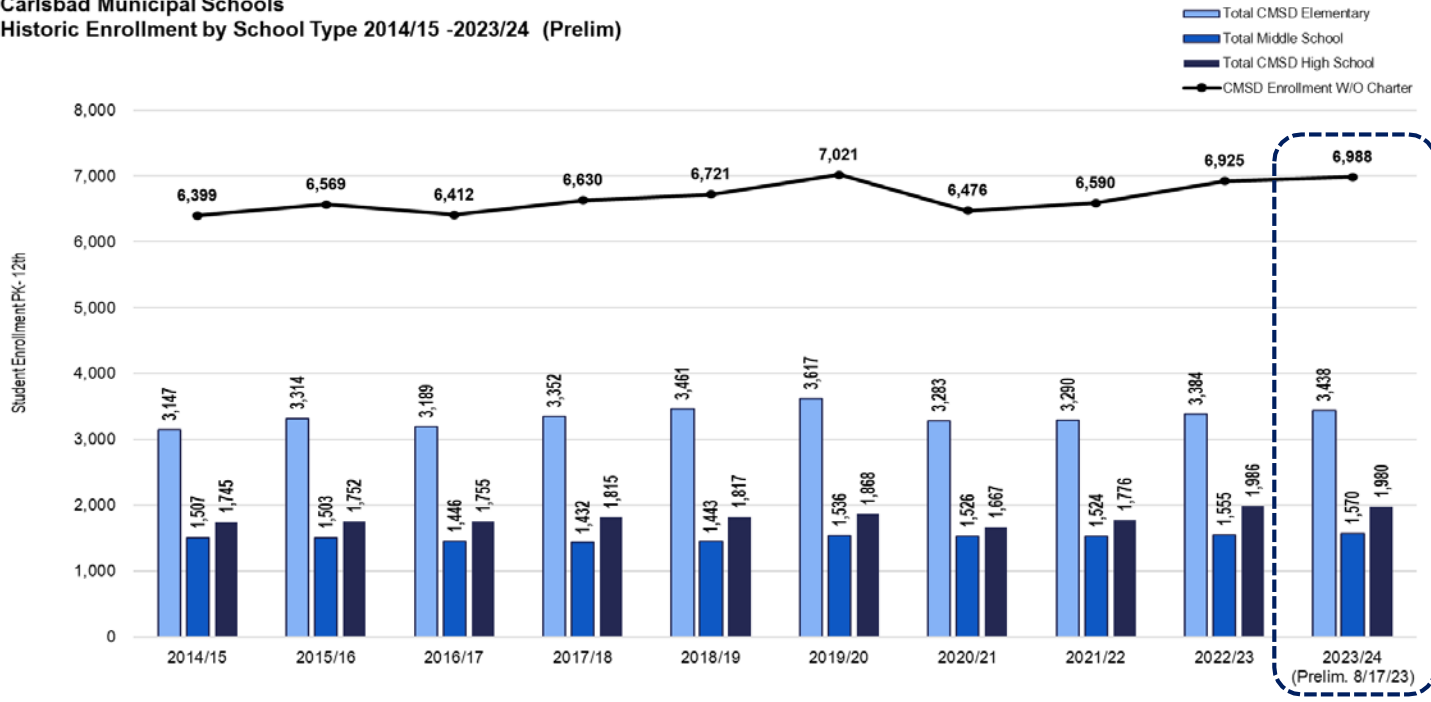


- The District encompasses about 2,497 square miles which is approximately 60% of Eddy County
- For the 2022-23 school year, the District has a total of 12 school sites, including 5 elementary schools, 1 kindergarten/pre-school center, 1 alternative school, 2 middle schools, 1 high school and 1 early college high school. Within the District is currently 1 District charter school.

# District-Wide Enrollment History



Carlsbad Municipal Schools  
Historic Enrollment by School Type 2014/15 - 2023/24 (Prelim)



Enrollment  
09/29/2023

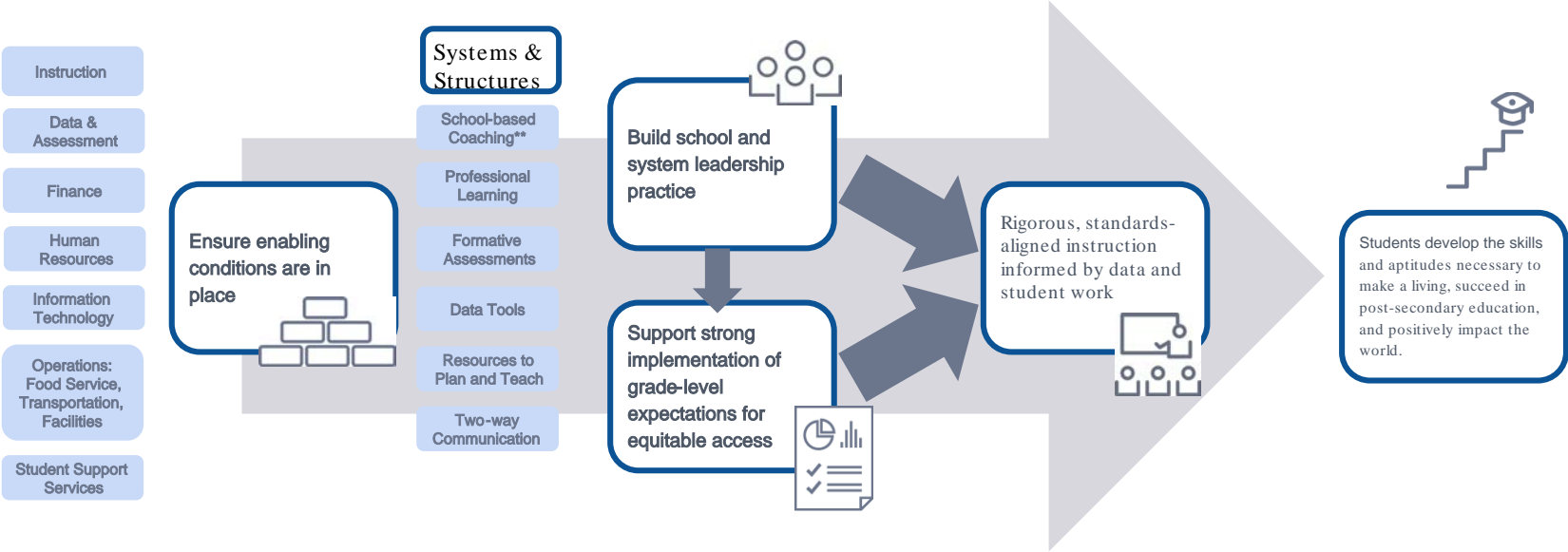
Pk-5 3,488  
6-7-8 1,545  
9-12 2,022

Total 7,055

# Carlsbad Municipal Schools Theory of Action

## Excellence Today, Opportunity Tomorrow!

Our Mission: Challenge and inspire students to develop the skills and aptitudes necessary to make a living, succeed in post-secondary education, and positively impact the world.



**CARLSBAD MUNICIPAL SCHOOLS  
TEACHER SALARY SCHEDULE  
2018 - 2019 SCHOOL YEAR**

EXP	LEVEL 1						LEVEL 2						LEVEL 3			
	B.A.	B.A. +15	B.A. +45	M.A.	M.A. +15	M.A. +45	B.A.	B.A. +15	B.A. +45	M.A.	M.A. +15	M.A. +45	B.A.	M.A.	M.A. +15	M.A. +45
0	40,000	40,100	40,500	40,550	42,000	46,500										
1	40,700	40,804	41,057	41,260	42,728	47,264										
2	40,803	41,005	41,108	41,310	42,930	47,689										
3	40,903	41,107	41,411	41,513	43,142	48,246	46,200	46,300	46,800	47,000	48,000	49,000				
4	41,004	41,310	41,513	41,718	43,639	50,119	47,031	47,081	47,588	47,689	49,309	50,726				
5	41,411	41,513	41,718	43,538	44,044	51,638	47,689	47,891	47,993	48,094	49,410	51,840				
6	43,436	43,538	43,740	45,563	46,676	55,769	47,739	47,993	48,094	48,331	49,815	56,042	55,350	55,350	56,600	58,100
7	43,651	47,284	47,588	47,689	50,929	57,054	47,975	48,094	48,195	48,701	51,334	57,206	55,450	55,450	57,409	59,029
8	45,461	47,588	47,993	49,005	52,245	57,713	48,000	48,331	48,450	49,208	52,346	58,725	55,550	55,550	57,510	59,231
9	47,588	48,448	48,499	50,119	53,663	60,396	48,499	48,600	49,613	50,271	53,665	60,446	55,650	55,650	57,794	61,965
10	48,368	49,562	50,878	50,878	55,688	62,775	49,208	50,119	50,929	50,929	56,093	62,976	56,700	57,004	57,998	63,990
11	49,613	50,473	51,435	51,435	57,206	63,788	49,764	50,726	51,840	51,840	60,953	64,344	57,004	57,459	61,661	64,800
12	50,119	50,828	51,638	52,144	58,725	64,800	50,220	51,030	52,144	52,650	62,471	65,610	57,713	57,915	63,281	66,015
13	50,828	53,916	54,473	54,675	62,775	67,534	51,233	54,878	55,769	56,295	63,484	67,969	58,219	58,725	63,737	68,496
14	51,364	54,473	55,688	56,194	64,496	67,867	51,789	56,396	56,903	56,903	64,547	68,040	58,523	61,155	64,800	69,458
15	51,435	54,778	56,063	57,004	65,063	68,203	52,346	57,004	57,409	57,510	65,205	69,164	58,726	61,368	65,306	70,166
16	51,536	54,979	56,599	57,105	65,205	68,445	52,625	57,285	57,510	57,662	65,408	69,495	59,231	61,663	65,509	70,513
17	51,638	55,536	57,206	57,308	65,306	68,597	52,650	57,367	57,662	57,947	65,731	69,750	59,738	61,915	65,832	70,875
18	51,840	55,991	57,561	57,864	65,408	68,749	52,910	57,469	58,016	58,219	65,883	69,863	60,244	62,065	66,036	72,900
19	52,144	56,093	57,713	58,150	65,509	70,875	53,012	57,713	58,303	58,725	66,087	71,888	60,750	62,220	66,239	75,938
20 & OVER	52,400	57,459	58,624	58,978	66,471	71,888	53,207	59,181	61,408	61,712	67,331	80,899	61,763	62,775	67,989	81,101

**CARLSBAD MUNICIPAL SCHOOLS  
TEACHER SALARY SCHEDULE  
2023 - 2024 School Year**

EXP	LEVEL 1		LEVEL 2		LEVEL 3	
0	64,377		67,703		76,609	
1	65,021	65,023	68,380	68,382	77,375	77,377
2	65,671		69,064		78,149	
3	66,328	66,993	69,755	70,455	78,930	79,722
4	66,991		70,452		79,719	
5	67,661		71,157		80,517	
6	68,338	69,023	71,868	72,569	81,322	82,138
7	69,021		72,587		82,135	
8	69,711	69,023	73,313	72,569	82,956	82,138
9	70,408		74,046		83,786	
10	71,112		74,786		84,624	
11	71,823	72,556	75,534	76,305	85,470	86,342
12	72,542		76,290		86,325	
13	73,267		77,053		87,188	
14	74,000		77,823		88,060	
15	74,740		78,601		88,940	
16			79,387		89,830	
17			80,181		90,728	
18			80,983		91,635	
19			81,793		92,552	
20			82,611	83,057	93,477	93,982
21			83,437		94,412	
22			84,271		95,356	
23			85,114		96,310	
24			85,965		97,273	
25			86,825		98,245	
26					99,228	
27					100,220	
28					101,222	
29					102,235	
30					104,279	101,437

**CARLSBAD MUNICIPAL SCHOOLS  
INSTRUCTIONAL ASSISTANTS  
2018 - 2019 SCHOOL YEAR**

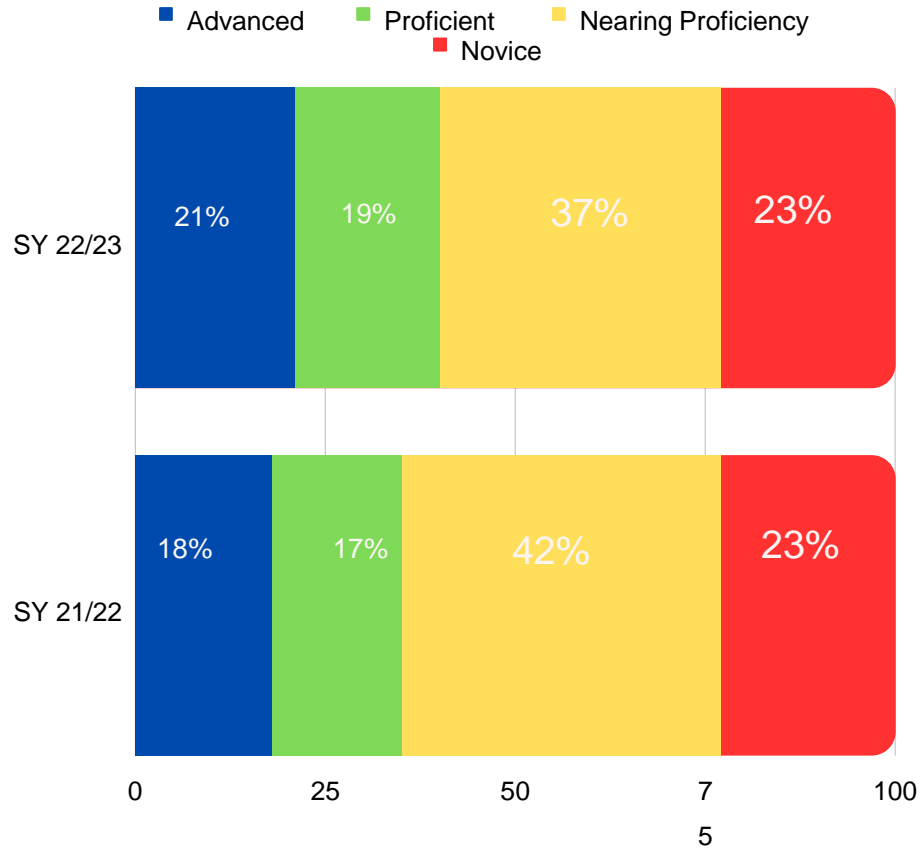
**COLLECTIVE BARGAINING HAS NOT BEEN COMPLETED**

EXP	HS DIPLOMA	15 HOURS	30 HOURS	45 HOURS	60 HOURS	AA DEGREE
0	12.00	12.25	12.50	12.75	13.25	13.50
1	12.25	12.50	12.75	13.25	13.52	13.80
2	12.50	12.75	13.25	13.52	13.80	14.08
3	12.75	13.25	13.52	13.80	14.08	14.36
4	13.26	13.52	13.80	14.08	14.36	14.65
5	13.52	13.80	14.08	14.36	14.65	14.95
6	13.80	14.08	14.36	14.65	14.95	15.25
7	14.08	14.36	14.65	14.95	15.25	15.56
8	14.36	14.65	14.95	15.25	15.56	15.88
9	14.65	14.95	15.25	15.56	15.88	16.20
10	14.95	15.25	15.56	15.88	16.20	16.53
11	15.25	15.56	15.88	16.20	16.53	16.86
12	15.56	15.88	16.20	16.53	16.86	17.20
13	15.88	16.20	16.53	16.86	17.20	17.55
14	16.20	16.53	16.86	17.20	17.55	17.91
15	16.53	16.86	17.20	17.55	17.91	18.27
16	16.86	17.20	17.55	17.91	18.27	18.64
17	17.20	17.55	17.91	18.27	18.64	19.02
18	17.55	17.91	18.27	18.64	19.02	19.40
19	17.91	18.27	18.64	19.02	19.40	19.79
20 & Over	18.27	18.64	19.02	19.40	19.79	20.19

**CARLSBAD MUNICIPAL SCHOOLS  
INSTRUCTIONAL ASSISTANTS  
2023-2024 SCHOOL YEAR**

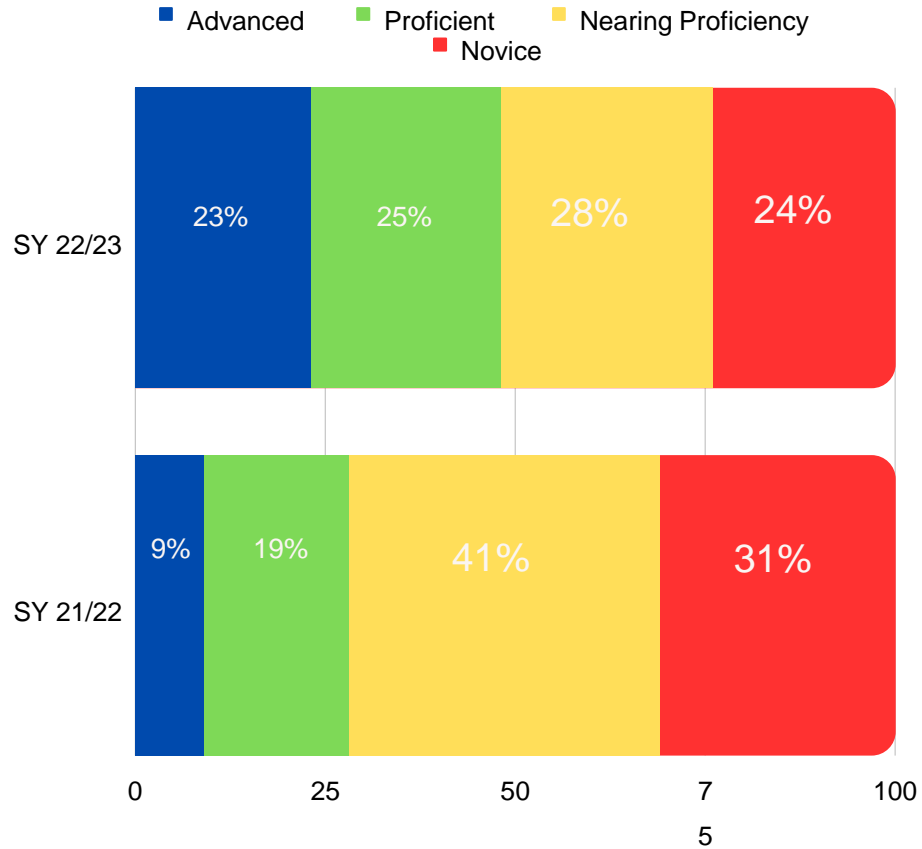
EXP	No Degree	30+ College Hours No Degree	AA Degree	BA Degree	Teacher Intern
0	\$19.84	\$21.03	\$21.87	\$22.74	\$30.77
1	\$20.04	\$21.24	\$22.09	\$22.97	\$31.07
2	\$20.24	\$21.45	\$22.31	\$23.20	\$31.38
3	\$20.44	\$21.67	\$22.53	\$23.43	\$31.70
4	\$20.65	\$21.88	\$22.76	\$23.66	\$32.01
5	\$20.85	\$22.10	\$22.99	\$23.90	\$32.33
6	\$21.06	\$22.32	\$23.22	\$24.14	\$32.66
7	\$21.27	\$22.55	\$23.45	\$24.38	\$32.98
8	\$21.48	\$22.77	\$23.68	\$24.62	\$33.31
9	\$21.70	\$23.00	\$23.92	\$24.87	\$33.65
10	\$21.92	\$23.23	\$24.16	\$25.12	\$33.98
11		\$23.46	\$24.40	\$25.37	
12		\$23.70	\$24.65	\$25.62	
13		\$23.93	\$24.89	\$25.88	
14		\$24.17	\$25.14	\$26.14	
15		\$24.42	\$25.39	\$26.40	
16		\$24.66	\$25.65	\$26.66	
17		\$24.91	\$25.90	\$26.93	
18		\$25.15	\$26.16	\$27.20	
19		\$25.41	\$26.42	\$27.47	
20		\$25.66	\$26.69	\$27.75	
21			\$26.95	\$28.02	
22			\$27.22	\$28.30	
23			\$27.50	\$28.59	
24			\$27.77	\$28.87	
25			\$28.05	\$29.16	
26			\$28.33	\$29.45	
27			\$28.61	\$29.75	
28			\$28.90	\$30.05	
29			\$29.19	\$30.35	
30 & Over			\$29.48	\$30.65	

# NM-MSSA ELA CMS 3rd grade

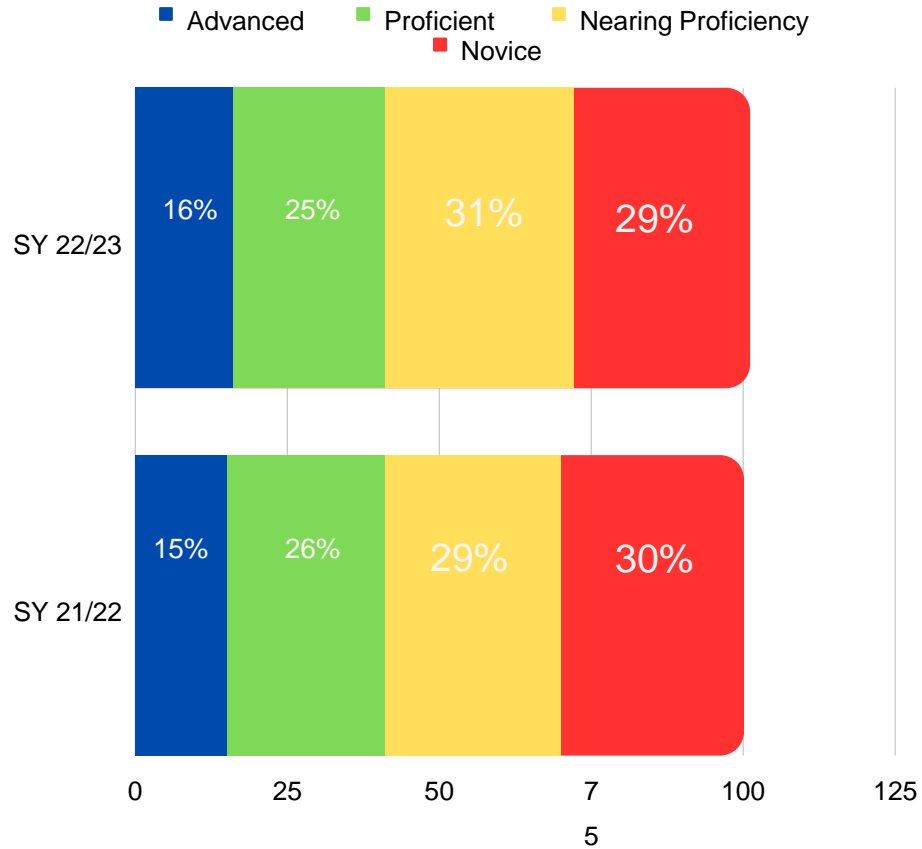




# NM-MSSA ELA CMS 4th grade

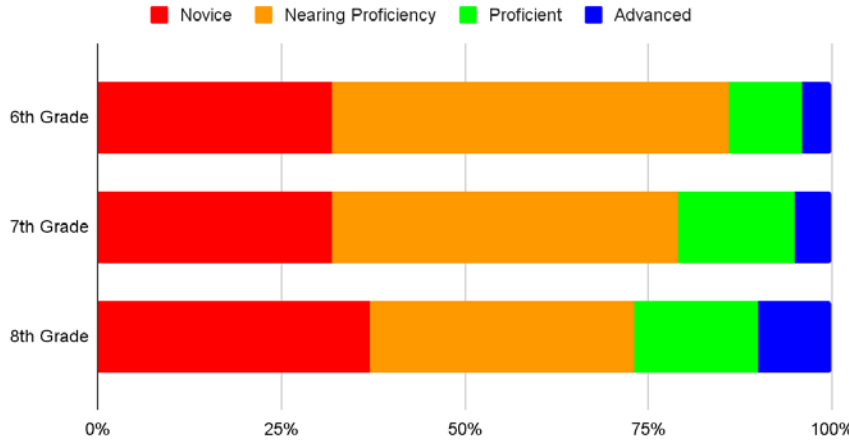


# NM-MSSA ELA CMS 5th grade

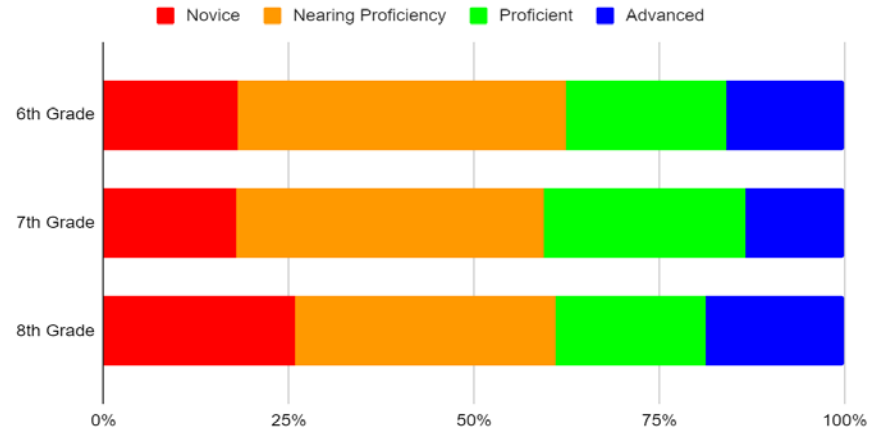


# 22-23 NM-MSSA

## 22-23 NM-MSSA Language Arts Scores



## STATE WIDE 22-23 NM-MSSA Language Arts Scores



86% of 6th grade students were below grade level compared to 62% at the state-level.

79% of 7th grade students were below grade level compared to 59% at the state-level.

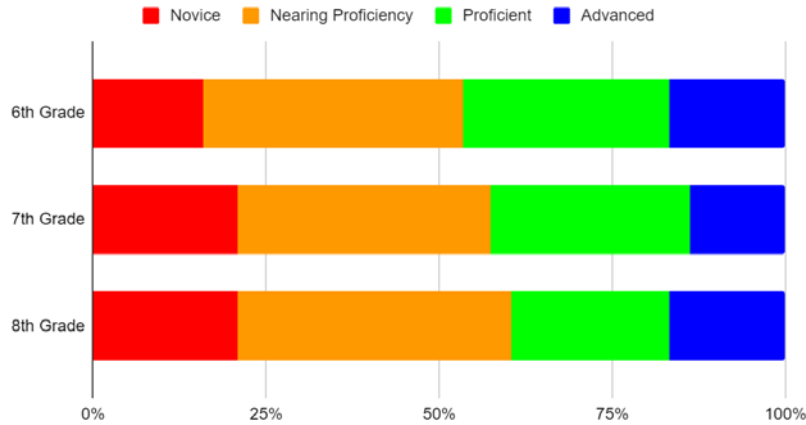
73% of 8th grade students were below grade level compared to 61% at the state-level.

\*Both 7th and 8th grade showed slight gains from the 21-22 school year. Reducing their number of students below grade level by 3% for the 7th graders and 1% for the 8th graders.

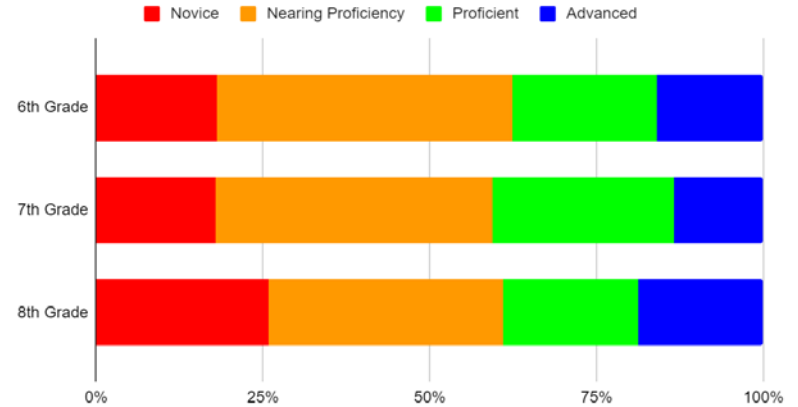


# 22-23 NM-MSSA Language Arts

22-23 NM-MSSA



STATE WIDE 22-23 NM-MSSA Language Arts Scores



54% of 6th grade students were below grade level compared to 62% at the state-level.

58% of 7th grade students were below grade level compared to 59% at the state-level.

61% of 8th grade students were below grade level compared to 61% at the state-level.



# SAT Scores

	Total testers	Number met minimum passing NMPED EBRW-430	Percentage met minimum passing NMPED EBRW-430	Number College Board Met average Score EBRW-500	Percentage College Board Met average Score EBRW-500
2022 Juniors	293	143	49%	49	17%
2023 Juniors	295	137	46%	70	24%

In the Evidence Based Reading and Writing results there was a 3% drop in the overall students who met the NMPED minimum score of 430, but among those who met that standard there was a 7% increase of students who met the College Board average standard of 500.

-Keely Scruggs, Ed.D

A L P H A B E T

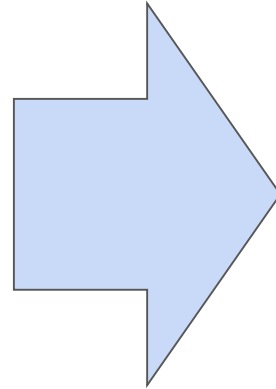
# Attendance

abcdefghijklmnop  
nopqrstuvwxyz

# Carlsbad High School Academy Model Redesign

The purpose of redesigning the learning experiences for high school students through an Academy Model

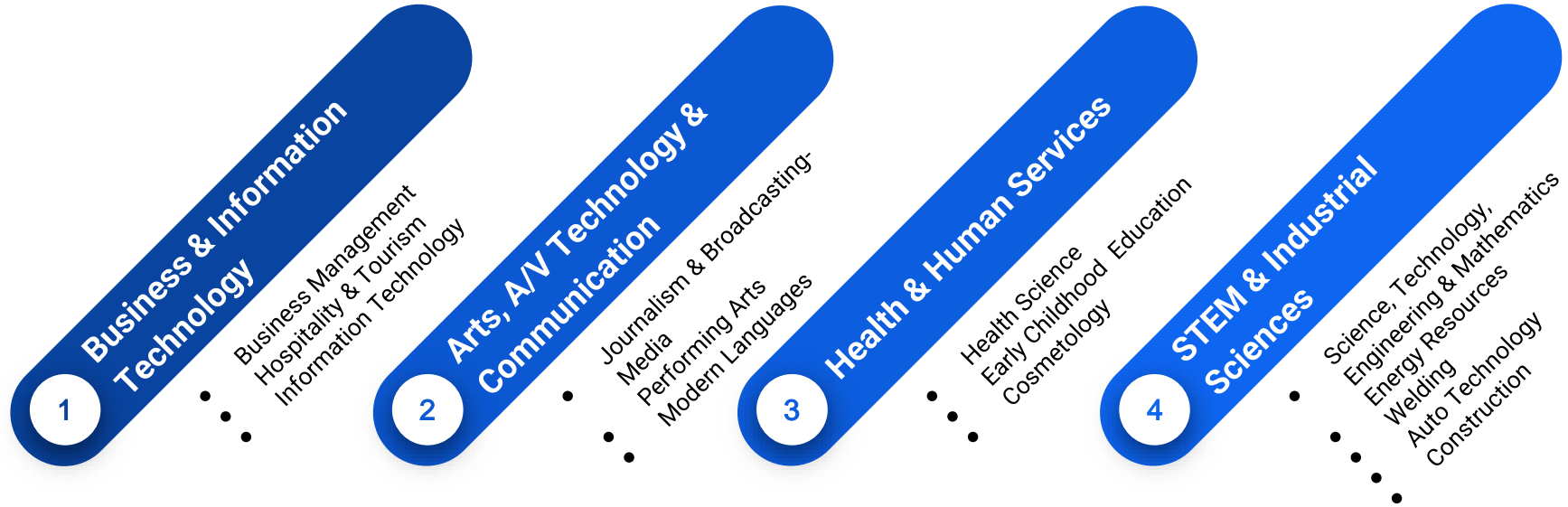
- Improve Graduation Rates
- Prepare Students to be College and Career Ready
- Reduce Dropout Rates
- Improve Test Scores
- Enhance Teacher-Student Relationships
- Workforce Preparedness



Blueprint for Success



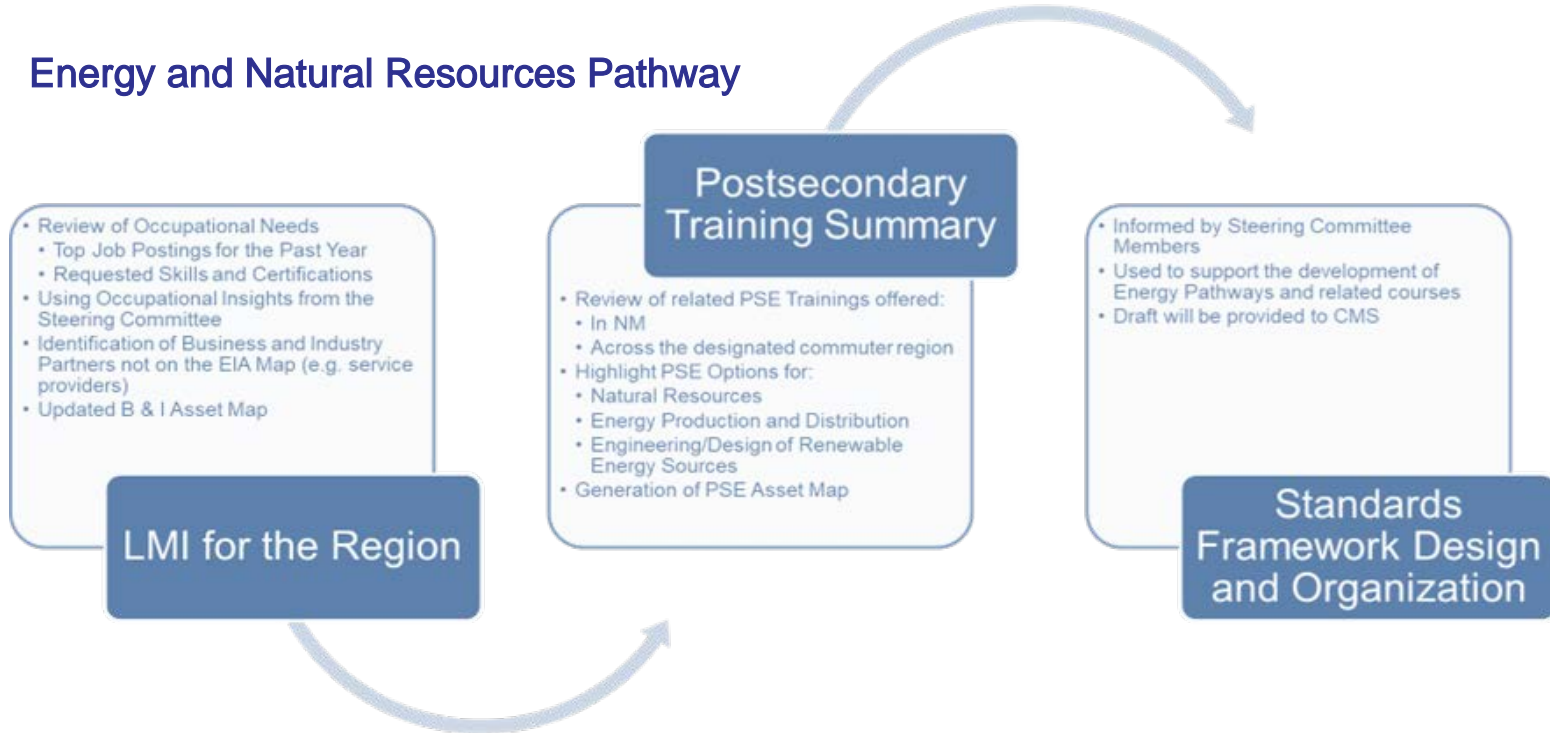
# Carlsbad High School Academy Model





# Program of Study Expansion

## Energy and Natural Resources Pathway



# Pathway Course Sequence

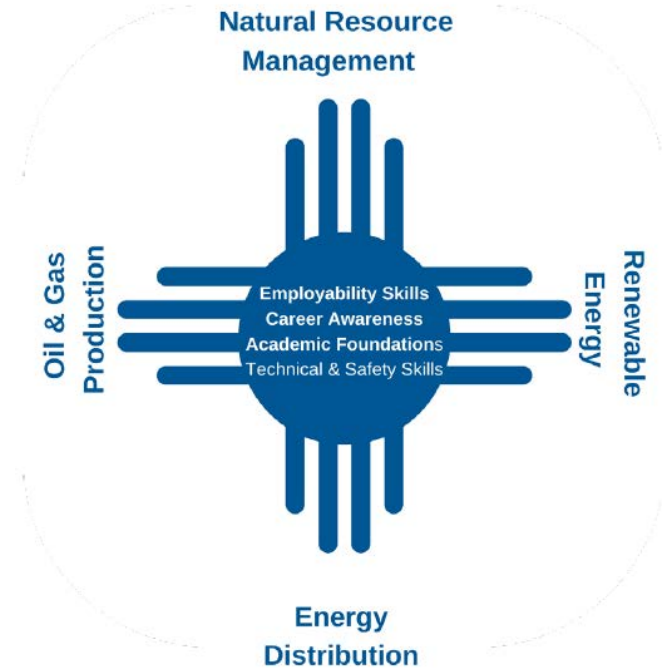
**Course 1:** Foundations of Energy and Natural Resources Management

**Course 2:** Energy and Power Generation and Distribution

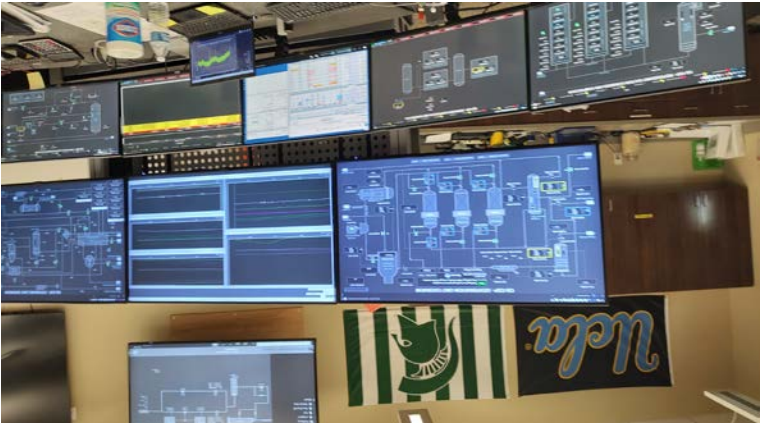
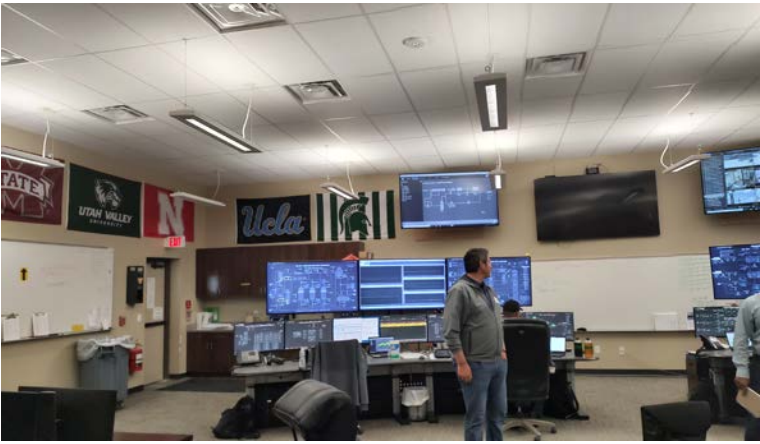
**Course 3:** Applications of Integrated Energy Systems

**Course 4:** Practicum and Advanced Applications

## Energy & Natural Resources Management



# Energy Pathways



# More Culinary Photos



**Santa Fe  
Chile&Wine  
Festival**

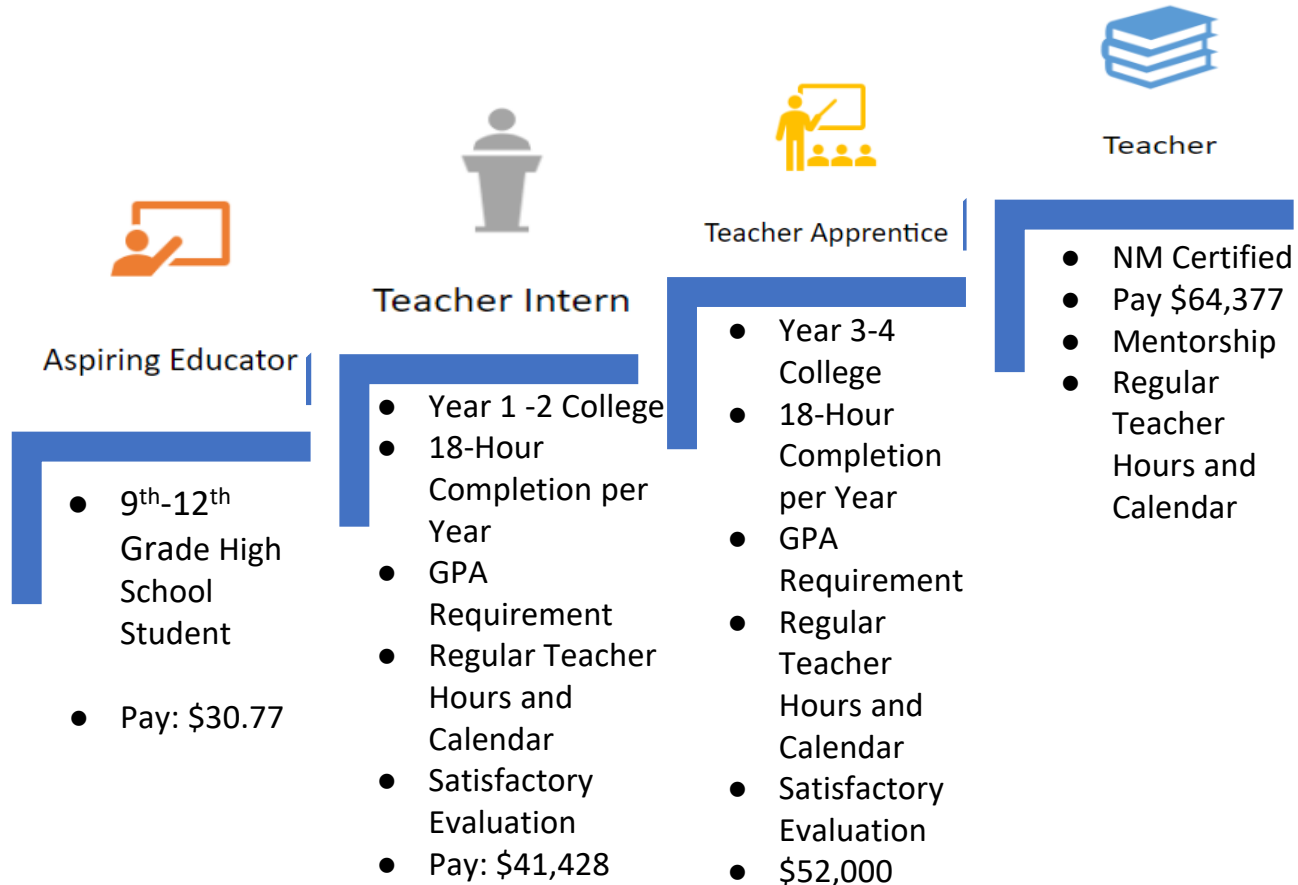
# Pathways to Teaching

Traditional Route  
College Degree and  
NM Certification

Alternative Licensure  
NM LEAP  
OPAL  
Support of MCL

CMS Aspiring Educator  
On Job  
Apprenticeships  
With Pay  
Support of MCL Team  
as a Team Reach  
Associate

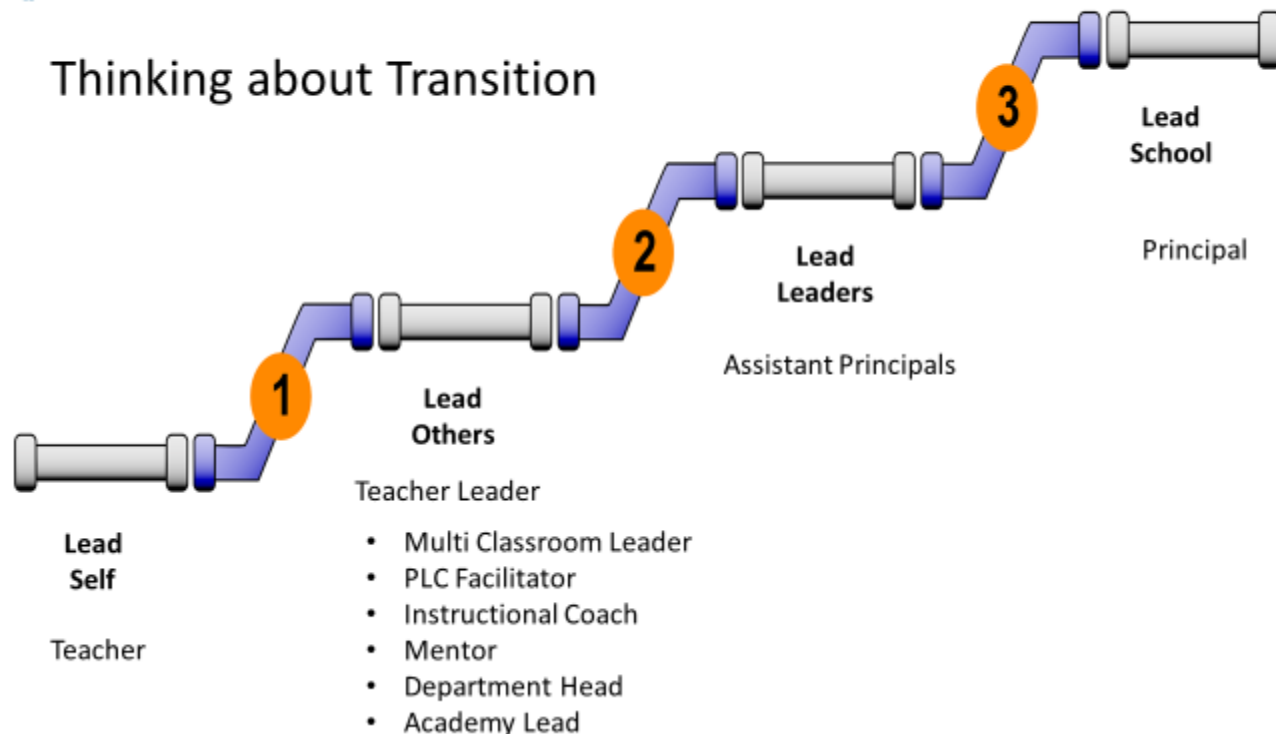
# CMS Aspiring Teacher Pathway





## The School Leadership Pipeline – Mapping Transitions

### Thinking about Transition



# Carlsbad Municipal Schools Chose to Implement Opportunity Culture

Create intentional school-level structures that support, grow, and retain excellent educators. With a focus on planning strategically to provide all students with consistent high-quality instruction, we want to leverage teacher leadership to maximize teacher retention and student learning outcomes.





# Challenges Many Schools Face

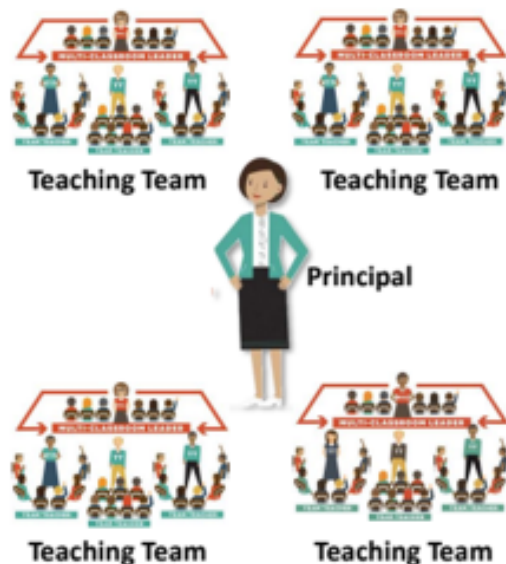


## In many schools today:

- Teachers often **work alone** without enough support.
- Excellent teachers have **limited in-school options** to have greater impact.
- Students **lose excellent teachers** to district jobs and other careers that pay more.
- Too few students experience excellent teaching **consistently**.
- Principals are often **stretched** with too many teachers to guide and support.

# How Opportunity Culture Models Help

## Extending the reach of excellent teaching



### When great teachers lead small teams:

- Students gain consistent access to **excellent teaching** through leadership and collaboration.
- Great **teachers advance** by moving up but not out of classroom and earn more.
- Teachers get **daily support** from great teacher-leaders, so they can keep improving, meeting needs of all students.
- Principals drive change through **distributed leadership**, saving time *and* improving instruction.

# Opportunity Culture Roles

## Opportunity Culture School Leader(s)



## Multi-Classroom Leader



## Team Reach Teacher & Master Team Reach Teacher



## Reach Associate



# Opportunity Culture Roles

## Opportunity Culture School Leader(s)



## Multi-Classroom Leader

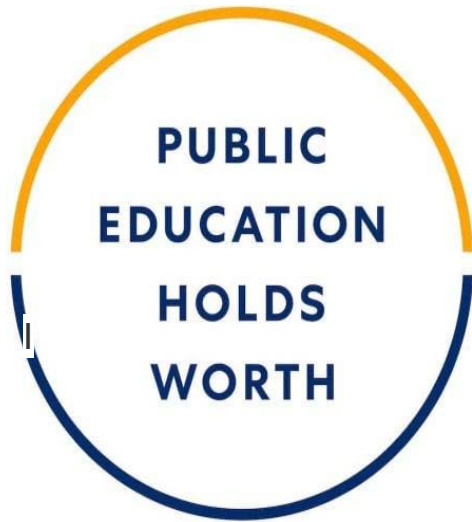


## Team Reach Teacher & Master Team Reach Teacher



## Reach Associate





 The Holdsworth Center

## Holdsworth Partnership

A multi-year investment to grow stronger leaders within districts and help superintendents and central office staff build their own best-in-class talent development systems.

Through our 2-year District Leadership and Campus Leadership Programs, we give teams of leaders the inspiration, tools and resources needed to grow their skills and drive positive change. Meanwhile, Holdsworth District Support Team members embed within central office to help create a bench of strong future leaders, with a focus on principals. Every time there is a principal opening, our goal is for districts to have at least two strong leaders ready to step into the role and make an impact for students from Day One.





## Why leadership?

With strong leaders, teachers and students thrive. Great leaders draw out the best in people and inspire them to achieve the unimaginable. Leadership is not a skill people are born with – it can be taught and honed through day-to-day practice.

Our programs and services help expert educators become stronger leaders. We do this critical work because we know students' futures are at stake.

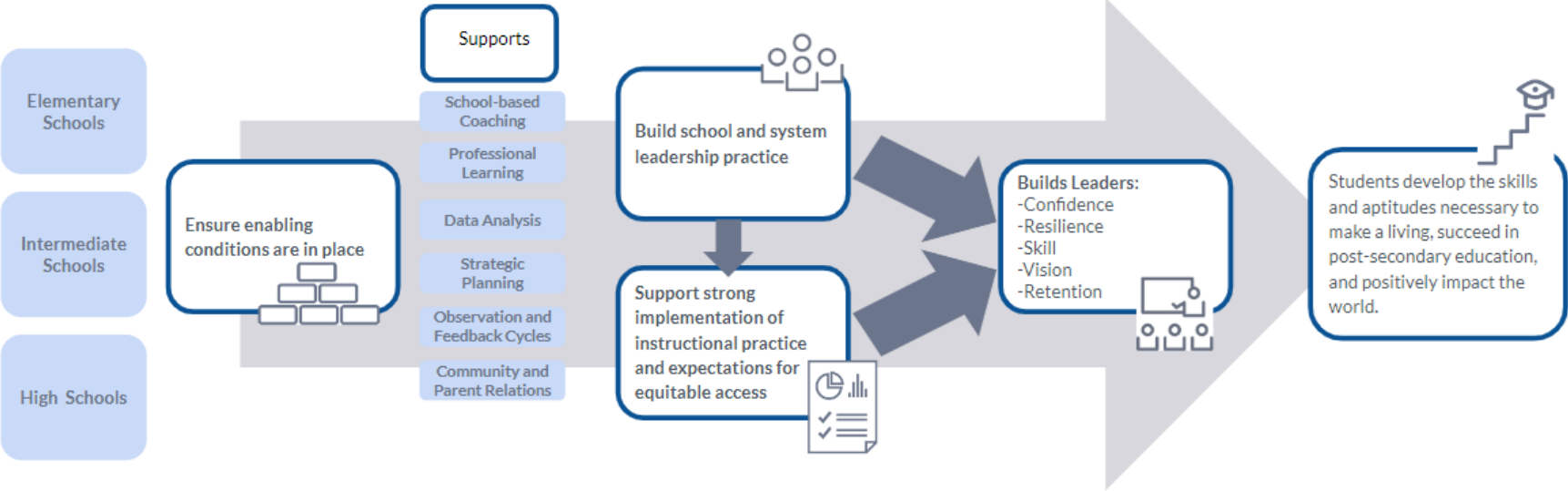
Carlsbad Municipal School District is proud to have six of our leaders participate in the Holdsworth Campus Leadership Program; Bruce Daughtry, Lynde Longbine, Joleen Lopez, Vicki Beeman, Janice Rodriguez and Jason Hightower.





# Carlsbad Municipal Schools: Principal Leadership and Support

Excellence Today, Opportunity Tomorrow!





ACES/Pearls:  
It's dangerous out there.



# Thank you!

## Contact Information:

Dr. Gerry Washburn  
Superintendent of Schools  
Carlsbad Municipal Schools  
408 N. Canyon  
Carlsbad, New Mexico 88220

[gerry.washburn@carlsbadschools.net](mailto:gerry.washburn@carlsbadschools.net)  
575-234-3300

LaVern Shan  
Deputy Superintendent of Schools  
Carlsbad Municipal Schools  
408 N. Canyon  
Carlsbad, New Mexico 88220

[lavern.shan@carlsbadschools.net](mailto:lavern.shan@carlsbadschools.net)  
575-234-3300

