



Board of Education

Nancy Hooker, President; Dollie O'Neill, Vice-President; Kari M. Jaramillo, Secretary;
Kaycee Sandoval, Member; Laura Gonzales, Member
Adán Estrada, Superintendent

Board of Education
Special Meeting

Tuesday
January 31, 2023
6:30 pm

ZOOM MEETING

LIVE VIDEO ON CIMARRON MUNICIPAL SCHOOLS FACEBOOK PAGE

Vision

*To inspire our students to realize their
individual potential in an ever-changing world*

Mission

*Cimarron Municipal Schools will work hand-in-hand with our families
and community to provide our students the experience of a safe and
challenging educational environment through staff who know and nurture every child*

Cimarron School District is a PREMIER school



with familia at its core

CIMARRON MUNICIPAL SCHOOLS

165 N. COLLISON AVE., CIMARRON NM, 87714
(575) 376-2445 (575) 376-2442-FAX

CIMARRON MUNICIPAL SCHOOLS BOARD OF EDUCATION REGULAR MEETING

AGENDA

ZOOM MEETING

LIVE VIDEO ON CIMARRON MUNICIPAL SCHOOLS FACEBOOK PAGE


Tuesday, January 31, 2023
6:30 pm

- I. Call to Order
- II. Pledge of Allegiance
- III. Roll Call
- IV. Consider Approval of Agenda (Action)
- V. Consider acceptance of proposal from Paul and Associates, LLC to facilitate the superintendent search (Discussion/Action)
- XIV. Adjournment

The next Regular School Board Meeting is scheduled for Wednesday, February 15, 2023; Cimarron High School – Media Center – 6:30 pm.

Persons from the same group and having similar viewpoints are asked to select a spokesperson to speak on their behalf. Multiple and repetitious presentations of the same view will be discouraged. Public Comments and Observations regarding non-agenda items that fall within the purview of the Cimarron Board of Education are heard at this time. Comments regarding matters under litigation will not be allowed and no action will be taken on items presented but may be referred to staff or others. The School Board Members and Superintendent may travel together, however, no school business will be discussed or action taken.

This is an open meeting and the citizens of the Cimarron Municipal School District are invited to attend. Notice: Individuals with disabilities who need any form of auxiliary aid to attend or participate at this meeting are to contact the Superintendent at 575-376-2445 as soon as possible.



Paul and Associates LLC
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January 23, 2023

Ms. Nancy Hooker, President
Board of Education
Cimmaron Municipal Schools
165 N. Collison Avenue
Cimarron, New Mexico 87714

Dear Ms. Hooker and the Cimarron Board of Education:

Finding the right superintendent to lead your district is one of the most important – and most challenging – tasks for a board of education. Paul and Associates, LLC will co-design and facilitate a superintendent search to help the Cimarron Municipal Schools Board of Education make this crucial decision.

Our work plan is detailed in this document; in summary I work closely with the Board of Education every step of the way and use our wide networks to find and vet the right candidate. I am a New Mexico resident and have deep ties in all facets of the state and beyond. Paul and Associates, LLC is a woman owned business and holds a New Mexico Resident Business Preference Certificate.

The Cimarron Municipal Schools students, staff, families and the School Board deserve a leader with integrity, vision, skills and commitment to help every student succeed. I look forward to partnering with you to find your next superintendent.

Sincerely,



Linda M. Paul, Ed.D., President
Paul and Associates LLC



Paul and Associates LLC Approach and Methodology

Paul and Associates LLC (consultant) will use an Eight Step Process to assist the board with hiring a new superintendent; here is a description of my approach. All meetings referenced below will be virtual meetings using our RingCentral secure account.

The Eight Step Process

STEP 1: Initial Work Session with the Board of Education

The consultant will facilitate a meeting with the Cimmaron Municipal Schools Board of Education to listen to the board's priorities for the superintendent search. With the consultant's guidance the board will:

- Identify required and desired qualifications for the educational background and experience for their new superintendent.
- Discuss and plan staff and community involvement in the selection process.
- Determine the detailed superintendent search timeline.
- Set parameters for the new superintendent's compensation package.
- Agree upon board and staff contacts for the search process.
- Review the superintendent application, essay questions, and send it to the board's attorney for review, if requested.
- Establish scoring criteria based on board policies and priorities as well as staff and community input to determine semi-finalists and finalists.

If desired, the consultant will prepare a press release that announces the superintendent search process and timeline.

STEP 2: Staff and Community Engagement

The consultant will execute what the Cimmaron Municipal Schools Board of Education decides about staff and community involvement in Step 1.

STEP 3: Development of Promotional Material and Finalize Job Application

The consultant and the Cimmaron Municipal Schools Board of Education will create unique promotional materials showcasing the district's many strengths and the excellent quality of life in Cimmaron and Colfax County. The superintendent application will be finalized to maximize the information available to the board regarding the candidates.

The application, essay questions and promotional materials will be sent to prospective candidates.



STEP 4: Advertise Position and Manage Applications

Advertising: The consultant will send a vacancy announcement to NMCEL, NMSBA, and other similar organizations across the region to recruit potential candidates. If the Cimmaron Municipal Schools Board of Education would like additional state or national advertising, a sample price list is included and Cimmaron Municipal Schools would be responsible for the actual cost of these ads.

Application Management: We will create a dedicated email address for Cimmaron superintendent candidates to use to submit their application. The consultant will manage the entire application process, including:

- Distributing the application and promotional material to all interested individuals.
- Providing applications to any potential candidates the board identifies.
- Providing information about the search process to candidates and potential candidates.
- Receiving applications.
- Following up with candidates to ensure applications are complete.
- Organizing and screening applications for the board's review. Screening primarily focuses on the candidate's qualifications for the position and for licensure in New Mexico.


STEP 5: Applicant Screening, Background Checks and Candidate Notification

During a meeting with the Cimmaron Municipal Schools Board of Education, the consultant will present the board with screened applications for their review.

Screening Process: The consultant will assist the board with:

- Determining the number of interview committees to be used, if any, and the number and names of the individuals on each committee.
- Determining the number of candidates to be interviewed.
- Briefing the board on the interview process, finalist selection and public announcements.
- Training the board and committees on the interview process.
- Discussing the suggested interview process with the board.

Background Checks: The consultant will conduct extensive background checks on all candidates the Cimmaron Municipal Schools Board of Education wishes to consider after the initial screening. Essential to this process is contacting not only references supplied by the applicant but contacting others who have not been listed. The consultant's and board members' vast networks will play an essential part in the vetting process.



Candidate Notification: After the screening process is completed, the consultant will notify all candidates the Cimmaron Municipal Schools Board of Education wishes to consider as finalists and those candidates the board wishes to excuse from the search process.

STEP 6: The Interview and Candidate Forum

Interview Process: The consultant will present the Cimmaron Municipal Schools Board of Education with a draft interview schedule for candidates and will arrange interviews and outline procedures. The board may consider providing an individual for candidates and their spouses to contact to learn more about living and working in Cimmaron.

The consultant will assist the board with developing superintendent interview questions. I will provide the board with sample categories to consider and sample questions to review and select.

The consultant will also:

- Provide training to all individuals participating in the interviews.
- Facilitate the superintendent candidate interviews.
- Keep all candidates informed of their status in the selection process.
- If desired, write a press release to announce the names of the superintendent search finalists.

Candidate Forum: If requested, the consultant will organize and facilitate a virtual Candidate Forum for the community.

STEP 7: Hiring the New Superintendent and Next Steps

Hiring the New Superintendent: The consultant will assist the Cimmaron Municipal Schools Board of Education with coming to consensus about a new superintendent following the interviews and review of the background checks. In addition, the consultant:

- Can assist the board with superintendent contract negotiations.
- If desired, write a press release for the district and media about the new superintendent.
- Contact finalists as soon as they are no longer under consideration.

Next Steps: As soon as possible and reasonable after the new superintendent arrives at the district, and should the board desire, the consultant can facilitate a meeting of the Cimmaron Municipal Schools Board of Education and the new superintendent to identify goals, evaluation criteria and communication preferences.



STEP 8: The Guarantee

If the superintendent search is not successful, another will be conducted for 50% of the quoted fixed price fee.

Timeline

A typical superintendent search takes three months to complete but can be shortened and/or modified to meet the needs of the Cimmaron Municipal Schools Board of Education. Mutually agreeable exact search dates will be determined by the Board of Education and the consultant.

Paul and Associates, LLC Price Proposal

This proposal will be executed at a fixed price of \$6,500.00 plus gross receipts tax. The fixed price includes the following.

- All consultant services for the Eight Step Process.
- Background checks on the semi-final superintendent candidates.
- Advertising the Cimmaron superintendent position in schools in New Mexico and with professional organizations in our region that offer job postings at little or no cost, e.g., the New Mexico School Boards Association.
- One trip to Cimmaron, NM at the Board's request.

If the Cimmaron Municipal Schools Board of Education is interested in additional state or national advertisements, a sample price list is included on the following page and Cimmaron would be responsible for the actual cost of these ads.

If the Cimmaron Municipal Schools Board of Education is interested in additional superintendent search services, such as an Assessment Center or visits to candidates' districts or a review of the Superintendent Job Description, additional fees will apply and are included on the following page.

Cimmaron will provide all photocopying and postage or reimburse Paul and Associates, LLC at actual cost.

Linda M. Paul, Ed.D.

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EDUCATION

- Ed.D. Educational Administration. Columbia University, Teachers College, New York, NY. 1989
- M.A. Educational Administration. Columbia University, Teachers College, New York, NY. 1987
- B.A. in Elementary Education. University of Arizona, Tucson, AZ. 1981

PROFESSIONAL EXPERIENCE

Twenty-seven years of experience as a classroom teacher, principal, assistant superintendent and superintendent in Arizona, Wyoming, New York, Farmington Municipal Schools, Central Consolidated School District and Aztec Municipal Schools. Founded and ran the New Mexico School Leadership Institute at the University of New Mexico for five years.

Seven years of experience teaching graduate and undergraduate level courses at San Juan College, Ft. Lewis College, Doane College and the University of New Mexico. Course topics included early childhood development, school finance, instructional leadership and organizational development.

Eight years of successful experience as a private consultant providing services including strategic planning, training, coaching and investigations. I wrote and delivered the Principal Leadership Development (PLD) program at CES and obtained NM PED approval for the PLD as the first alternative principal licensure program in the state.

SUPERINTENDENT SEARCH EXPERIENCE

- Aztec Municipal Schools Superintendent Search 2021
- Deming Public Schools Superintendent Search 2021
- Capitan Schools Superintendent Search 2020
- Los Puentes Head Administrator Search 2020
- Carlsbad Municipal Schools Superintendent Search 2019
- Assisted with the Las Vegas City Schools Superintendent Search 2016

Sample State and National Advertising Costs

Advertising in state-wide and national publications is optional and most superintendent applications come from postings on professional websites at little or no cost. Cimmaron Municipal Schools would be responsible to reimburse Paul and Associates, LLC for the actual cost of placing these ads.

Here are some examples of advertising costs as of January 2019 at a few national and in-state organizations and publications. The costs listed in **bold** are current as of November 2023.

<p>Education Week</p> <ul style="list-style-type: none"> • \$895 – Online for 60 days • \$2,200 – Online + Banner Ads 	<p>Colorado Association of School Executives (CASE)</p> <p>\$50 – 30 days</p>
<p>The School Superintendents Association (AASA)</p> <ul style="list-style-type: none"> • \$749 per 30 days of Job Flash • \$849 for Job Flash Plus • \$1,049 for the Job Flash Premium 	<p>Albuquerque Journal</p> <ul style="list-style-type: none"> • \$60 for 7-Day Online Posting • \$120 to \$250 for 30-Day Online Posting • \$600/month for Featured Employer Window and Profile

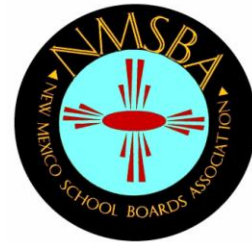
Additional Services

Site Visit to Superintendent Candidate’s District or School	\$1,000 Per Day Plus Actual Travel Expenses
Assessment Center	\$1,000 Per Day Plus Actual Travel Expenses
Review of the Superintendent Job Description	\$1,000 Per Day

Hiring Your New Superintendent

A Process to Consider

**New Mexico
School Boards Association**





So you need a Superintendent.....

What are the next steps?

Board Conducted, Board Directed

○ Pros

- Least expensive option
- Maximum Board control
- Highest degree of Board involvement

○ Cons

- Requires collaborative Board
- Labor intensive for Board members
- Potential to miss a key piece of the process

Externally Facilitated, Board Directed

○ Pros

- Board still retains major involvement in process
- “Grunt” work is delegated to facilitator
- Minimizes chances of miscues

○ Cons

- Board must select the facilitator with care
- Direct Board involvement is reduced
- More expensive

Turnkey Headhunter, Board Directed

○ Pros

- Widest range of prospective candidates
- Least amount of work for the Board

○ Cons

- Most expensive
- Lowest level of Board involvement
- Highest potential of mismatch with Board's requirements



Key Elements of a Sound Search Plan

- Timetable for the search
- Desired characteristics
- Advertising parameters (regional-nationwide...)
- Compensation package
- Range of stakeholder involvement
- Constituencies to be involved
- Board adopted and approved

Timetable

- 15 days: Planning process and plan development
- 15 days: Selecting criteria including stakeholder criteria
- 30 days: Advertising
- 15 days: Screening and reference checks
- 15 days: Site visits, interviews, and selection



Desired Characteristics

- Review job description
- Solicit perspectives from each Board Member
- Review perspectives from selected constituent groups
- Create an advertisement and an application process based on the characteristics
- Use these later in the development of interview questions

Sample Requirements

The individual selected by the Board must meet the following requirements:
Masters Degree from an accredited institution (earned doctorate preferred),
Possessing or eligible for administrative licensure in New Mexico,
Experience as district level superintendent, associate superintendent, or assistant superintendent,

The individual selected by the Board should possess the following characteristics:
Demonstrated ability to articulate a vision of educational excellence for all students,
Demonstrated leadership skills in a complex school system to move the organization toward that vision,
Proven success as an educational leader and community builder in culturally diverse communities,
Demonstrated abilities to effectively advocate for the school district with related governmental agencies,
Exceptional skills as a communicator and consensus builder;
Demonstrated competence at establishing and maintaining an effective working relationship with the Board,
A career history of unimpeachable integrity.

Advertising Parameters

- Statewide? Regional? Nationwide?
- World Wide Web as an advertising medium
- Local, regional papers
- Educational journals and organizations
 - AASA
 - Education Week
 - NMSBA
 - NMCSA



Compensation Package

- Salary range
- Benefits
 - Retirement
 - Insurance
 - 403b
 - Vehicle allowance
 - ERB buy-in
 - Professional development plan
- Contract length

Range of Stakeholder Involvement

- Remember: the Board decides—
stakeholders advise
- Which groups?
 - Internal
 - External
- Selected how?
- Which aspects will they be involved in?
 - Desired characteristics?
 - Interviews?
- How are their perspectives shared with the Board?



Other Issues in the Process

- Confidentiality of applicants
- NCIC background check of finalists
- Site visits by Board members to finalists' home districts
 - Scanning the applicants' communities
 - Scanning the applicants' opinion leaders



Sealing the Deal

- Make your initial offer
- Expect a counter
- Establish your best and final offer
- Hold to it
- Thank all the involved constituents
- Thank all the unsuccessful applicants
- Develop a thoughtful professional development/evaluation process for your new hire
- Celebrate a new long-term relationship

**C-0100 © CB
SUPERINTENDENT**

The Board shall employ a Superintendent, who shall enforce the statutes of the state of New Mexico, the rules of the Secretary of Public Education, and the policies of the Local Board of the District. The Superintendent shall:

- carry out the educational policies and rules of the State Board and Local School Board;
- administer and supervise the School District;
- employ, fix the salaries of, assign, terminate or discharge all employees of the School District;
- prepare the School District budget based on public schools' recommendations for review and approval by the Local School Board and the department. The Local Superintendent shall tell each school principal the approximate amount of money that may be available for their school and provide a school budget template to use in making school budget recommendations;
- perform other duties as required by law, the department or the Local School Board.
- administer Local Board policies and state and federal regulations including the Public School Code;
- be accountable for student achievement, budget management, expenditure of funds, dissemination of information, District communications, and the development, implementation, and evaluation of the EPSS, and all other District business;
- attend all Board meetings or, when necessary, designate a licensed administrator to attend;
- ensure that school patrons and the public are informed and involved in the acquisition, planning, and development of school facilities, and that students are provided with adequate facilities which conform to state and federal mandates;
- ensure that all students are supervised; and
- administer and implement the District's approved staff accountability plan and procedures.

The administration of the school system in all aspects is the responsibility of the Superintendent, whose functions shall be carried out in accordance with the policies of the Board.

The Superintendent may establish regulations for the administration of the District that are in compliance with applicable statutes or regulations of the Secretary of Public Education and the policies of the Board. These regulations are binding on the employees of this District and students in the schools.

Superintendent's Contract

The Board may contract with a Superintendent for a term not to exceed three (3) years. The contract year for the Superintendent shall be twelve (12) months and shall begin on July 1 of the year and end on June 30. The Board will take action on an existing Superintendent's contract no later than February of the year the contract expires. The Board may extend the contract in the intervening year of a multiple year contract. The Superintendent's benefits shall be determined at the time of appointment or reappointment and shall be made part of the written contract. The Board may also issue a contract addendum outlining any specific conditions or requirements negotiated by the Board and the Superintendent that extend beyond the regular contractual provisions.

Adopted: date of manual adoption

LEGAL
[22-5-14 NMSA](#)

REF.:

[22-10A-21 NMSA](#)

C-0150 © CBA
QUALIFICATIONS AND DUTIES
OF THE SUPERINTENDENT

(Performance Responsibilities)

The Superintendent shall have appropriate certification. Further, the Superintendent shall supervise, either directly or through delegation, all activities and all personnel of the school system according to the laws of the state of New Mexico, rules of the New Mexico Secretary of Public Education, and adopted policies of the Board. The Superintendent shall employ, fix the salaries of, assign, terminate or discharge all employees of the School District.

The Superintendent is the District's chief executive officer and the administrative head of all divisions and departments of the school system. It is the Superintendent's duty to administer the policies of the Board and to provide leadership for the entire school system. The Superintendent is the professional consultant to the Board and, in this capacity, makes recommendations to the Board for changes in Board policies and the educational program.

The Superintendent provides the initiative and the technical guidance for the improvement of the total program of the school system. The delegation of authority for the operation of the various functions of the school system is one (1) of the Superintendent's duties. The Superintendent is, however, responsible to the Board for all functions of the District, including those listed below.

Education:

- Administers the development, coordination, maintenance, and evaluation of the educational program, including the special education program.
- Supervises methods of teaching, supervision, and administration in effect in the schools.
- Keeps informed of modern educational thought and practices by advanced study, by visiting school systems elsewhere, by attending educational conferences, and by other appropriate means.
- Keeps the public informed about modern education practices, educational trends, and the policies, practices, and problems in the District schools.

Management:

- Ensures that all activities of the District are conducted in accordance with the laws of the state of New Mexico, the regulations of the New Mexico Secretary of Education, and the policies of the Board.
- Assumes responsibility for the overall financial planning of the District and for the preparation of the annual budget, and submits it to the Board for review and approval.
- Establishes and maintains efficient procedures and effective controls for all expenditures of school funds in accordance with the adopted budget, subject to direction and approval of the Board.
- Maintains or has maintained adequate records for the schools, including financial accounts; business and property records; and personnel, school population, and scholastic records.
- Provides suitable instructions and regulations to govern the maintenance of District properties.
- Provides suitable instructions and regulations to govern the safety and transportation of students.
- Assumes responsibility for the use of buildings and grounds.
- Recommends the locations and sizes of new school sites and of additions to existing sites; the locations and sizes of new buildings; the plans for new school buildings; all appropriations for sites and buildings; and improvements, alterations, and changes in the buildings and equipment of the District.
- Oversees the processing and submission of required reports.

- Interprets the budget and finances to the community.
- Remains current on new legislation and implements laws to the best advantage of the District.

Board:

- Attends and participates in all meetings of the Board and its committees, except when excused by the Board.
- Takes prompt action to implement all directives of the Board.
- Advises the Board on the need for new and/or revised policies.
- Provides timely advice to the Board on the implication of changes in statutes or regulations affecting education.
- Informs and advises the Board about programs, practices, and problems of the schools, and keeps the Board informed of the activities operating under the Board's authority.
- Prepares and submits to the Board recommendations relative to all matters requiring Board action, placing before the Board such facts, objective information, and reports as are needed to ensure the making of informed decisions.
- Develops and implements rules and regulations in keeping with Board policy.
- Acts as chief public relations agent for the District.
- Acts on own discretion if action is necessary in any matter not covered by Board policy, reports such action to the Board as soon as practicable, and recommends policy guidance in the future.

Personnel:

- Ensures that all employees are evaluated in accordance with the schedule established by the Board.
- Determines assignments, defines the duties, and coordinates and directs the work of all employees of the District.
- Communicates to all employees all actions of the Board relating to personnel matters, and receives from employees all communications to be made to the Board.

Adopted: date of manual adoption

LEGAL
[22-5-14 NMSA](#)

REF.:

CROSS
[CBI](#) - Evaluation of Superintendent

REF.:

**C-0400 © CBE
SUPERINTENDENTS COMPENSATION
AND BENEFITS**

The superintendent's compensation and benefits will be established by the Board.

The superintendent shall keep informed of current educational thought and practice by study, by visiting other school districts, by attendance at educational conferences, by participation in professional organizations, and by any other appropriate means. The expenses of the superintendent for such travel will be paid by the Board. This expense item will be provided for in the regular operational budget and will follow established guidelines of the Board and other regulatory agencies.

Adopted: date of manual adoption

LEGAL

[22-5-4](#) REF.: [NMSA](#)

[22-5-14 NMSA](#)

CROSS

[CBA](#) - Qualifications and Duties of Superintendent REF.: