



Superintendent Search Services Proposal

PREPARED FOR THE
REDWOOD CITY SCHOOL DISTRICT
REDWOOD CITY, CA
SEPTEMBER 5, 2025



EST. 1895

REDWOOD CITY
SCHOOL DISTRICT

Introduction

Zeal Education Group is honored to present our superintendent search proposal, designed to address every element of your evaluation rubric with clarity and confidence. Our team of former superintendents and national education leaders brings decades of frontline experience leading school systems, recruiting executives, and building public trust. We pride ourselves on being highly responsive and professional communicators, ensuring the Board is supported at every step with timely updates and accessible guidance.

Our process and timeline are detailed, realistic, and customized for Redwood City. We begin with collaborative planning, establish clear communication protocols, and implement a backward-designed timeline that integrates community engagement, candidate recruitment, screening, and selection. Stakeholder voice is central: we organize an engagement calendar, send personal invitations, and use the powerful ThoughtExchange platform to allow participation in over 100 languages. The insights gathered are synthesized into a Leadership Profile that reflects the priorities of your community. This profile serves as both a recruitment tool to attract leaders aligned with Redwood City's values and an evaluation tool to assess candidate fit.

Zeal's team brings current California expertise. Dr. Zandra Jo Galván has served as superintendent in the Bay Area and Central Coast, advancing strategic plans and governance practices that honor California's unique legal and policy environment. Dr. David Miyashiro, recognized as California Superintendent of the Year, brings deep knowledge of innovation, governance, and regional networks. Their leadership, combined with our broader national team, ensures we understand California Education Code, labor relations, accountability systems, and the cultural and linguistic diversity of local communities.

Our process includes rigorous candidate screening, comprehensive success measures, and differentiated strategies such as superintendent personas and governance retreats. We are transparent in cost and services, providing concierge-level support that minimizes burden on the Board. The result is a process where all voices are heard, the Board earns the trust of its community, and the selected superintendent is positioned to succeed.

Sincerely,



Jeff Melendez, Ed.D.
Founder & CEO
Zeal Education Group

A 12-Step Process

Our search process begins with a collaborative planning session to align expectations, communication protocols, stakeholder engagement strategies, and district-specific goals. From there, we build a backward-designed timeline to ensure each phase is strategic, efficient, and responsive to your needs.

Stakeholder engagement is at the heart of our process—and also serves as a powerful public relations opportunity for the Board. By actively seeking input from staff, students, families, and community members through in-person forums, virtual meetings, and platforms like ThoughtExchange, we help demonstrate the Board's commitment to transparency and responsiveness. This inclusive approach builds trust while elevating the Board's public image as open and community-minded. The insights gathered are synthesized into a Leadership Profile that reflects local values and district priorities, which then guides recruitment and selection.

Next, we launch a nationwide recruitment effort, tapping into Zeal's expansive network to attract top-tier candidates. Our team conducts rigorous candidate screening and prepares the Board with legal, ethical, and procedural interview training. Zeal facilitates every step of the interview and selection process, supporting the Board in evaluating, deliberating, and selecting the most aligned finalist. We also conduct thorough background checks and provide assistance with contract negotiations.

At Zeal, the search doesn't end with a hire. We ensure the new superintendent and Board are equipped to succeed together by providing Executive Coaching and facilitating a governance retreat to establish a strong foundation for collaboration. The following page provides a visual overview of our comprehensive process.



ZEAL

EDUCATION GRP



Superintendent Search Process

1) ESTABLISH A STRONG FOUNDATION

Host an initial planning meeting to set communication norms, clarify mutual expectations, and align on district priorities.

2) DEVELOP A TARGETED TIMELINE

Design a timeline that works backward from the desired start date, ensuring a structured and efficient process.

3) ENGAGE STAKEHOLDERS

Confirm a calendar of events that allows ample time for meaningful community and stakeholder input.



4) CRAFT A LEADERSHIP PROFILE

Develop a candidate profile that not only attracts high-caliber leaders but also ensures alignment with the district's vision and needs.

5) RECRUIT A DIVERSE TALENT POOL

Leverage our extensive national network to identify and engage top-tier candidates.



6) SCREEN AND EVALUATE CANDIDATES

Conduct rigorous assessments to recommend the strongest candidates for interviews.

7) PREP THE BOARD FOR INTERVIEWS

Train board members on legal and ethical considerations, equipping them with best practices for candidate evaluation.

8) FACILITATE THE SELECTION PROCESS

Lead candidate interviews, guide board deliberations, and ensure a structured decision-making process.

9) VERIFY FINAL CANDIDATES

Conduct comprehensive reference checks and third-party background screenings to validate the top candidate's credentials.

10) FINALIZE THE OFFER

Guide the Board through contract negotiations in collaboration with legal counsel to secure a fair and strategic agreement.



11) SUPPORT THE TRANSITION

Assist the new superintendent with the development of an Entry Plan and provide twelve months of Executive Coaching to ensure a strong start.

12) STRENGTHEN LEADERSHIP ALIGNMENT

Lead a Board retreat with the new superintendent to foster a high-performing governance team built on trust, collaboration, and clear expectations.



Active Engagement

At Zeal, we leverage a powerful survey and social engagement platform called ThoughtExchange to ensure authentic, inclusive participation across the community. Unlike traditional surveys, ThoughtExchange invites stakeholders to share their perspectives in real time and then see, rate, and reflect on the thoughts of others. This dynamic process surfaces themes, builds collective understanding, and fosters trust in ways that static questionnaires cannot. With the ability to engage instantly in over 100 languages, ThoughtExchange removes barriers and ensures that every voice can be heard and valued. It is truly a transformative tool for meaningful engagement.

We don't simply launch a survey and wait for responses. Zeal organizes a deliberate engagement calendar that aligns with district timelines and community rhythms. We send personal invitations to parents, staff, students, and community members, encouraging broad and diverse participation. This level of intentionality signals respect, builds confidence in the process, and helps maximize input from every corner of the community.

The insights gathered through this process are not left as raw data. Zeal analyzes and synthesizes them into a comprehensive leadership profile that captures the community's priorities, values, and aspirations. This profile becomes both a recruitment tool, attracting candidates who align with the district's needs, and an evaluation tool, helping the Board determine which candidates are best positioned to lead.

Most importantly, we design the conditions for the Board to earn trust and confidence. When stakeholders see that their voices matter, and that their input directly shapes the leadership profile and the decision-making process, they begin to see the Board not as a distant authority but as true partners in shaping the future. ThoughtExchange, combined with Zeal's structured facilitation, creates that opportunity: an equitable, transparent, and responsive process that strengthens the relationship between the district and its community.

The image illustrates the ThoughtExchange process through three main components:

- Engagement Calendar:** A grid showing activities from Monday 5/24 to Saturday 5/29. Activities include "Share your thoughts on the Leadership Profile" (Monday 5/24, 9:00 AM), "Share your thoughts on the Leadership Profile" (Tuesday 5/25, 9:00 AM), "Share your thoughts on the Leadership Profile" (Wednesday 5/26, 9:00 AM), "Share your thoughts on the Leadership Profile" (Thursday 5/27, 9:00 AM), "Share your thoughts on the Leadership Profile" (Friday 5/28, 9:00 AM), and "Share your thoughts on the Leadership Profile" (Saturday 5/29, 9:00 AM).
- ThoughtExchange App Interface:** A smartphone screen showing the "Rate thoughts" feature. It displays a thought in Arabic: "تحسين التعاون الجماعي عبر الوظائف. لتحقيق أداء أفضل للفريق." (Improve cross-functional team collaboration. To achieve better team performance.) with a 4-star rating. Below it, a thought in Spanish: "Mejore la colaboración entre equipos funcionales. Para lograr un mejor desempeño del equipo." (Improve cross-functional team collaboration. To achieve better team performance.) with a 5-star rating. The interface includes "Share thoughts" and "View results" buttons.
- Leadership Profile Graphic:** A box titled "SUPERINTENDENT LEADERSHIP PROFILE prepared for the" with the Redwood City School District logo (EST. 1893).

ThoughtExchange

Finding the Right Fit

At Zeal Education Group, we use a dual-lens approach—combining superintendent personas with a locally developed Leadership Profile—to ensure we identify the candidate who is the best possible fit for your district. The Leadership Profile is grounded in real-time input from stakeholders across your community and reflects the specific values, priorities, and needs of your schools. It serves as a clear, community-driven benchmark against which all candidates are evaluated.

Superintendent personas, on the other hand, are research-based archetypes that help us assess not just who a candidate is, but how they are likely to lead in different contexts. These personas allow us to consider each candidate’s leadership style, decision-making tendencies, and strengths in areas like community engagement, academic improvement, or systems management. By using both tools in tandem, we move beyond résumés and references to evaluate deeper alignment—ensuring the selected leader matches the district’s culture, challenges, and vision for the future. This method increases the likelihood of a successful, lasting match between the superintendent and the community they will serve.

Superintendent Personas



The Community Builder

Excels in bringing people together, creating strong relationships with families and staff. While effective in collaboration, their consensus-driven approach may slow urgent decisions.

- **Traits:** Relational, inclusive, coalition-focused
- **Strengths:** Builds trust, fosters engagement, unites stakeholders
- **Challenges:** May struggle with tough decisions, moves cautiously



The Visionary Change Agent

This superintendent pushes districts forward with ambitious reforms and innovative solutions. They inspire transformation but may struggle with those resistant to rapid change.

- **Traits:** Bold, strategic, innovative
- **Strengths:** Transforms districts, drives systemic change, energizes stakeholders
- **Challenges:** Faces resistance, can be seen as disruptive



The Instructional Leader

Focused on teaching and learning, this leader ensures high-quality curriculum and PD. They may require support in managing district logistics.

- **Traits:** Data-driven, student-focused, curriculum expert
- **Strengths:** Improves instruction, boosts student achievement, supports teachers
- **Challenges:** May neglect operations, needs strong executive team



The Operational Strategist

This leader ensures smooth operations, balancing budgets and streamlining systems. While highly efficient, they may lack visibility in instructional leadership.

- **Traits:** Detail-oriented, fiscally responsible, process-driven
- **Strengths:** Strengthens finances, improves efficiency, optimizes resources
- **Challenges:** Can appear bureaucratic, less visible in instruction



The Student Champion

Committed to fairness, this leader ensures all students have access to opportunity. Their work is essential but often met with resistance.

- **Traits:** Justice-driven, culturally competent, advocate for marginalized students
- **Strengths:** Reduces disparities, promotes inclusivity, drives student-focused policies
- **Challenges:** Political push-back, progress can be slow



The Crisis Manager

Thriving under pressure, this leader effectively handles crises and high-stakes situations. While strong in the moment, they may struggle with future-focused strategy.

- **Traits:** Decisive, adaptable, action-oriented
- **Strengths:** Leads in emergencies, manages crises, ensures safety
- **Challenges:** Can be reactive, may lack long-term planning

ZEAL
EDUCATION GRP

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Concierge Service

Zeal Education Group provides Boards of Education with concierge-level service throughout every phase of the superintendent search. Our process is designed to be full-service, allowing the Board to focus on high-level decision-making while we manage the planning, outreach, logistics, and candidate coordination. As clearly outlined in our Chronological Search Timeline below, we delineate responsibilities—what Zeal leads, what the Board owns, and what we do together—ensuring transparency, accountability, and efficiency at each step.

This high-touch approach minimizes the burden on board members during a critical transitional period. From drafting communications and facilitating community engagement, to screening candidates and managing logistics, Zeal handles the details so the Board can concentrate on selecting the right leader for the district. Our structure ensures that no step is overlooked, and every action is purposefully aligned with the district’s goals and values.

ZREAL EDUCATION GRP	Chronological Search Timeline		
	ZEAL	BOARD	WE DO
Facilitate planning meeting with Board liaisons: <ul style="list-style-type: none"> • Expectations and commitments • Identify stakeholders to be engaged • Finalize search timeline and parameters (open vs. confidential) • Establish key contacts • Determine salary, residency requirements, and travel reimbursement 			✓
Draft press release	✓		
Provide weekly search updates to Board	✓		
Draft vacancy announcement and informally publish on various channels	✓		
Initiate stakeholder engagement week <ul style="list-style-type: none"> • Individual Board member and stakeholder interviews • Lead virtual and in-person focus groups and community engagements • Launch ThoughtExchange to capture additional feedback and insights 	✓		
Develop application, establish site-specific web, and email domains	✓		
Develop and present Leadership Profile to Board for approval	✓		
Advertise vacancy and begin recruitment of candidates	✓		
Review all applications and identify a slate of 8-10 qualified candidates: <ul style="list-style-type: none"> • 90 second video introduction of each candidate • Executive summary of qualifications • Letter of interest, resume, completed application 	✓		
Select 5-7 semi-finalist candidates to be interviewed		✓	
Facilitate Board training on legal and ethical interview practices	✓		
Schedule interviews with candidates and manage communications	✓		
Interview semi-finalists			✓
Select 2-3 finalists		✓	
Interview finalists (with potential community involvement)			✓
Select preferred candidate		✓	
Conduct background and third-party reference checks	✓		
Negotiate start date and contract in consultation with Board's attorney			✓
Support transition: <ul style="list-style-type: none"> • Facilitate Board retreat • Assist new superintendent with Entry Plan development and data analysis • Provide 12 months of executive coaching 	✓		

Governance Training

Zeal's facilitation of the first retreat between the Board of Education and the newly appointed superintendent is a critical step in forming a cohesive, high-functioning leadership team. This retreat provides a structured setting to align on roles, responsibilities, communication protocols, and shared priorities, ensuring the board and superintendent begin their work as strategic partners. Topics such as the superintendent's entry plan, district goals, and long-term vision are explored to build trust, prevent misalignment, and center the partnership on student success and community engagement.

Zeal's facilitators bring a deep understanding of both governance and district leadership. They recognize the unique responsibilities of the board as a policymaking body and the superintendent as the district's chief executive. This balanced perspective helps foster mutual respect, clarify expectations, and strengthen collaboration from the outset. Through intentional, outcomes-driven conversations, the retreat lays the foundation for a transparent, effective, and unified leadership team—one prepared to guide the district forward with clarity and purpose.



Executive Coaching

Many assume that because the superintendent is the highest-paid and most visible community leader, they do not need structured support. This is a critical misconception. The superintendency is an incredibly complex, high-pressure, and often isolating role—requiring not only strong leadership skills but also deep political acumen, advanced communication strategies, and the ability to navigate competing stakeholder demands. Zeal's executive coaching ensures that your next superintendent is not left to figure it out alone.

Zeal provides structured support in developing the superintendent's entry plan to ensure a seamless transition and alignment with the community's expectations. A well-designed entry plan is essential for a new superintendent to build trust, establish priorities, and gain a clear understanding of the district's strengths, challenges, and immediate needs. Zeal's executive coach will work closely with the superintendent to co-create this plan, guiding them through stakeholder engagement, data analysis, and short-term action steps that align with the district's long-term goals.

Beyond the initial transition, the executive coach serves as a trusted thought partner—available for ongoing guidance on leadership challenges, board relations, crisis management, and operational decision-making. Having an experienced advisor who understands the unique demands of the role is invaluable in ensuring the superintendent remains focused, effective, and supported throughout their tenure. Zeal is committed to ensuring that your next superintendent not only steps into the role with confidence but is equipped with the tools and guidance to thrive long-term.



Our Firm

At Zeal Education Group, our team is made up of seasoned educators, superintendents, principals, board members, and thought-leaders who bring decades of frontline experience in public education. We are not career consultants—we are practitioners who have led school systems, navigated complex political landscapes, and built high-performing teams in real-world settings. That practical expertise allows us to provide our clients with authentic, actionable guidance that is grounded in deep understanding, not theory.

What sets Zeal apart is the caliber and diversity of our team. Our consultants represent a wide range of backgrounds, geographies, and leadership styles, allowing us to connect meaningfully with districts across the country. Whether it's leading a superintendent search, conducting a program audit, or building a strategic plan, we bring a thoughtful, hands-on approach that reflects the specific needs and culture of each district we serve.

We also take pride in our collaborative, concierge-level service. Our team is known for being highly responsive, organized, and deeply committed to the success of our partners. When you work with Zeal, you're not just hiring a consultant—you're gaining a team of trusted advisors who are with you every step of the way. Our reputation for integrity, excellence, and results-driven support is what makes Zeal a preferred partner for school boards, district leaders, and educational organizations nationwide.





David Miyashiro
Senior Associate
Zeal Education Group

Dr. David Miyashiro is a forward-thinking education leader skilled at creating and sustaining a culture of trust and innovation with a 25-year career successfully modernizing learning approaches, education models, and school district capabilities in Southern California.

As a digital pioneer, he has navigated districts into the hi-tech era, delivering numerous innovation “firsts,” for which he has garnered professional honors. Those include Superintendent of the Year, Acceptance into the League of Innovative Schools (Digital Promise, and K-12 Dive’s 2022 District of the Year. Districts under his leadership have also won awards, such as the California School Boards Association’s Golden Bell Award, the National School Boards Association’s Magna Award for Digital Learning, and the California Distinguished Schools Award.

Dr. Miyashiro has a Doctorate in Educational Leadership and Policy from UCLA, his Master’s in Education Technology and Curriculum from Grand Canyon University, and Bachelor’s from Cal State Long Beach.



Zandra Jo Galvan
Senior Associate
Zeal Education Group

Dr. Zandra Jo Galván is a highly respected, bilingual Superintendent with over 30 years of service as an educator, leader, and organizational innovator in California public education. She has led transformation across the state of California—with special attention to the Central Coast and Bay Area—bringing deep expertise in California Education Code, governance, accountability, systems thinking, community engagement, positive school culture, and policy implementation. Her career spans classroom teaching and coaching, curriculum development, districtwide leadership, and almost a decade as superintendent, where she has advanced student learning, strengthened fiscal and operational systems, and built thriving school communities.

Dr. Galván is recognized nationally for her mentorship and thought leadership. As a faculty member and advisor with AASA's Aspiring Superintendent Academies, ALAS Aspiring Superintendents, other national organizations such as the League of Innovative Schools, Digital Promise Schools, Future Ready Schools, as she directly supports aspiring superintendents across the country—preparing them with the skills to succeed in governance, finance, human resources, curriculum, and community engagement. She is especially committed to mentoring Latino leaders, Leaders of Color, and supporting Women in the Superintendency. She presents and collaborates regularly with superintendent cohorts nationwide, providing practical guidance and inspiration.

In her roles as Superintendent of Salinas Union High School District and Greenfield Union School District, Dr. Galván has spearheaded long-range strategic plans, developed learner-centered profiles to guide instruction, established student and community advisory councils, and aligned financial and operational systems to support organizational success. She has been honored as ALAS National Superintendent of the Year, ACSA Superintendent of the Year, CALSA Superintendent of the Year, National District Administration Woman of Distinction, and has been named among the Top 100 National Educational Influencer in 2024 by District Administration.

Dr. Galván brings a proven record of designing and implementing innovative initiatives while honoring the diverse needs of California's communities. Her leadership reflects a steadfast commitment to preparing all students, families, and educators to achieve and thrive.



Ian Saltzman
Senior Associate
Zeal Education Group

Dr. Ian Saltzman is a career educator with over 35 years experience serving public education. Currently he is superintendent of Everett Public Schools in Everett, Washington. Before joining Everett in 2019, he served for 30 years in the Palm Beach County School District in Florida where he was a teacher, principal, and superintendent. Ian's passion is serving students from all backgrounds to learn and achieve results in all academia with a focus on special education and multilingual learning. Documented student achievement is evident throughout his career and is his highest priority, which has also earned him multiple Principal of the Year awards.

Beyond his work in schools, Ian currently serves on Chiefs for Change, as well as the board of directors of Washington Alliance for Better Schools, YMCA Snohomish County, and United Way of Snohomish County. In 2020 he was named as one of 24 superintendents nationwide as an NSPRA Superintendent to Watch.

Saltzman holds a bachelor's degree and a master's degree in Special Education from Florida State University, a Specialist's Degree and Doctorate in Educational Leadership from Nova Southeastern University.



Dr. Jeff Melendez
Founder and CEO
Zeal Education Group

Dr. Jeff Melendez is the Founder and CEO of Zeal Education Group, a consulting firm committed to providing fresh solutions to education-industry challenges. Jeff's experience includes 25 years of public school service in high-performing districts throughout Westchester County, New York and Fairfield County, Connecticut, with six years in the role of superintendent. In addition to his K-12 experiences, Jeff has served as an Adjunct Professor at Teachers College, Columbia University for over a decade.

Beyond his direct work in schools, Jeff is also the founder and CEO of several for profit and non-profit organizations with missions to serve youth, leaders, and other organizations. These include leadnexus.org, a 501(c)3 organization which endeavors to provide coaching services to all school leaders at no cost. Jeff also actively serves on the advisory board to several Ed Tech companies.

Jeff earned his M.A., Ed.M., and Ed.D. from Teachers College, Columbia University, and is certified by the National Board for Professional Teaching Standards (NBTPS).

Fees

Our cost thesis is designed to ensure that **our clients receive more value from the services that we provide than the price that they pay**; ideally by a factorial.

Zeal's Comprehensive Search Service:

- Initial planning session with the Board to establish protocols and expectations
- Creation and distribution of a press release announcing the search
- Development of a customized, backward-designed timeline for the full search process
- Comprehensive stakeholder engagement (in-person & virtual sessions) with personal invitations
- Use of *ThoughtExchange* for multi-lingual, large-scale, and multi-faceted community engagement
- Creation of a customized Leadership Profile based on stakeholder input
- Weekly email updates on search progress to the Board of Education
- Use of Zeal's research-based *Superintendent Personas* to assess candidate fit
- Recruitment through Zeal's network of qualified national leaders
- Rigorous candidate screening and selection process
- Preparation of candidate summaries, strengths/concerns, and rationale for recommendation
- Presentation of 90-second introductory videos introducing each candidate in the slate
- Board interview training on legal, ethical, and procedural practices
- Full coordination and facilitation of interview logistics and deliberations
- Communication of regrets with all non-selected candidates
- Contract negotiation support in collaboration with legal counsel
- Development of a customized press release announcing the new superintendent
- Transitional support, development of an Entry Plan and deep-dive into stakeholder feedback

Our Proposal Also Includes:

- Delivery of custom in-person governance retreat for the Board and new superintendent (valued at \$4,500)
- Three months of executive coaching for superintendent with unlimited call/text support (valued at \$3,500)

Fee for Services: \$39,990
Courtesy Discount: -\$15,000

Your Cost: \$24,990

Recommended Options:

- Third-party featured advertising on AASA website, and targeted email marketing (\$2,990)
- Third-party criminal, financial, and social media background check for 1-3 finalists (\$1,595-\$2,495)

**ZEAL EDUCATION GROUP WILL MATCH THE PRICE OF ANY OTHER
SEARCH FIRM FOR COMPARABLE SERVICES.**

**All reasonable travel and associated expenses shall be billed to district upon completion of project.*

Zeal is Ready!

To ensure our proposal is specific to your exact needs, we have created a crosswalk with each of your criteria and how we believe we will ~~meet~~ exceed your expectations.

Criteria	How Zeal Addresses Each Criteria
Responsiveness & Communication	We provide weekly written updates, direct access to our team, and concierge-level service. Our team is known for clear, professional, and accessible communication throughout the process, and the CEO will be your point of contact.
Process & Timeline	A backward-designed, 12-step process integrates planning, engagement, recruitment, screening, and selection. The timeline is transparent, feasible, and aligned with Board expectations.
Relevant Experience (Similar Districts)	We recently placed a superintendent in a district on the east coast with similar size and demographics. Our search yielded 25 highly-qualified applicants from 17 states across the nation.
Experience in the Bay Area	Our team includes Dr. Zandra Jo Galván, who brings decades of leadership in the Bay Area and Central Coast; she has deep knowledge of California governance, accountability, and community context.
Experience with Spanish-Speaking Communities	Zeal uses ThoughtExchange for multilingual engagement (100+ languages) and Dr. Galván, a bilingual superintendent, brings a proven record of engaging Spanish-speaking families and recruiting leaders with cultural competence.
California Placement Experience	This will be our first superintendent search in California, but our team includes California-based superintendents such as Dr. Zandra Jo Galván and Dr. David Miyashiro who bring decades of leadership in the state and deep knowledge of California law, policy, and networks.
Success Measures	We evaluate placements through leadership profiles, superintendent personas, retention rates, community feedback, and Board satisfaction. We also provide executive coaching and governance retreats to support long-term success.
Differentiation	Our concierge-level service, use of ThoughtExchange, superintendent personas, proactive community engagement, governance retreat, and executive coaching for the next superintendent set us apart from traditional search firms.
Cost & Services	We provide transparent, all-inclusive fee of \$39,990 (discounted to \$24,990), We also include a governance retreat and executive coaching valued at over \$8,000 at no additional cost to promote the successful onboarding of your next leader.



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