



LEADERSHIP PROFILE REPORT

Old Bridge Township
School District
September 2025

EXECUTIVE SUMMARY

This report presents the findings of the Leadership Profile Assessment conducted by Hazard, Young, Attea & Associates (HYA) in July/August/September 2025 for the new superintendent of the Old Bridge Township Public Schools. The data contained herein were obtained from input the HYA consultants received when they met with individuals and groups in either individual interviews or focus group settings and from the results of the online survey completed by stakeholders. The surveys, interviews, and focus group meetings were structured to gather input to assist the Board in determining the primary characteristics desired in the new superintendent. Additionally the stakeholder interviews and focus groups collected information regarding the strengths of the District and some of the challenges that it will be facing in the coming years.

Participation

The numbers of participants, by stakeholder group, in the two methods of data gathering are listed below: Not all focus groups were a group that was disaggregated for the on-line survey.

Group	Personal interviews or focus groups	Online Survey
Board	8	
Building level administrators	14	5
Central office administrators	3+	
Bargaining Unit Leadership	4	
Certificated Staff: Teachers, Counselors, CST, Nurses, Speech	55	138
Community Leadership	4	
Community	101	51
Support Staff: Non-certificated	32	13
Parents	15	316
Students	17	5
Total	253	527

The community survey report and a draft of the desired characteristics are provided under separate cover and are meant to be stand-alone complementary pieces to the Leadership Profile Report.

It should be emphasized that the data are not a scientific sampling, nor should they necessarily be viewed as representing the majority opinion of the respective groups to which they are attributed. Items are included if, in the consultants' judgment, they warranted the Board's attention.

STRENGTHS OF THE DISTRICT

Old Bridge Township Public Schools is characterized by a strong sense of **community and culture**, where pride, family connections, and a small-town feel unify a large and diverse district. As described in focus group sessions and supported by the data collected in the survey, the district's **dedicated staff** including teachers, administrators, and paraprofessionals bring experience, commitment, and personal investment, with many living in the township and maintaining strong relationships with families. The staff is considered a significant strength of the Old Bridge Township Public Schools.

The district places a high priority on **inclusion**, celebrating its multicultural population through programs such as ESL, Play Unified, Rooted in Culture, and character education initiatives, ensuring all students feel valued and supported.

Students have access to a **comprehensive academic program**, including advanced placement, dual enrollment, career and technical education with industry certifications, associate degree pathways, ROTC, and strong STEM and trades offerings. Complementing this are **robust special education and student support services**, which include in-house programs, counseling, RTI, life skills pathways, and parent engagement through SEPAC and SEPTA.

Old Bridge offers a wealth of **extracurricular and enrichment opportunities**, spanning athletics, music, arts, marching band, and a wide variety of clubs, allowing students to explore interests and define personal success. **Collaborative leadership and partnerships** further enhance the district's impact, with a consistent and approachable administrative team working closely with unions,

parents, and community organizations such as the public library to maximize student opportunities.

The district emphasizes **student-centered support**, focusing on the social-emotional well-being of students alongside academic achievement. **Safe and secure learning environments** are maintained through proactive security measures and comprehensive safety practices.

Old Bridge fosters a **culture of resilience and adaptability**, with staff and administrators developing creative solutions, maintaining continuity of programs, and responding effectively to challenges and changing student needs. The district is also recognized for its **strong family engagement and community pride**, where parents, staff, and residents actively support schools, volunteer, and participate in programs and events.

Finally, Old Bridge is known for its **commitment to equity and access**, providing personalized instruction, small class sizes, consistent elementary programming, and a wide range of opportunities to ensure that every student can thrive academically, socially, and personally.

CHALLENGES AND ISSUES FACING THE DISTRICT

It is clear from the data collected during focus group sessions and in the survey that the Old Bridge Township Public Schools are navigating significant **financial pressures**, including reductions in state aid under S2, the need for substantial local tax increases, and ongoing budget shortfalls that threaten programs, services, and staffing levels. Leadership faces the challenge of making **strategic fiscal decisions** while ensuring resources are allocated equitably across a large and diverse district.

The district is grappling with **staffing and recruitment challenges**, as competition for teachers and paraprofessionals intensifies, retention is difficult, and compensation must remain competitive to attract qualified staff, especially in specialized areas such as special education.

Aging facilities and infrastructure create **physical and operational challenges**, with many schools requiring repairs or upgrades, inadequate classroom resources, and transportation issues that complicate access to extracurricular and afterschool programs. **Enrollment and demographic shifts** present additional

pressures, including population growth, changing student needs, and uneven distribution of special education students, which impact class sizes, resource allocation, and program consistency across the district.

The district also faces **community and governance challenges**, including a divided and highly opinionated public and politicization of key decisions, which complicate strategic planning and reduce public confidence.

Ensuring **student safety and well-being** is a critical concern, particularly regarding behavioral escalations, mental health needs, and the protection of staff and students in special education programs. Adequate counseling, security, and behavior management systems remain a priority.

Consistency in **instruction, curriculum, and program access** across the district is an ongoing need, as individual schools often operate independently, leading to inequities in opportunities, resource allocation, and student experiences.

Effective **communication and transparency** are essential for building trust among parents, staff, and the community. Timely sharing of information, inclusive decision-making, and improved collaboration with parents and paras are vital to addressing concerns and fostering a shared vision.

The district should engage in **long-range planning and strategic leadership**, including consideration of redistricting, consolidation, and planning for enrollment growth, to ensure sustainability, efficiency, and the ability to meet future academic and operational needs. The need for long range planning, specifically for the financial future of the district, was a theme heard in focus group sessions as well as in the data collected in the survey.

Finally, addressing **inclusion challenges** is critical, ensuring that students in the middle, as well as those with special needs or from marginalized groups, have access to consistent, high-quality programs and support across all schools in the district.

HYA and the Board intend to meet the challenge of finding an individual who possesses most of the skills and character traits required to meet the needs of the district. The search team will seek a new superintendent who can work with the Old Bridge Township Board of Education to provide the leadership needed to continue to raise academic standards and student performance, while meeting the unique needs of each of its schools and communities.

The search team would like to thank all the participants who attended focus groups meetings or completed the online survey and the Old Bridge Township Public Schools staff members who assisted with our meetings, particularly David Weidele who organized the search team's time in the district.