

**PRINCETON SENIOR RESOURCE CENTER
CANDIDATE OPPORTUNITY STATEMENT**

POSTED OCTOBER 1, 2018

Princeton Senior Resource Center (PSRC) is located in the heart of Princeton, N.J., a community of both academic and historic significance. For a position available in late Fall 2018, the board seeks an experienced non-profit leader to embrace PSRC's mission and lead the organization into a vibrant, relevant future.

PSRC is a non-profit organization dedicated to serving a diverse community of older adults. This includes individuals who are active, engaged, independent, and aging in place in their own homes. PSRC also serves area residents who live in residential communities and benefit from support and referral resources.

PSRC's mission is centered around a commitment to lifelong learning. A vibrant roster of programs includes those for education and enrichment, social and recreational activities, health and fitness classes, technology assistance, tax assistance, and retirement planning. Noteworthy among these is the *Evergreen Forum*, which offers day-time classes taught each Fall and Spring by a distinguished volunteer faculty, including a number from Princeton University. The Forum engaged approximately 1,200 participants during the 2017-18 program year. Support and Guidance services include individual and family consultations on aging, care planning, assistance with transitions through life's changes, support and wellness groups, information and referral to community services, advocacy, assistance with benefit applications, and linkage to in-home support for older adults and caregivers. While PSRC's focus is on adults age 55+, programs on retirement planning and family caregiver support are extended to anyone in the greater Princeton area, including residents in Mercer, Middlesex, Monmouth, Somerset and Bucks counties.

In 2017, over 3,000 people participated in PSRC programs and classes. In addition, 75 people received weekly resource assistance. PSRC has 80 collaborative partners, 376 volunteers, and a staff of 15 full- and part-time professionals. PSRC has a FY18/19 budget of approximately \$875,000 and an operating endowment of \$3 million. It is governed by a board of 17 community members, and has an Advisory Council of 15. This position seeks an experienced, compassionate, skilled leader to guide PSRC into the future.

<https://www.princetonsenior.org>
Application Deadline: November 2, 2018

PSRC MISSION AND VISION

PSRC is a center for lifelong learning that includes both educational and recreational enrichment. It is distinguished among similar organizations for its additional commitment to being an active and caring resource for older adults and their families seeking guidance and support as they navigate life transitions. The goal is a thriving community of active, healthy and engaged residents, who share the common bond of being aging adults. The vision is to create a world where aging adults are respected for their experience and wisdom:

- Where everyone has opportunities to be actively engaged physically, mentally, and socially, and to give back;
- Where individuals, families, and intergenerational communities have the resources they need to provide support;
- Where aging is embraced as a natural part of the life cycle.

VITAL STATISTICS

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| Founded: 1979 |
| Location: 45 Stockton Street, Princeton, NJ 08540 |
| Participation: Over 3,000 participants in a diverse offering of education, recreational, and supportive programs; 3,925 additional resource contacts for Support and Guidance services |
| Staff: 15 staff includes 7 full-time and 8 part-time professionals; 376 active volunteers include volunteer faculty and instructors |
| Operating Endowment: \$3 million (includes working capital reserves) |
| Budget: \$875,000 – Increased 37% since 2013 |
| Donated gifts and grants: \$562,600 (64%) of budget |
| Key Programs: <i>Evergreen Forum; Support and Guidance Services; Tech Lab; Tax Assistance; GrandPals</i> |
| Board of Trustees: 17 trustees plus and Advisory Council of 15 community leaders |

HISTORY

Founded in 1979, PSRC as always had a commitment to providing supportive, resource-based programs for aging members of the Princeton community. Early programs included *HomeFriends*, a friendly-visitor program that matched homebound elderly with trained volunteers; *As Our Parents Grow Older* (funded by the N.J. Department of Health); *People and Stories* (funded by NJ Commission for the Humanities); and *The LINK (Local Intergenerational Network of Kindness)* which matched high school students with the elderly for companionship.

PSRC has operated from the Suzanne Patterson Center since the 1990s. Originally a gym for Miss Fine's School (now PDS), the building was dedicated in 1985 to Suzanne Patterson, wife of then-Princeton Mayor Henry Patterson. Renovation funds were raised by the Senior Citizens Club and the Center soon opened for exercise classes, art classes and large meetings. In 1994, the Suzanne Patterson Center merged with the Princeton Senior Resource Center, creating a single organization with the responsibility for delivering senior programs and services. PSRC also began to offer counseling and referral services at the Spruce Circle offices of the Princeton Housing Authority, which continue today.

Program offerings have grown significantly under the direction of retiring Executive Director Susan Hoskins. Over 3,000 seniors participate in programs and support services annually, including 1,200 annual participants in the *Evergreen Forum*. The PSRC endowment was established in 2006 for long-term stability of the organization, the same year the organization was awarded the *Community Spirit Award by Princeton Human Services* in recognition of its efforts of inclusivity with seniors.

STRENGTHS

PSRC is noted for providing a broad array of enrichment programs, seminars and discussion groups focused on lifelong learning for older adults. But perhaps what most distinguishes the organization is its commitment to sustaining a compassionate, caring and active network of supportive *resources* for older adults and their families. PSRC staff includes two certified social workers who provide referral services, caregiver support, benefit assistance, and support groups within the Princeton community.

STAFFING

PSRC staff includes the Executive Director, who reports to the Board of Trustees. The E.D. is the public face of PSRC and oversees all operations, develops the operating budget, and manages a staff of fourteen including six full-time (Program Director, Program Associate,

Social Services Director, Development Director, Development Associate, and Communications Coordinator) and eight part-time employees.

GOVERNANCE

The Board of Trustees is responsible for the fiscal and strategic oversight of PSRC and for hiring the Executive Director. The Board currently includes 17 individuals who regularly achieve 100% participation in annual giving. In addition to the Search Committee, Trustee Committees include the Executive Committee, Nominating, Finance, Program/Social Work, Development, and Marketing/Communications.

LOCATION

Princeton covers an area of 18.1 square miles in the heart of central New Jersey. The population of Princeton is approximately 30,000. Princeton is home to Princeton University and PSRC is located one block away from both the campus and the heart of Princeton's thriving and historic downtown. Princeton is recognized as an engaged, service-based, philanthropic community and, in addition to the University, is home to a number of important nonprofit cultural, educational, and community-based organizations. The Municipality of Princeton has a long commitment to the social well-being of its community through public programs that include affordable housing, substance abuse, sustainability and aging.

PROGRAMS

PSRC offers a wide array of social and recreational activities, health and fitness classes, educational and enrichment programs, technology assistance, tax assistance, retirement planning, and volunteer activities. The roster of annual offerings is diverse and relies on the involvement from many collaborative community partners and volunteers to effectively execute. Interest in the *Technology Lab* has grown in recent years with offerings that include *Email Basics*, *Video Chat*, and *Intro to iPad*. The recent PSRC *Tech Conference* registered over 200 participants. Other popular offerings include seminars on various *health and wellness topics* (29 seminars and 593 participants), *Evergreen Forum* (55 classes and 1,156 participants), and social programs including *a variety of card games*, *TED talks*, *monthly movies* and *a summer film festival* (686 participants). Programs are open to Princeton residents over the age of 55, and extend to residents in Mercer, Middlesex, Monmouth, Somerset and Bucks counties.

Support and Guidance services include individual and family consultations, care planning, assistance with transitions through life's changes, support and wellness groups, information and referral to community services, advocacy, assistance with benefit applications, and

linkage to in-home support for older adults and caregivers. Social and Support Group offerings are a cornerstone of PSRC's programs. In 2017-18 those groups included *Bereavement, Grandparenting, Transitional Retirement Programs for Men and Women, Children of Aging Parents, and Crosstown* (12 groups and 485 participants).

COLLABORATIVE PARTNERS

PSRC works collaboratively with a wide array of community organizations. Over 80 community-based nonprofits, local initiatives and businesses annually support PSRC's programs. They are volunteer teachers, help with promotion, provide space, and offer financial assistance. PSRC's most significant partner is the *Municipality of Princeton*, which supports the organization financially and through designated use of the Patterson Center. Key program partners include *Penn Medicine Princeton Medical Center, Princeton Housing Authority, Princeton Public Library, Greater Mercer TMA, Presbyterian Church of Lawrenceville*, and the *Princeton Health Department*. Additional sponsors of note include *Acorn Glen* and *Bloomberg*. In addition to financial support, *Bloomberg* employees comprise approximately 60% of PSRC's event volunteers.

CHALLENGE AND OPPORTUNITY

The single biggest challenge facing PSRC is space limitation. Multiple programs occur simultaneously at the Suzanne Patterson Building on Stockton Street. This often includes ping-pong scheduled during technology or other educational workshops - and alongside the office hours for administrative staff. Walls are thin, corridors narrow, and parking is at a premium. Half of the growing *Evergreen Forum* was moved offsite to a local church in 2016 to help alleviate some of the space challenges. In 2003, the Patterson Building underwent a significant \$500,000 upgrade, with county and municipal funding that included new classrooms, office space, lighting and furnishings. A \$3.5 million campaign to address additional capital needs is in its early stages.

A second challenge is the perception that PSRC receives 100% of its funding from the Municipality of Princeton when the reality is 20%. There is considerable opportunity to expand new sources of funding for PSRC within one of the most philanthropic communities in the state.

FINANCE AND DEVELOPMENT

PSRC keeps a keen eye to cost management. The organization has been able to grow its revenues by 20% since 2013 while maintaining a fiscally conservative approach to its \$3

million operating endowment and working capital reserve. No draw is budgeted to balance the operating budget and its use is kept to one-time, exceptional capital or operating needs.

PSRC operates on an annual budget of \$875,000. A breakdown shows a diversified revenue strategy that includes 21% from fundraising events, 20% comes from the Municipality of Princeton, 20% from individual contributions, 17% from program fees, 10% from investment income and facility rental, and 10% from institutional gifts and grants. A capital campaign is in a quiet phase. The \$3.5 million goal includes a portion for capital renovations and a portion for endowment.

WHO SHOULD APPLY

The Executive Director must be a proven, experienced administrator with excellent leadership, fundraising, and management skills, with desired qualities to include:

- A strong leader to guide PSRC’s work with compassion, patience and sensitivity for the aging community it serves.
- An accomplished major gift fundraiser to grow unrestricted funds and capital reserves from new and existing funding sources.
- A positive collaborator with a commitment to partner with the Board of Trustees and implement organizational best practices
- A skilled manager who can recruit, retain and motivate professional staff and adhere to clear, accountable operating goals.
- A personable leader and good communicator, with good listening skills and a sense of humor, who will continue to build PSRC’s culture of respect among staff, board, volunteers, donors, and visitors.

SEARCH CALENDAR

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| Application Deadline: November 2 |
| Selection of Semi-Finalists: November 5 |
| Semi-Finalist Interviews: By November 16 |
| Finalist Interviews: By December 7 |
| Appointment: By December 10 |
| Start Date: By January 7 |

SEARCH PROCESS AND APPLICATION REQUIREMENTS

Acting on behalf of PSRC, consultant Jamie Kyte Sapoch is actively recruiting effective potential leaders for this position. Interested and qualified applicants should submit the following information to search@Princetonsenior.org *by November 2, 2018*:

1. Cover letter discussing your interest and unique qualifications for the position
2. Current resume
3. Names, addresses, phone numbers and email addresses for three references (*We will obtain permission before contacting your references*)

These materials should be submitted online by the deadline of November 2. After an initial review of applicants, the Search Committee will conduct a round of semi-finalist interviews by November 16. Finalists will be invited to PSRC for a comprehensive day of interviews in December to include staff, trustees, and members of the Advisory Council. No calls, please.