



STRATEGIC PLAN 2017-2019

Bridge to the Future

Mission

Princeton-Blairstown Center empowers young people, primarily from under-resourced communities, to strengthen their social-emotional skills through experiential, environmental, and adventure-based programming.

Social Emotional Learning (SEL) includes five core competencies: self-awareness, social awareness, self-management, relationship skills, and responsible decision-making. Acquiring these skills will enable PBC participants to change their communities and the world.



Vision

We strive for a future in which young people exhibit personal resilience and compassion, embrace expanded possibilities for their lives, and enact positive change within their communities and the world.

Core Values

Empowerment

We believe that powerful experiences in the lives of young people, in a wilderness setting or otherwise away from the patterns and distractions of their everyday physical, emotional, and social environments, can be fundamentally transforming. They open them to their individual potential and to previously unimagined possibilities and capacities.

Collaboration

We maintain that effective work is best carried out through deep and respectful collaboration around a shared vision and purpose that draws upon the experience, expertise, and wisdom of all involved.

Stewardship

We hold that connecting deeply with others and the natural environment promotes a deeper sense of responsibility to oneself, to one's community, and to the spaces we occupy.

Social Justice

We provide the tools for our participants and facilitators to create a world where all people share a common humanity and therefore have a right to equitable treatment, support for human rights, and a fair allocation of community resources.

A Brief History of PBC

In 1908, a group of Princeton University undergraduates founded the Princeton Summer Camp to serve young boys from urban Philadelphia. With the goals of sharing Princeton's rich heritage, as well as providing an opportunity for Princeton students to give back to the broader society, the founders were determined to make a difference in the lives of disadvantaged inner-city children by offering healthy and character-building camping experiences. As the successful program quickly outgrew its original facilities in Bay Head, in 1929 the Blairstown site was purchased. The Princeton Summer Camp, managed by the Dean of the University Chapel, continued to thrive in the following decades, finding common purpose with the broader aims of Princeton University and providing life-changing experiences for Princeton undergraduates and campers alike.

By the late 1960s the Princeton Summer Camp was providing a full camping experience to a diverse population that now included both young men and young women. Through activities such as swimming, canoeing, sailing, archery, fishing, and more, campers developed leadership, teamwork, and discipline skills. As of 1974, the (renamed) Princeton Education Center at Blairstown had been winterized so that programming could continue throughout the year. To facilitate this expanded programming, a year-round professional staff was now employed, though Princeton University students continued to serve as summer staff. At this time the program evolved from being a traditional camp-based experience to a more adventure-based, expeditionary model, focusing on character development through a structured program that challenged participants and fostered introspection, self-confidence, and cooperation. In 1991, the Center was officially re-named.

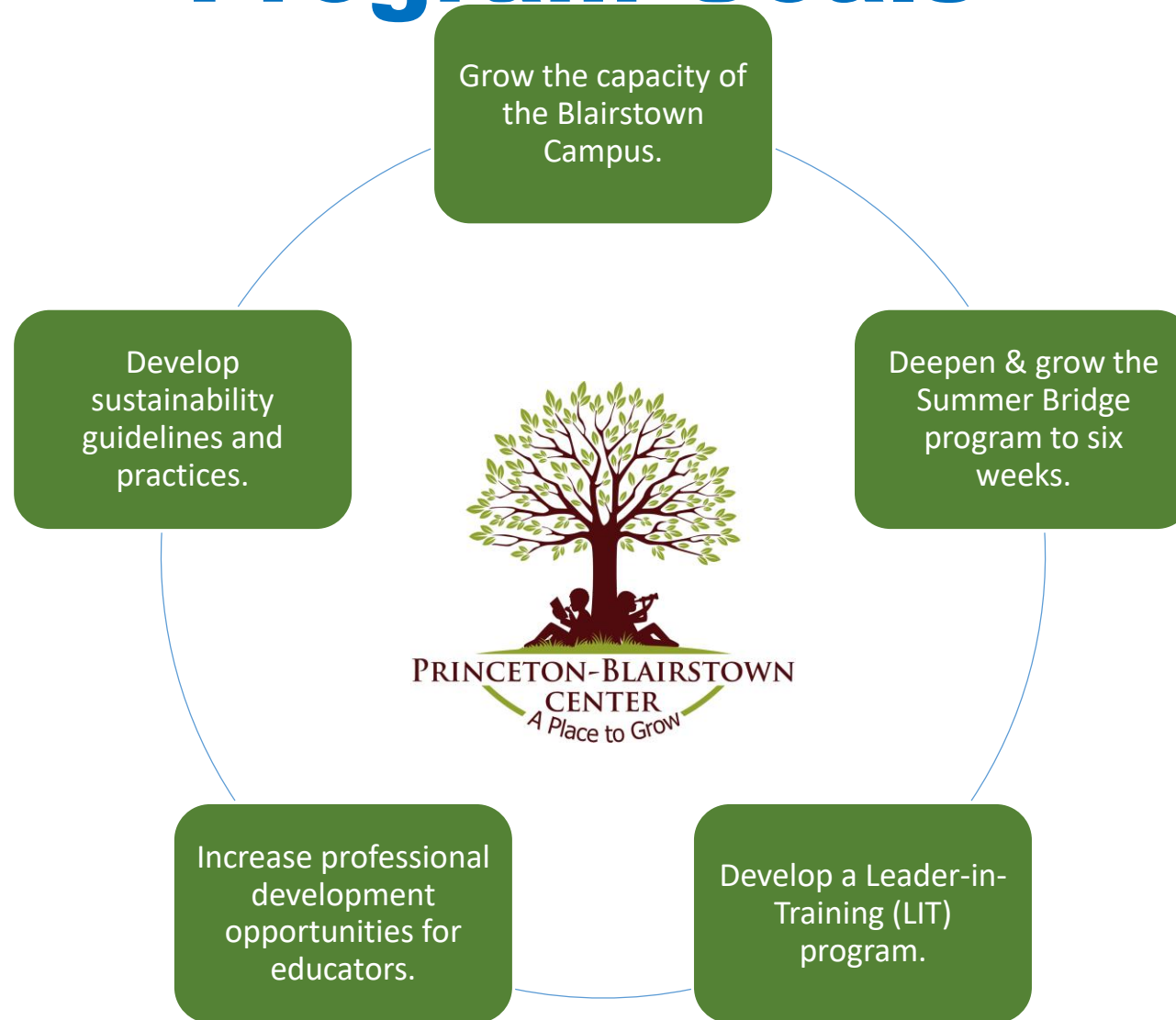
In response to the evolving needs of urban youth, in 2006 the Princeton-Blairstown Center expanded its programming by launching its year-round in-school program with a handful of partner urban schools. PBC staff members delivered weekly lessons in character development through the Social and Emotional Learning (SEL) curriculum, combining this work with periodic trips to the Blairstown site. In addition to these deep partnerships with specific schools, the Princeton-Blairstown Center continued to engage in more limited partnerships with other schools, urban community organizations, and Princeton University programs and departments – all of which furthered the Center’s broad mission of opening all of those who participate in its programs to expanded possibilities in their lives and in our society.

For over 100 years, under a variety of organizational identities deeply affiliated with Princeton University, the Princeton-Blairstown Center served as a resource to underserved youth and their communities across the tri-state area. In 2013 PBC’s relationship with Princeton University changed from a supporting organization to an affiliate and now PBC is an independent non-profit organization. This meant that the Board could no longer rely on the University for “voluntold” Trustees, interest-free loans, or gifts.

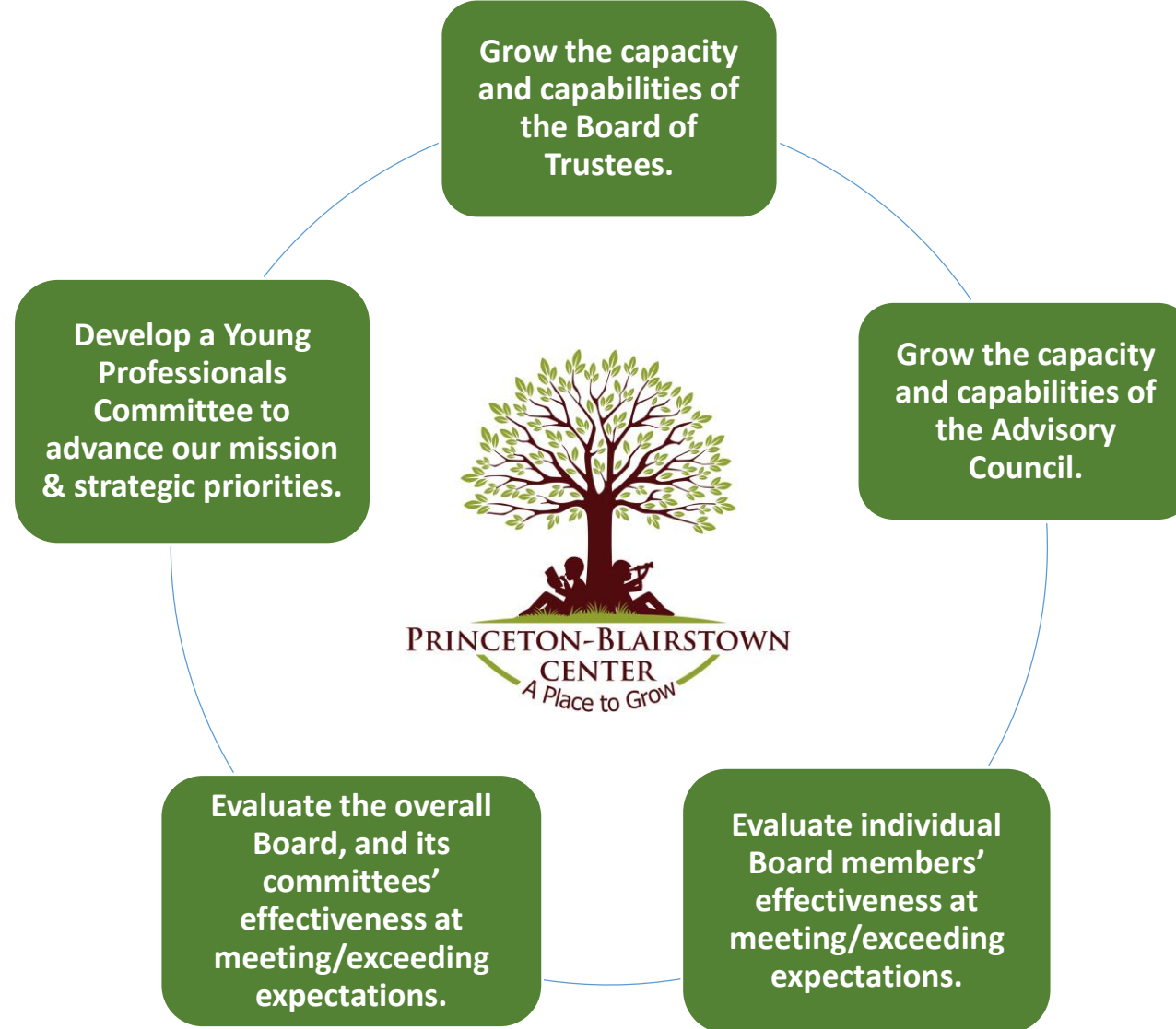
Because of the myriad challenges and lack of independent funding for the in-school programs PBC made the decision to channel its resources back to its Blairstown Campus programs. In 2015, a pilot Summer Bridge Program served 113 students. That number increased to approximately 250 during the summer of 2016. In addition to combating summer learning loss and teaching critical social-emotional skills, the Summer Bridge Program will grow into a powerful collaborative program where students are invited back for multiple years and seasons over the next five years.



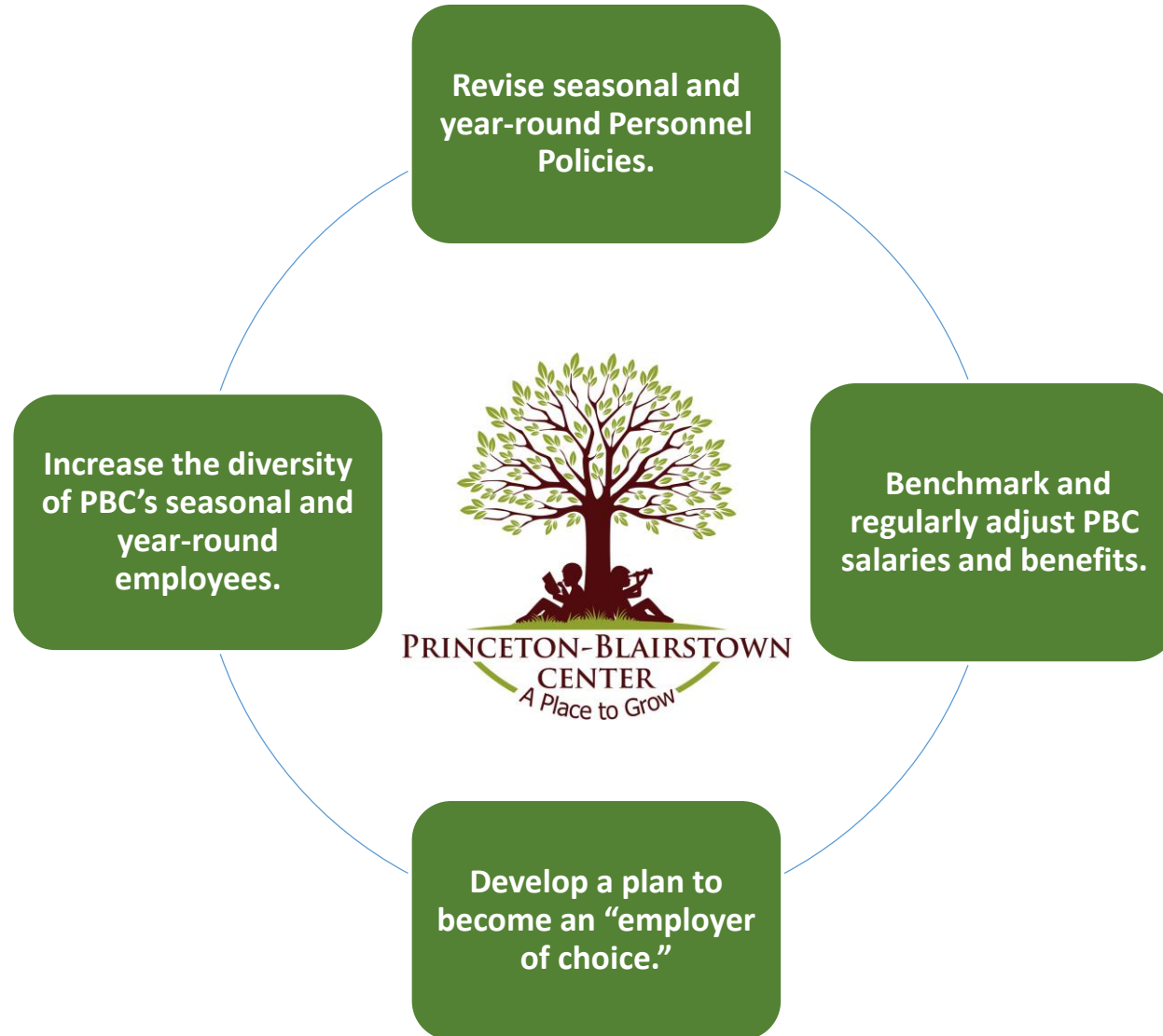
Program Goals



Governance Goals



Administrative Operations & Personnel Goals



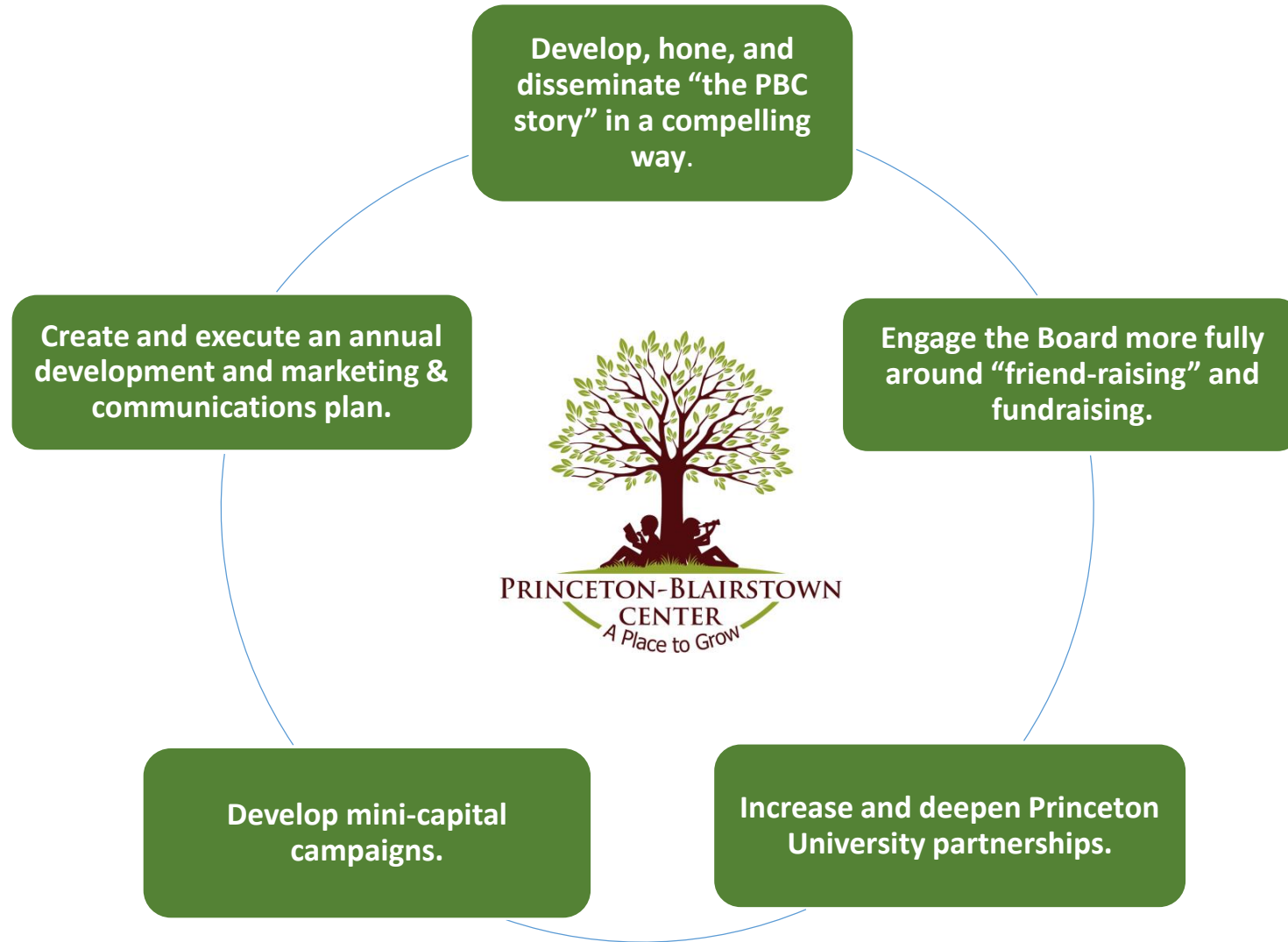
Facilities Goals



Finance Goals



Institutional Advancement Goals



How Will We Get There?

YEAR	PROJECTED REVENUE*	PROJECTED OCCUPANCY	PROGRAM ADDITIONS	STAFFING ADDITION PROJECTIONS
2017	\$603,750	52-53%: April to November	5 weeks Summer Bridge (SB) Teacher PD Corporate Teambuilding Girls' & Boys' Leadership Retreats in Cornwall House Community Action	<ul style="list-style-type: none"> 1 year-round Special Projects Coordinator (3/2017) Extra hours for summer Maintenance Assistant (MA)
2018	\$633,938	57-58%: April to November	6 weeks SB Leader in Training (LIT) Program	<ul style="list-style-type: none"> 1 year-round MA 1 seasonal Lead Cook or Kitchen Assistant 1-2 summer staff for LIT program
2019	\$665,635	62-63%: April to November		<ul style="list-style-type: none"> 1 seasonal Facilitator
2020	\$698,917	67-68%: April to November		<ul style="list-style-type: none"> 1 part-time year-round Cleaner
2021	\$733,863	72-73%: April to November		<ul style="list-style-type: none"> 1 seasonal Facilitator SP Coordinator becomes 3rd Administrator
2022	\$770,556	Full: April to November		

*Projected Revenue does not include Cornwall House retreat/rental income without programming. It assumes all Summer Bridge programs are free of charge. Revenue projections are based on a 5% flat revenue increase.