



# Executive Director, University Retirement Community

Leadership Profile

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A decorative graphic consisting of numerous thin, overlapping, curved lines in a light blue-grey color. These lines originate from the left side of the page and flow towards the right, creating a sense of movement and depth. They are layered over a dark teal background that occupies the bottom half of the page.

**WittKieffer**

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## The Opportunity

University Retirement Community (URC), a well-established Life Plan Community located in Davis, California, seeks a visible and engaged leader to serve as its next Executive Director. URC is affiliated with Pacific Retirement Services and is a nonprofit continuing care retirement community offering a full continuum of care, including independent living, assisted living, memory support, and skilled nursing and rehabilitation. With approximately 210 employees and annual revenues of approximately \$30 million, URC serves older adults in the greater Sacramento region.

The Executive Director will be a highly visible leader responsible for overseeing all aspects of community operations while demonstrating a strong commitment to URC's and PRS's mission, vision, and core values. This individual will bring both strategic and operational expertise, with the ability to build relationships, engage teams, and drive performance across the organization. They will partner with PRS and the URC Board to develop and implement strategies that ensure the community's strong operational and financial performance.

The new Executive Director will foster a culture of high accountability, resident and staff engagement, and transparent communication. The ED will champion PRS's culture by embedding its core values into leadership behaviors, decision-making, and daily operations. The ED will set clear goals that are aligned with URC's and PRS's organizational priorities. The ED will partner with URC's Board and the PRS executive leadership team to conceive and implement strategies that ensure the community's long-term sustainability and success.

Reporting to PRS's Chief Operating Officer, the ED is responsible for URC's overall operational and financial performance. The ED will establish performance expectations, monitor key metrics, utilize resident feedback, and team insights to drive continuous improvement. They will oversee development and management of the annual operating budget, monitor financial and operational metrics, and partner closely with sales and marketing to drive occupancy and revenue growth. The ED will also ensure accurate reporting, strong internal controls, and audit readiness.

The ED will support PRS system-wide initiatives and contribute to broader organizational priorities. They will provide regular updates on operational, financial, and strategic performance, identify risks and opportunities, and use data and analytics to inform decision-making and drive results.

The ED will maintain high standards of resident care, safety, and satisfaction, and ensure appropriate staffing models and workforce planning. In addition, the new leader will prioritize staff engagement and professional development across URC.

The ideal candidate will be a dynamic leader with deep, progressive leadership experience in an aging services organization, preferably in a Life Plan Community or Continuing Care Retirement Community. Excellent relationship skills, strong business acumen, and a commitment to enhancing resident experience and overall community performance are key competencies for the new leader.

## Organization Overview

PRS operates first-class Life Plan Communities in attractive locations, from active, urban settings like downtown Portland, Seattle, and Fort Worth to university towns like Tempe, Eugene, Davis, Albuquerque, and Madison. PRS offers market-rate and affordable housing for older adults and families through its Community Housing Division. Additionally, PRS offers management services for senior living organizations, investors, and developers. The Community Volunteer Network at PRS administers and coordinates volunteer programs for older adults in southern Oregon.

Established in 1991, PRS develops, operates, manages, and markets 37 retirement communities and organizations across seven states, plus several related nonprofit and for-profit companies. The corporation has 3,000 employees, provides housing to over 6,000 seniors, and serves an additional 4,000 seniors through volunteer programs.

Each PRS Life Plan Community offers a comprehensive wellness program that supports all six dimensions of wellness: physical, intellectual, emotional, spiritual, social, and vocational. There are routine events and community gatherings in the communities that create an opportunity to socialize with other residents. Each community has an indoor pool and fitness center and provides activities focusing on emotional wellness, such as yoga and Tai Chi. While services may vary by community, most PRS Life Plan Communities offer a full continuum of healthcare services, including assisted living, memory care, and skilled nursing and rehabilitation.

## University Retirement Community



University Retirement Community (URC), located in Davis, California, is a nonprofit Life Plan Community offering a full continuum of care, including independent living, assisted living, memory support, and skilled nursing and rehabilitation services. Operated by Pacific Retirement Services (PRS), URC is designed to support residents as their needs evolve over time, allowing them to remain in one community while accessing increasing levels of care.

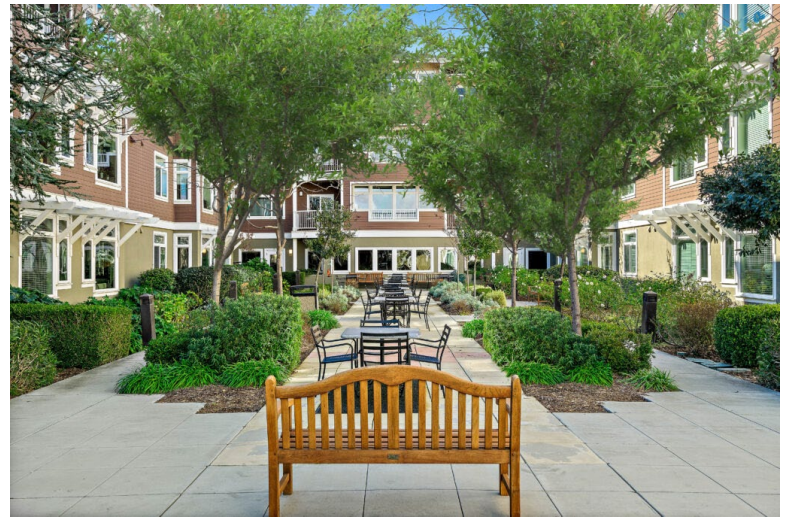
Established through a community-led effort and opened in 2000, URC reflects a longstanding commitment to lifelong learning, personal growth, and overall well-being. As part of the broader PRS network, URC combines a mission-driven approach with comprehensive services and amenities to support a high quality of life for older adults.

## Independent Living

URC's independent living offering is designed for older adults who want to maintain an active, self-directed lifestyle within a supportive community. Residents live in private apartments or cottages and have access to a range of services and amenities, such as dining, housekeeping, wellness programming, and social activities, which reduce day-to-day responsibilities and promote engagement.

## Assisted Living

URC's Assisted Living promotes independence by offering supportive assistance with daily living activities. Its compassionate approach provides residents with help for tasks such as bathing, dressing, and medication reminders, while preserving dignity and maximizing each individual's level of independence.



## Memory Support

The team at URC provides specialized care for individuals with Alzheimer's disease and other memory-related conditions. Its approach integrates specially trained staff, adaptive programming, and thoughtfully designed environments to support residents and their families. Care is tailored to each individual's values, strengths, preferences, and needs, fostering a sense of purpose, dignity, and daily fulfillment.

## Skilled Nursing and Rehabilitation

University Retirement Community recognizes the importance of planning for future health needs and provides residents with access to its Skilled Nursing and Rehabilitation Center. They support both short-term recovery and long-term care, ensuring a smooth transition from hospital to home. Its experienced team is readily available to deliver compassionate, high-quality care close to home.

The Skilled Nursing team is committed to enhancing residents' quality of life, offering personalized support that promotes comfort, dignity, and peace of mind.

- **Accelerated Care Plus (ACP)** – URC's rehabilitation team is certified in the advanced Accelerated Care Plus therapy program, which provides innovative therapies, techniques, and tools tailored to each resident's specific health needs. The program focuses on addressing the root causes of pain rather than simply managing symptoms, helping residents build strength, accelerate healing, and reduce inflammation. Through these targeted approaches, ACP supports faster recovery and helps lower the risk of future falls, promoting greater independence and overall well-being.

## University Retirement Community Mission Statement

University Retirement Community is dedicated to providing high-quality healthcare, exceptional services, and a wide range of opportunities for its residents. Their mission is to foster an environment where lifelong learning, personal growth, and overall well-being are prioritized, empowering residents to live their best lives each day.

## The Vista at University Retirement Community is Coming Soon

Here's what's coming:

- 7 Cottages with garages, vaulted ceilings, and back yards, 1,862 sq ft
- Four-story building with 34 spacious 2-bedroom apartments (select patios with den)
- Apartment floor plans ranging from 1,240-1,575 sq feet.
- Mountain views and balconies (select apartments)
- Gated access
- Underground parking garage
- Bicycle parking
- Transportation to/from the main University Retirement Community campus
- Incredible new rooftop amenity spaces
- Access to all URC amenities—multiple dining, pools, fitness classes, arts and recreation

Amenities:

- Pickleball courts
- Grill area with outdoor shaded seating
- Firepits with a lounge area
- Outdoor exercise space
- Indoor yoga and stretch studio
- Greenhouse

## Position Summary

### Reporting Relationships

The Executive Director, University Retirement Community, will lead all aspects of community operations to achieve strategic, operational, and financial objectives and will be fully accountable for overall performance, including operational effectiveness, financial results, team engagement, and resident experience.

This individual will provide clear direction to the leadership team, ensuring alignment with Pacific Retirement Services' priorities while driving continuous improvement through the use of data, performance metrics, and disciplined execution.

The Executive Director will model and champion the organization's mission, vision, and core values, embedding them in leadership behaviors, decision-making, and the community's overall culture.

Reporting to the PRS Chief Operating Officer, the Executive Director leads a team of approximately 210 employees.

### Responsibilities

The successful Executive Director will:

- Provide the overall direction and leadership of University Retirement Community in pursuit of all goals and objectives while fulfilling the mission, vision, and values of the organization.
- Foster strong and productive working relationships with senior leadership and resident leadership.
- Maintain effective relationships with residents, staff, the URC Board, PRS leadership, and the PRS Board of Directors; ensure clear and consistent communication with all key stakeholders.
- Partner with PRS leadership to develop annual operating and capital budgets.
- In partnership with PRS's and UHC's Human Resources leaders, develop culture, recruitment, employee retention, employee relations, and employee development programs.
- Review current policies and procedures to ensure compliance with all applicable state and federal regulations and standards.
- Serve as a visible advocate and spokesperson for University Retirement Community, within the organization and in the broader community of Davis.

## Goals and Objectives

The Executive Director must demonstrate meaningful progress within the first 18 to 24 months of their tenure. Key areas are listed below in no particular order of priority.

### Leadership, Culture & Team Performance

- Champion and operationalize Pacific Retirement Services culture by embedding the Mission, Vision, and Core Values ("We Speak Up, We Step Up, We Lift Up, We Team Up") into all aspects of leadership, decision-making, and daily operations.
- Collaborate with PRS and UHC's Board to conceive and implement strategies that will ensure UHC's strong

performance and sustainability.

- Lead and develop the URC leadership team, driving accountability, performance management, and succession planning.
- Establish clear goals aligned with organizational priorities and ensure consistent follow-through.
- Foster a culture of engagement, ownership, and open communication across all levels.
- Maintain strong visibility and ensure clear, timely, and transparent communication.

## **Operations & Resident Experience**

- Provide oversight of all departments to ensure consistent execution, quality outcomes, and alignment with PRS standards.
- Utilize resident feedback and team insights to develop benchmarks and metrics to monitor key performance standards; build a culture where leaders strive to continuously optimize operations and are accountable for results.
- Ensure appropriate staffing models and workforce planning to meet operational and financial needs.
- Maintain high standards of resident care, safety, and satisfaction.
- Lead strategic and operational planning to support long-term success.

## **Financial Leadership**

- Own full financial performance, including revenue, expenses, occupancy, labor, and operating margin.
- Lead development and management of the annual operating budget.
- Monitor financial and operational metrics (including NOMS or equivalent) and take corrective action as needed.
- Partner with sales and marketing to drive occupancy and revenue growth.
- Ensure accurate reporting, strong internal controls, and audit readiness.

## **External Relations & Community Engagement**

- Represent URC and PRS with residents, families, boards, and local stakeholders.
- Build and maintain strong community and industry partnerships.
- Address feedback and concerns with professionalism and alignment to organizational priorities.
- Participate in regional and national advocacy efforts.

## **Compliance & Risk Management**

- Ensure compliance with all federal, state, and local regulations and PRS policies.
- Maintain required licenses and oversee readiness for surveys, audits, and inspections.
- Promote a culture of ethics, compliance, and risk awareness.

### **Reporting & Strategic Insight**

- Provide clear, proactive updates on operational, financial, and strategic performance.
- Identify risks, trends, and opportunities, offering timely recommendations.
- Leverage data and analytics to inform decisions and drive results.

### **Corporate Partnerships**

- Collaborate with corporate teams to support PRS initiatives and ensure consistency across communities.
- Support affiliated or managed entities as needed.
- Contribute to system-wide priorities and continuous improvement efforts.
- Perform other duties as assigned, with a focus on advancing Pacific Retirement Services strategy and performance.

## Candidate Qualifications

### Education/Certification

- Bachelor's degree required. Master's degree preferred.

### Knowledge and Work Experience

- 8+ years of progressive leadership experience with full operational and financial accountability (aging services, senior living, healthcare, or similar environment).
- Strong business acumen with the ability to manage budgets, interpret data, and drive performance.
- Proven leader of leaders with the ability to build high-performing and accountable teams.
- Confident communicator with sound judgment and decision-making skills.
- Demonstrated alignment with mission-driven work and values-based leadership.

### Leadership Skills and Competencies

- Leads with accountability and ownership, consistently delivering results aligned with organizational priorities.
- Communicates with clarity and intention, ensuring alignment across teams and stakeholders.
- Builds strong, collaborative relationships while holding others accountable for performance.
- Continuously seeks opportunities to improve operations, challenge the status quo, and drive innovation.
- Demonstrates resilience, sound judgment, and composure in complex or high-pressure situations.
- Develops and mentors future leaders, strengthening the overall leadership pipeline.
- Advocates for residents and team members, ensuring decisions reflect both operational excellence and human-centered care.

## The Community

### Davis, California



Located in Northern California's Sacramento Valley, Davis is a vibrant university town known for its strong sense of community, academic influence, and high quality of life. The city has a population of approximately 66,000 residents and is part of Yolo County within the greater Sacramento region. Three of the primary population and economic centers nearby include Sacramento, Woodland, and West Sacramento, providing access to broader employment, cultural, and transportation resources.

Davis is best known as the home of the University of California, Davis (UC Davis), a nationally recognized public research university with more than 40,000 students and a reputation for excellence in agriculture, medicine, engineering, and environmental science. The university plays a central role in shaping the local economy, culture, and workforce, contributing to a highly educated population and an innovative, research-driven environment. The city is widely recognized for its commitment to sustainability, outdoor living, and active transportation.

Often referred to as the "biking capital of the U.S.," Davis offers an extensive network of bike paths, parks, and greenbelts that support year-round recreation and connectivity. Residents benefit from a mild climate and easy access to outdoor destinations, including Napa Valley, Lake Tahoe, and the Sierra Nevada mountains.

Davis maintains a small-town feel while offering the amenities typically found in larger metropolitan areas. The community features a vibrant downtown, local restaurants, farmers' markets, and a strong arts and cultural scene influenced by the university and the surrounding region. The local economy is supported by education, healthcare, agriculture, and research-related industries, with a highly educated workforce and strong emphasis on innovation and sustainability.



Nearby, Sacramento—California’s capital city—is within a short drive and provides additional access to major employers, an international airport, and a diverse array of cultural, dining, and entertainment options. Together, Davis and the surrounding region offer a unique blend of academic energy, community orientation, and access to both urban resources and outdoor recreation.



## Procedure for Candidacy

Search consultants Lisa DeSimone Arthur and Stephanie Ikediobi are partnering with Pacific Retirement Services, Inc. on this important search. Please direct all nominations, inquiries, applications of interest, CVs, and resumes to Lisa DeSimone Arthur or Stephanie Ikediobi, preferably via the WittKieffer candidate portal, which can be accessed [here](#). Other comments, concerns, or questions may be addressed to Stephanie Ikediobi via email at [sikediobi@wittkieffer.com](mailto:sikediobi@wittkieffer.com)

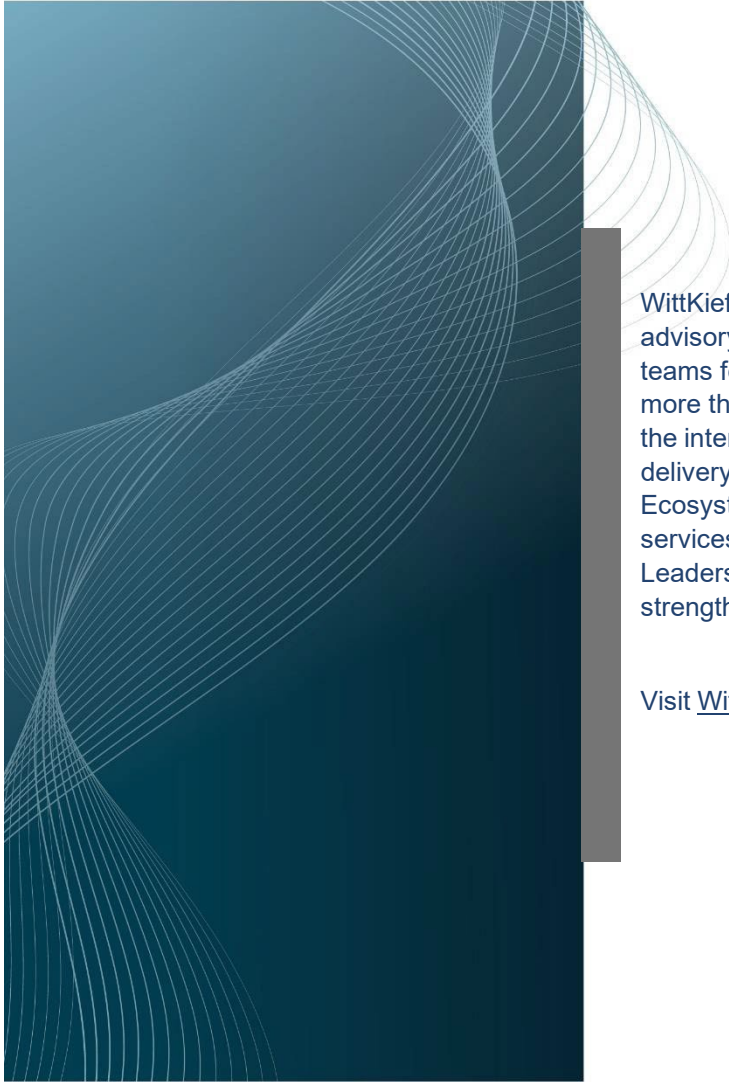
*Salary Range: \$232,000 - \$265,000, plus opportunity for an annual performance incentive.*

*The salary range for this role may vary above or below the posted range. Compensation takes into account several factors including, but not limited to, a candidate's experience, education, skills, licensure and certifications, department equity, training, and organizational needs.*

*Pacific Retirement Services, Inc. is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.*

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