



# GOVERNANCE WEBINAR SERIES

February 26 | March 4 | March 11 | March 18

2:00 pm - 3:00 pm EST

**This four-session program has been approved for Continuing Education for 4 TOTAL participant hours by NAB/NCERS—Approval # 20260225-4-A109640-DL.**

**1 NAB credit will be awarded per full session attended.**

## **Session Description:**

One of the cornerstones of success in the evolving aging services landscape is **strategic governance**—the foundation that guides your organization’s direction, performance, and impact.

This tailored webinar series offers the tools, strategies, and insights needed to enhance your organization’s effectiveness and secure its long-term sustainability. Throughout the series, we’ll dive into essential topics that directly impact the future of serving older adults.

Each session provides practical, actionable insights that you can apply immediately to strengthen your governance, improve financial health, and sharpen leadership strategies.

You’ll leave with a clearer understanding of key decision-making areas that are crucial to advancing your mission and ensuring your organization thrives in today’s evolving landscape.

Join us to gain the knowledge and tools necessary to lead with confidence, drive impactful change, and sustain your organization for years to come.



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**Wednesday, February 26, 2025 | 2:00 pm – 3:00 pm EST**

**Governance is a Team Sport: The Key to Creating a High-Quality Board**

***Diane Burfeindt, Managing Principal, Trilogy Connect***

### **Session Description:**

Many non-profit organizations are facing a crisis of volunteer leadership due to a variety of factors, and senior living is particularly impacted due to the complexity of the field and the lasting impact of the pandemic. A key to retaining and recruiting a best-in-class board is to ensure that the skillsets at the table are used to their fullest potential. In discussions with members of aging services boards across the nation, many say that they have difficulty contributing because they “don’t know the industry”. This is an indication that organizational leadership may not be utilizing their board in a way that taps into the knowledge and experience of members, is helpful to leadership, and ensures the fiduciary responsibilities of the governing body.

In this session, participants will learn about the critical success factors in creating and maintaining a high-quality board, including the role of board process in creating opportunities for input, perspective, and engagement. Topics include the role of strategy and maintaining strategic oversight throughout the year; developing generative discussions to advance strategic thought and utilize board member skillsets; the use of committees to advance work and broader decision-making, and the setting of expectations for board members. Insight from representatives of member organizations, as well as case studies and examples from large and small senior living organizations across the US, will provide practical insight that attendees can use to ensure the continued success of their organization and a productive relationship with their board.

### **Following this session, you will be able to:**

- Identify the critical success factors in creating a high-quality board in today's dynamic environment.
- Recognize the signs of the decline of board effectiveness and understand techniques to ensure board process attracts good board participants.
- Apply the learning to their organization to ensure the aging services field has the necessary leadership to be successful in the future.

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**Tuesday, March 4, 2025 | 2:00 pm – 3:00 pm EST**

## **Strategic Revenue Diversification**

***Dana Wollschlager, Partner & Practice Leader, Plante Moran Living Forward***

### **Session Description:**

In an ever-evolving senior living business landscape, boards must think beyond their current business models to ensure long-term sustainability and growth. We will explore how your boards can diversify your organization's revenue streams by expanding into new business lines, services, and partnerships. You will gain insights into strategic planning processes that foster financial resilience and adaptability. Join us for an in-depth discussion focused on identifying opportunities for diversification, assessing new revenue models, and implementing effective strategies for growth.

### **Following this session, you will be able to:**

- Equip your board members with the knowledge to think strategically beyond existing business models, identify new revenue opportunities, and proactively plan for growth.
- Identify critical questions and considerations your board should address when exploring diversification options, ensuring that new revenue streams align with your organization's mission and long-term goals.
- Discuss how varying levels of risk tolerance and potential partnerships can influence strategic decisions and drive sustainable revenue diversification and growth.
- Develop actionable frameworks and tools to assess, plan, and implement effective revenue diversification strategies tailored to your specific organizational needs.

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**Economic and Financial Trends for Decision Makers in Not-for-Profit Senior Living**  
*Tom Bowden, Senior Vice President, HJ Sims*

**Session Description:**

Strong demand persists but elevated capital costs and other inflationary pressures persist. Volatility seems to remain the flavor of the times. And a newly elected executive and legislative agenda currently has tax-exempt financing in jeopardy. This session will review how our volatile economy has affected the senior housing field and what you and your team will be navigating financially moving forward.

**Following this session, you will be able to:**

- Understand the impact on senior housing from an economic and financial perspective
- Discuss the possibility of municipal bonds and/or Private Activity Bonds being curtailed or eliminated, and what strategies may exist if that were to happen
- Explore alternative financing tools available
- Discuss the decisions that will need to be made, and the various methods to be incorporated by organizations and communities to sustain viability and growth

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**Executive Compensation Strategy and Governance: Best Practices and Compliance**  
*Ron Reynolds, Managing Director, Executive & Salesforce Compensation, Gallagher*

#### **Session Description:**

Join us for a comprehensive overview of current trends in executive compensation for aging service providers, with a focus on competitive practices, regulatory compliance, and strategic governance. You will gain valuable insights into the executive compensation landscape across the aging services field, empowering you to design, oversee, and evaluate executive pay packages from the board's perspective. You will also receive practical guidance on ensuring executive compensation is reasonable, well-documented, and aligned with both comparative industry practices and the organization's broader compensation strategy or policy.

By taking part, you will be equipped with a clear understanding of best practices for maintaining a competitive, compliant, and well-governed executive compensation program that supports long-term organizational success.

#### **Following this session, you will be able to:**

- Understand current executive total compensation trends
- Implement board governance best practices around executive compensation
- Navigate the Intermediate Sanctions Rules (IRC 4958)
- Design and administer 457 Plan designs and benefits

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