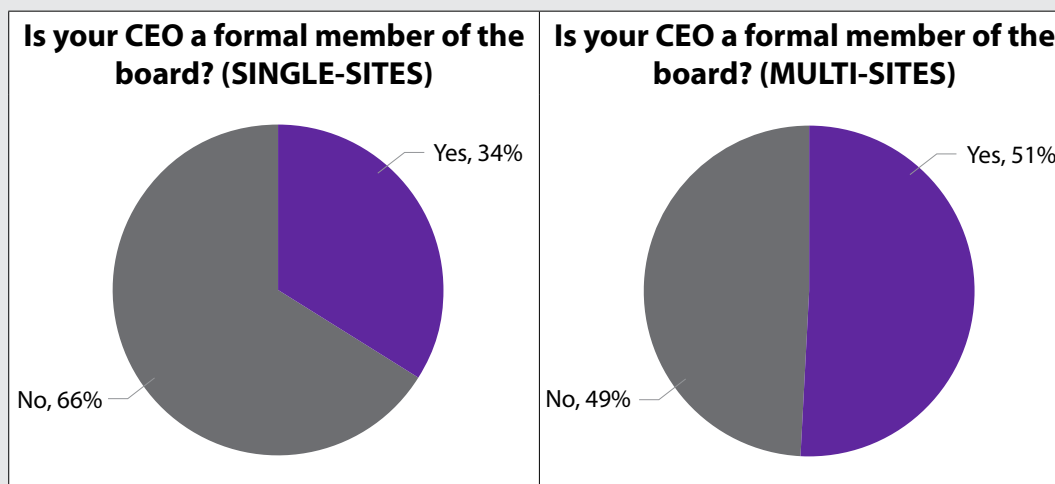


## FEATURED ARTICLE

# NOT-FOR-PROFIT CEOs AS BOARD MEMBERS

Over the years, Ziegler has been asked various questions about board composition and we have conducted several surveys regarding governance-related matters. One particular question on this topic, where we had no previous industry data, relates to whether the CEO is a formal member of the board. As part of the February *Ziegler CFO Hotline*<sup>SM</sup> survey we included a “bonus” question on this very topic. The graphics below show the results, separated out by single-site versus multi-site organizations. While 34% of single-site CEOs are a formal member of the board, this number rises to slightly more than half when looking at multi-site CEOs.



When looking at national benchmarks for nonprofit boards, BoardSource released the following information in 2019. The results show a fairly divided nonprofit sector in this regard and a similar pattern of greater CEO participation on the board with larger organizations as what we found in our senior living survey.

- “Fifty percent (50%) of chief executives are not currently members of their boards, with 38 percent of our sample serving as *ex officio*, nonvoting members of the board. We also found that 12 percent of respondents include chief executives as voting members of the board, with this practice being more common among large organizations (21 percent of organizations with budgets of \$10M or more),”<sup>1</sup>

It should also be noted that there are some states with laws regarding executives on the board and whether they are voting versus non-voting members of the board. Providers should be familiar with these restrictions in the state where they are domiciled. Additionally, this decision can also be one debated by ethicists, so boards should fully process the advantages and drawbacks of their particular structure and assess what is the right model for their organization.

If you have any questions related to the statistics presented in this newsletter or other related topics, we encourage you to reach out to the Ziegler representative in your region.

LISA McCracken  
 DIRECTOR, SENIOR LIVING RESEARCH & DEVELOPMENT  
[lmccracken@ziegler.com](mailto:lmccracken@ziegler.com)

<sup>1</sup> BoardSource. “Should your CEO Serve as a Board Member?”, July 2019

### ZIEGLER

One North Wacker Drive | Suite 2000  
 Chicago, IL 60606

B.C. Ziegler and Company | Member SIPC & FINRA

### CONTACT US

800 366 8899  
[askziegler@ziegler.com](mailto:askziegler@ziegler.com)



CAPITAL :: INVESTMENTS :: ADVICE

**NOT-FOR-PROFIT SENIOR LIVING RATINGS ACTIONS**

AS OF APRIL 3, 2023

ORGANIZATION	RATING AGENCY	RATING/ OUTLOOK	TYPE OF ACTION	DATE
John Knox Village (MO)	Fitch	BB+ Stable	Affirmed Rating Affirmed IDR*	3/21/23
Westminster Canterbury Richmond (VA)	Fitch	A- Stable	Affirmed Rating Affirmed IDR*	3/22/23
Still Hopes (SC)	Fitch	BB Stable	Affirmed Rating Affirmed IDR*	3/23/23
Brookhaven at Lexington (MA)	Fitch	AA- Stable	Affirmed IDR*	3/24/23
Sunnyside Village (FL)	Fitch	BBB Stable	Affirmed Rating Affirmed IDR*	3/24/23
Franciscan Communities (IL)	Fitch	BBB Stable	Affirmed Rating Affirmed IDR*	3/27/23
Cypress Cove at HealthPark (FL)	Fitch	BB+ Stable	Affirmed Rating Affirmed IDR*	3/28/23
Lakeview Village (KS)	Fitch	BB+ Stable	Affirmed Rating Affirmed IDR*	3/28/23
Pleasant View Retirement Community (PA)	Fitch	BBB- Stable	Affirmed Rating Affirmed IDR*	3/29/23
University Retirement Community at Davis Obligated Group (CA)	Fitch	BBB+ Stable	Affirmed IDR*	3/31/23

Copyright © 2023 by Fitch Ratings, Inc., Fitch Ratings LTD. and its subsidiaries

\* IDR – Issuer Default Rating

Any non-Ziegler sources referenced in this Z-News are believed to be reliable but cannot be guaranteed.

**INTEREST RATES/YIELDS**

WEEK ENDING MARCH 31, 2023


	CURRENT	LAST WEEK	52-WK AVG
30-Yr MMD	3.33%	3.42%	3.34%
Senior Living 30-Yr “A”	4.91%	5.00%	4.88%
Senior Living 30-Yr “BBB”	5.30%	5.40%	5.27%
Senior Living Unrated	6.20%	6.29%	6.01%
Senior Living New Campus	7.21%	7.30%	6.90%
SIFMA Muni Swap Index	3.97%	2.62%	1.91%

	CURRENT	WEEKLY AVERAGE	SPREAD TO MMD
ZSLMLB Index <sup>†</sup>	5.70%	5.71%	2.31%

<sup>†</sup> Ziegler Senior Living Municipal Long Bond Index

Source: Bloomberg BVALS

**FEATURED FINANCING**



**BRAZOS PRESBYTERIAN HOMES, INC.**  
Houston, Texas

Bank Placement  
New Money / Refunding

**\$76,000,000**  
March, 2023

## MARKET REVIEW

## MONEY MARKET RATES

	03/31	Last week
Prime Rate	8.00	8.00
Federal Funds (weekly average)	4.82	4.82
90 Day T-Bills	4.70	4.53
30-Day Commercial Paper (taxable)	4.83	4.83
Libor (30-day)	4.84	4.84
SOFR	4.82	4.80
7 Day Tax-Exempt VRDB	3.97	4.35
Daily Rate Average	3.96	4.14

## COMPARATIVE YIELDS

TAXABLE REVENUE									
	GOVT	A		MMD	NR*	BB	BBB	A	AAA
2 Year	4.12	5.12	1 Year	2.49	4.69	4.24	3.64	2.94	2.59
5 Year	3.68	4.93	5 Year	2.22	4.52	4.07	3.47	2.82	2.37
7 Year	3.62	5.02	7 Year	2.23	4.63	4.28	3.68	2.93	2.43
10 Year	3.55	5.25	10 Year	2.27	4.77	4.47	3.92	3.07	2.52
30 Year	3.73	6.03	30 Year	3.33	6.08	5.73	5.18	4.33	3.78

(\* Representative of institutional sales)

## TAX-EXEMPT MARKET INDICATORS

Bond Buyer	THIS WEEK	LAST WEEK	CHANGE
20 Bond Index	3.50	3.57	-0.07
11 Bond Index	3.40	3.47	-0.07
Revenue Bond Index	3.78	3.85	-0.07
30 Year MMD	3.33	3.42	-0.09
Weekly Tax-Exempt Volume (Bil)	3.86	3.65	+0.21
30 Day T/E Visible Supply (Bil)	8.60	6.55	+2.05
30 year "A" Rated Hospitals as a % of 30 Year Treasuries	116.0	119.4	-3.40

Source: Bloomberg