



A SERVICE OF

nrc
HEALTH

1.877.712.8778
governanceinstitute.com



Marian C. Jennings, M.B.A.

President, M. Jennings Consulting, Inc.

With over 35 years of consulting experience, Marian Jennings, President of M. Jennings Consulting, Inc., is a skilled, well-known advisor to boards and executive management of not-for-profit hospitals, health systems, and other healthcare organizations across the U.S. She also is a regular speaker and author for numerous professional organizations. Ms. Jennings' areas of expertise include governance assessment and enhancement; strategic planning, with a particular focus on integrating strategic and financial planning; and developing effective partnering strategies. Additionally, Ms. Jennings is an accomplished facilitator for board retreats, known for her ability to foster generative discussions that lead to practical solutions. One of her greatest strengths lies in her ability to become a trusted, indispensable advisor to her clients, resulting in consulting relationships that have spanned years—and even decades—working on multiple, diverse projects. She challenges her clients to think creatively, strategically, and realistically.

Ms. Jennings has published over 50 articles on healthcare governance, strategy, and partnering/affiliation. For The Governance Institute, she recently wrote a System Focus newsletter feature entitled, "Is It Time to Update Your Governance Authorities Matrix?" She has been a regular contributor to BoardRoom Press, most recently with a 2017 article entitled, "Navigating Strategic Uncertainties: The Board's Role"; a 2018 article entitled, "The Board's Role in Supporting Transformation: Clarifying the Roles of Governance and Management"; and an action-oriented 2019 article entitled, "Practical Tips for Better Board Meetings."

Since 2002, Ms. Jennings has spoken regularly for The Governance Institute. Over the years she has also served as faculty for the American Hospital Association, Healthcare Financial Management Association, the AHA Society for Healthcare Strategy and Market Development, the Catholic Health Association, the Duke Endowment, as well as the Health Care Association of New York State (HANYS) and numerous state hospital associations. Ms. Jennings holds a B.A. in mathematics from Tufts University, *magna cum laude*, and a Master of Business Administration from Harvard University.