

CODY MICHAEL TOWER | SENIOR LIVING LEADER

801.493.5881 | cody.m.tower@gmail.com

PROFILE

I am a kind, vibrant, and engaging servant-leader with a proven track record for success. I have a gift for bringing out the best in others through principle-centered leadership. I lead by example and inspire others to create positive experiences for residents, team members, and loved ones. For example, as the project leader for a newly constructed, 18-story high-rise senior living community in Honolulu, HI, I worked diligently to guide the community leadership and frontline team to establish a culture of excellence. As a result of these efforts, the community was twice recognized as *Hawaii's Best Senior Living Community*, featured in the *Wall Street Journal*, and became fully stabilized.

EMPLOYMENT

DIRECTOR OF OPERATIONS - *Discovery Senior Living | Longhorn Region*

2021 - Present

Regional Director of Operations supporting a remarkable portfolio of beautiful, Class-A Senior Living Communities throughout Texas. Facilitator of Great Teams, Quality Care, and Magical Resident Experiences. Aligned with top-tier capital partners and great local leaders to achieve best-in-class results.

Recent Highlights:

- 7 Communities | IL, AL, MC, SNF | Serving 930+ residents and 800+ team members | **\$46.5M** in Revenue
- Census Growth T-12 (4/22-4/23): **74.7% to 85.6% (+13% YoY)**
- Margin Growth T-12 (4/22-4/23): **24.1% to 36.9% (+86% YoY)**
- 6 Best of Senior Living Awards
- 6 Great Place to Work Awards
- Selected as a 2023 Rising Leader with American Seniors Housing Association (ASHA)

VICE PRESIDENT OF SENIOR LIVING – *Avalon Healthcare Group | Western States and Hawaii*

2015 - 2021

Recruited to launch the Senior Living Division for Avalon Healthcare Group. Specialized in Assisted and Independent Living as well as Memory Care services. In addition to starting and growing the division, responsible for the overall leadership/management, sales/marketing, business development and daily operations of Avalon Senior Living. Works closely with capital partners to identify and evaluate investment opportunities and manage relationships with all ownership groups. Specialized in operational leadership of both start-up and turnaround senior living communities. Reports directly to the CEO/Owner of Avalon Healthcare Group, providing regular quarterly reports to the Board of Directors.

Select Accomplishments:

- Grew portfolio from zero communities in 2015 to high of 12 communities under management
- Serving 900+ residents and 750+ team members
- Led pre-opening and stabilization of a \$90M, best-in-class, high-rise CCRC in Waikiki, Oahu, HI
- Oversaw management of \$200M+ in assets in UT, WA, OR, CA, and HI
- Led feasibility and acquisition analysis for 100+ potential senior living opportunities
- Developed multiple exploratory relationships for Senior Living product entry into mainland China
- Relationship manager with multiple capital partners/ownership groups

DIRECTOR OF OPERATIONS - *Century Park Associates | Northwestern Region*

2011 to 2015

Promoted by Century Park Associates to lead the Northwest Region, including Utah, Idaho, Washington, and Oregon. Portfolio consisted of both, Independent Living and Assisted Living communities. Stabilized the region which struggled with stagnant census, poor performance, and high turnover. Traveled frequently to support the local leadership and provide operational oversight. Led the sales and marketing strategy for each community increasing census by 10 basis points throughout the region. Reported directly to the CEO/Owner of Century Park Associates.

Select Accomplishments:

- Highest regional census gains over 2013 and 2014 - Census from 78% to 86%
 - Highest average regional census in Century Park for 2014
 - Raised General Manager retention to 100% for 2013-2015
 - Improved internal Quality Measures by 10% for the Northwest region
 - Boosted Customer Satisfaction by 10% for the entire region from 2013 to 2014
-

CODY MICHAEL TOWER | VICE PRESIDENT OF SENIOR LIVING

801.493.5881 | cody.m.tower@gmail.com

EXECUTIVE DIRECTOR/GENERAL MANAGER - Sunrise Senior Living & Century Park Associates

2000 to 2015

Selected as a Senior Executive Director for consistently delivering operational, sales, and financial results. Known as principle-centered, servant-leader who listens. Motivated by a driving focus on serving others. Excelling with interpersonal relationships developed through an authentic communication style. Expert in promoting a positive community image that supports a fully occupied building. For example, I created “Your Opinion Counts”, which affords professionals and frontline employees the opportunity to share their voice in positive and productive ways. This individual-centered approach has resulted in several successful outcomes, such as three *Best of State Medals*, *Community of the Year*, and *Most Improved Community* awards.

Leadership & Management

- Consistently increased staff retention to over 90%, keeping turnover under 10%
- Completed all requirements to qualify as a Preceptor for Administrator-in-Training Program
- Designated “Area Mentor”, responsible for encouraging and coaching Executive Directors
- Group Training Leader, responsible for leadership training of new and tenured department managers
- Supported multiple communities within the Charlotte area as the Cluster Manager
- Selected as a Regional Trainer, guided new Executive Directors and team members
- Senior Executive Director for the Washington DC area
- Awarded “*Global Resource*” (highest Executive Director status) within the Sunrise company

Financial Performance

- Consistently delivered census numbers above 95%+ for multiple consecutive years
- Led multiple turnaround situations achieving stabilization, driving NOI Growth, and improving valuations
- Implemented sales and marketing techniques resulting in multiple instances of significant census growth
- *Sunrise President’s Club Winner* (highest honor) for NOI Growth, Census, and Quality Service
- *Sunrise President’s Club Winner* for Best NOI Growth (top 5%) and the Most Improved Community (top 1%)
- *Sunrise President’s Club Winner* for both Quality Service and Outstanding Financial Growth (top 5%)

Operational Excellence

- Improved customer satisfaction for AL and IL by 10%
- Consistently achieved “top-tier” status for Gallup Q12 and Q10 Engagement Scores
- Three-time winner of Utah’s “*Best of State*” medal
- *Century Park’s Retirement Community of the Year*
- Named and recognized as a “*Top Ten Family Friendly Business*” for Frederick County, Maryland
- Selected member of the Frederick Community College Advisory Board for the school’s Gerontology Program
- Supported other Sunrise communities within the Washington DC area as the Senior Executive Director
- Ensured operational success of various turnaround senior living communities
- Created and implemented curriculum of an Intergenerational program between students and residents
- Recognized in *The Washington Post* for “*Excellence in Service*” in the Senior Living setting

EDUCATION

MASTER’S DEGREE

Counseling Psychology & Leadership
James Madison University, Harrisonburg, VA

BACHELOR’S DEGREE

Psychology with Spanish Minor
University of Utah, Salt Lake City, UT

SKILLS & HOBBIES

Leads by example – Open-Door/Empty-Chair Management Style - Turning the Ordinary into Extraordinary
Passion for Serving Seniors – Focus on Positive & Creative Solutions - Senior Living Feasibility
Hiking - Guitar - Drawing & Painting - Outdoor Adventurer - Fly Fishing - Volunteering
