

## Tribute and Reflection on the Contributions of Win Marshall

*February 2021 LeadingAge California Board Meeting*



Win Marshall was a tremendous figure in both the state and national associations. He passed away in December 2020 of natural causes.

Win began his involvement on the Housing Subcommittee many decades ago and remained a fierce advocate for affordable housing throughout his career with frequent trips to Sacramento and Washington, DC. He was an inspired advocate and leader and inspired his peers with his thoughtful approach to confronting tough issues. He often won the day by deftly describing our issues and a moral imperative. [Serving on the LeadingAge California Board of Directors for more than 12](#)

[years, Win led the Association as Treasurer before eventually becoming Chair of LeadingAge national.](#)

In addition to devoting his time to LeadingAge, Marshall worked as the CFO and Vice President of Finance for Christian Church Homes of Northern California. Later, he served as CFO for the Santa Clara Methodist Retirement Foundation.

Katie Smith Sloan, CEO of LeadingAge summed it up perfectly in a recent McKnight's article:

"Win really encouraged us to look at issues around diversity, inclusion and equity in our field, probably in ways we hadn't looked at before. He was encouraging and thoughtful, and I think that made LeadingAge a better

organization.” According to Katie, one of Win’s enduring legacies was helping LeadingAge include and promote more people of color in leadership roles, particularly on the board of directors. She said he was our moral compass for those issues.

A word Win often used was “intentionality,” a reflection of the way he lived his life—with purpose. Win Marshall made a difference. He was disciplined in carrying out his responsibilities to LeadingAge and LeadingAge California and their board of directors. He challenged us to do better—with respect to increasing diversity, building our grassroots capacity, and providing even more value to members, among other priorities. And, Win liked to have fun! He enjoyed a good laugh and was willing to be a little playful but never veered from his core values of faith, family, and service.

We owe a huge debt of gratitude to Win Marshall. May he rest in peace.

