

# Leading Mortgage Organizations: Essentials for Executives and Board Members

MBA is pleased to offer a comprehensive program designed to empower your board members and senior executives in confidently leading your organization. Our eleven modules are created to equip board members and senior executives with the knowledge, tools, and strategies necessary to navigate single-family mortgage challenges, identify opportunities, and mitigate risks throughout the loan lifecycle.

Authored and delivered by industry experts, these sessions cover fiduciary responsibilities and complex mortgage concepts, ensuring participants emerge as stronger fiduciaries capable of making informed decisions. Elevate your board's effectiveness, enhance stakeholder trust, and position your organization for long-term success with our mortgage-focused training.

Each module, developed in collaboration with MBA senior leaders and industry professionals, can be delivered virtually or in person, lasting no more than two hours. Upon completion, participants receive a letter of completion, and those finishing all modules earn a certificate and digital badge.

For pricing information and additional details, please contact David Upbin at [Dupbin@mba.org](mailto:Dupbin@mba.org).

Thank you,



**Michael Fratantoni, Ph.D.**  
Chief Economist, Senior Vice President,  
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Mortgage Bankers Association



**Pete Mills**  
Senior Vice President, Residential Policy and  
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## **Module I: Basics of Board Duties and Ethics for Mortgage Lenders and Servicers**

- The importance and purpose of the Board
- Being informed, asking the right questions, asking the hard questions
- What is your role as a Board member?
- Basics of fiduciary responsibilities
- Liability of the Board, protecting the company, protecting yourself
- Evaluation of the skill sets and what might be missing

## **Module II: The Mortgage Landscape**

- Mortgage Banking Models
- Origination Channels
- Approaches to Servicing
- Role of the GSEs and FHFA
- Government Agencies and Lending
- Title, Mortgage Insurance, and Other Service Providers
- Regulators: Federal and State

## **Module III: The Secondary Mortgage Market**

- The secondary mortgage market, role in housing finance, and participants
- Interactions between the primary and secondary market
- Loan sale execution as the basis for origination pricing
- Pricing basics and best practices
- Hedging basics and best practices
- The role of technology
- Secondary marketing benchmarking and financial performance

## **Module IV: Profitability and Benchmarking in Mortgage Finance**

- Capital Liquidity Requirements
- The Balance Sheet
- Originations: Revenue, expense, and net production income for IMBs
- Originations: Peer Group data on profitability by channel
- Originations: Peer Group data on productivity
- Servicing: Delinquencies, forbearance, loss mitigation and workouts
- Servicing: Direct Cost to service and its components
- Servicing: Net operating income and net financial income
- Servicing: Productivity
- Warehouse benchmarking and metrics

## **Module V: Mortgage Servicing Rights**

- Business Profit Dynamics
- History and Trends
- MSR Valuation and Approaches
- Risk Factors
- The Current MSR Market
- Mortgage Excess Servicing

## **Module VI: Compliance Management**

- The Regulatory Landscape
- Consumer Financial Protection Laws
- Privacy and Credit Reporting Laws
- Anti-Money Laundering and Suspicious Activities Laws
- Communication Laws
- Residential Loan Servicing Laws

## **Module VII: Fair Lending and Community Reinvestment Act (CRA)**

- Expectations of Directors and Senior Leadership
- Key Laws, Regulations, and Regulators
- Current Landscape, Trend Lines, and Hot Topics
- Strategies for Risk Mitigation

## **Module VIII: Corporate Social Responsibility, DEI, and ESG**

- Disclosure requirements depending on company type
- Distinguish between required vs voluntary disclosures
- Litigation and reputational risk
- Evolution of fiduciary responsibilities
- Climate change and what is on the horizon
- Assessing and reassessing organizational DEI programs and pillars
- Artificial Intelligence and what it means for DEI and ESG

### **Module IX: Risk Management (pick 2)**

- Fundamentals of Enterprise Risk Management
- Credit Risk
- The Role of Risk Management
- Mortgage Origination Risk Management
- Secondary & Asset Liability Risk Management
- Mortgage Servicing Risk Management
- Operational Risk Management
- Financial Risk (e.g. Liquidity risk, capital risk)
- Non-Financial Risk

### **Module X: Fraud and Cybersecurity**

- Trends and recent incidents
- Types of fraud
- Transaction monitoring
- Never too small, never too big
- Questions Board Members Should Ask Company Leadership

### **Module XI: Artificial Intelligence in Mortgage Finance**

- Artificial intelligence (AI) in mortgage
- Considering and selecting the right AI strategy
- Legal and regulatory landscape
- Approach to governance, risk, and controls
- Road mapping and deployment approaches
- Costs of AI
- Getting to the return on investment
- Income statement, cash flow, and balance sheet implications
- Creating an AI-forward enterprise

As of January, 2025