



Executive Development Program 2021



A 12-month program designed to motivate and accelerate the development of Utah Banking Industry Leaders



2021 Executive Development Program



The current demands on bank leaders are overwhelming. While everyone is focused on compliance and profitability, it is critical that every bank stays focused on the development of its future leaders. We know that the bank leaders of tomorrow will inherit a far more complex and ambiguous environment. And that is why it is critical to expose them to a broad range of issues early in their career.

The Executive Development Program, successfully developed and implemented by the Washington Bankers Association, provides over 175 hours of structured and rigorous classes designed to greatly expand each participant's knowledge of banking and build critical leadership skills. And so far, the results have been amazing!

The Executive Development Program is a perfect opportunity to identify and recognize those talented individuals who could play a critical role in the future of your institution. Consider giving them a chance to change their future forever.

Howard Headlee
President & CEO
Utah Bankers Association



The banking industry has long been concerned about a leadership shortage for succession planning purposes. One remedy available to UBA member banks is the Executive Development Program. The program is designed to challenge and enhance organizational, performance, and leadership skills through a curriculum focused on key leadership and bank management strategies required for successful leadership at institutions in today's increasingly competitive environment.

In its ninth year, this program is a proven tool to help retain and prepare future leaders at your financial institution. Graduates come away with a profound appreciation for the investment their respective banks have made in them and report an ability to take on broader job responsibilities, which translates into a larger contribution to their bank's long-term success. The relationships formed during the year-long program endure long after graduation and contribute to a sense of belonging in the banking industry.

We understand the need to continue to grow the talent within your bank even during a pandemic. With its slate of seasoned professional instructors dedicated to providing a quality virtual experience until such time as its hallmark in-person learning sessions can recommence, the 2021 Executive Development Program remains a smart investment in your bank's future leaders

Kristin Dittmer
EVP & CFO
EnerBank USA
UBA Chair 2020/2021

Program Curriculum

THE BIG PICTURE AND BANK EVOLUTION

January 21, 2021

This class will introduce and examine the evolution and importance of the banking system and the attendees' place in it. We will discuss the historical aspects of the banking and financial system, and explore the root causes of the financial crisis, its effect on the industry, and lessons to take into the future.

Session Objectives

- Profile banking's financial underpinnings
- Challenge participants to examine their personal brands
- Create an understanding of the financial system, the way money moves and mega trends in banking
- Help participants understand their place of leadership within the financial system

Instructor: *Steve Brown, President & CEO, Pacific Coast Bankers' Bank*

"This has been an entertaining, challenging and extremely rewarding program. I've learned valuable lessons regarding leadership/management skills, banking financials and how to keep regulators happy. I sure hope more individuals will take advantage of this opportunity as the Executive Development Program is, in my opinion, essential for anyone striving to advance towards a leadership role in today's banking industry!"

Eric Karjalainen
AVP, Commercial Loan Officer
Brighton Bank

UNDERSTANDING BANK FINANCIAL STATEMENTS

February 19, 2021

This session will focus on calculating and interpreting key banking ratios so that a comparison with the Uniform Bank Performance Report can be performed to determine how your financial institution compares to your peer group of banks. We will accomplish this by starting with an understanding of the items on the balance sheet and income statement and how each account relates to the other. We will then progress to calculating and interpreting earnings and performance ratios that bank management should monitor to ensure a safe, sound and high performing bank. We will end the presentation by focusing on the CAMELS rating system and other key risk areas.

Session Objectives

- Analyze a balance sheet (including earning assets, the types of debts typically found and Stockholders' Equity Accounts)
- Calculate and interpret key bank earnings and performance ratios and how they compare to peer banks using the UBPR
- Identify liquidity and other funding source opportunities and threats

Instructor: *Jeffery Johnson, President, Bankers Insight Group*



LEADERSHIP AND MANAGEMENT

January 22, 2021

Effective leaders commit to being life long learners. In these times of rapid change, leaders are continuously required to expand their ability to lead their teams into an unpredictable future. This training day will be packed with opportunities for individual reflection, small group and large group learning and practice with real time challenges. You will examine your leadership in five key competencies that leaders must possess in today's world. In addition to these skills, Intellectual Agility, Innovative Action, Productive Engagement, Vital Fulfillment and Integrated Ideals are needed for future leadership success.

Session Objectives

- Profile banking's financial underpinnings
- Challenge participants to examine their personal brands
- Create an understanding of the financial system, the way money moves and mega trends in banking
- Help participants understand their place of leadership within the financial system

Instructor: *Derek Olsen, Leadership Coach & Consultant, Henley Leadership Group*





UNDERSTANDING THE FUNDAMENTALS OF FINTECH

March 19, 2021

The term fintech is being used today within financial services to describe everything from products to technologies to business models. Understanding the fundamentals of fintech – both the impact and the opportunity it creates – is essential for bankers to meet consumer demands, respond to challenges from non-traditional competitors, and succeed in the increasingly digital age.

Session Objectives

- Understand the fintech ecosystem and how digital innovators are disrupting banking
- Recognize the role of fintech in deposit displacement and the unbundling of the banking system's value chain
- Explore how fintech uses data to remap and remove friction from the customer journey
- Identify opportunities for banks to establish working partnerships and create frameworks for collaboration with fintech companies
- Prepare a bank's culture for the impact of fintech and the effect of digital transformation

Instructors: *Dave DeFazio, Partner, Strategy Corps and*

Joe Sullivan, President & CEO, Market Insights

"I am very fortunate to participate in the UBA EDP program. Though it has been challenging at times to do it virtually vs. in person, everyone has been extremely patient, flexible and supportive. You are exposed to so many different areas of the bank that you may have thought you knew how those areas worked until you get into the class. Thanks to the communication and influencing others class, I understand myself so much better now and that is helping me to communicate positively and build better relationships. I have been applying what I learned, and I see my work relationships improving."

Lydia Levin, SVP, Channel Strategy, Zions Bank

BANK PROFITABILITY

April 16, 2021

Unlike the manufacturing and retail industries, financial institutions rely largely on the assets and liabilities on their balance sheets to generate income. This session will examine how banks make money, the capital required versus the risks inherent in the balance sheet, and an overview of how bank profitability is performed. The day begins with an overview of the industry, and drills down into organizational, product, and customer profitability details, and discusses how profitability is utilized in strategic decision making.

Session Objectives

- Orient attendees on how profitability reporting is accomplished
- Identify effective ways to use profitability data, with an emphasis on strategic decision making
- Build an understanding of funds transfer pricing, and risk adjusted return on capital

Instructor: *Jeff Marsico, Executive Vice President, The Kafafian Group*

ASSET LIABILITY MANAGEMENT

May 21, 2021

Bank managers and leaders need to understand the relationship among financial goal setting, budgeting and planning and the ALCO and balance sheet management process. Externally, bank regulators, shareholders, stock analysts, and the SEC all expect that bank management have an effective plan and process in place to reach financial goals while managing the relationship between various forms of risk and return. The focus of this session is to introduce and apply various tools and techniques in developing an effective ALCO process.

Session Objectives

- Understand the difference between a static and dynamic ALCO process and why it makes sense to convert to dynamic
- Understand and apply the most crucial decision making tools in growing, maintaining, pricing and assessing deposits
- Be able to discuss issues involved in making ALCO decisions using enterprise risk management metrics

Instructor: *Dave Koch, Managing Director, Advisory Services, Abrigo*

EXECUTIVE DEVELOPMENT PROGRAM MENTORSHIP PROGRAM

One of the unique aspects of the EDP is the mentorship program. It was designed to pair EDP students with an executive mentor from their bank who works with them on a monthly basis to reinforce the classroom learning experience, introduce them to key executives at their institution, and pair them with business experts for assistance in their homework preparation. Each student is required to have a mentor for the duration of the program; they are expected to interact frequently with them and to use them as a sounding board to assist them in understanding topics that may be outside their current knowledge base. This is one of the few banking related executive development programs in the country where mentor and mentee are partnered to ensure the most complete development of the student.



CREDIT AND RISK REVIEW

June 18, 2021

In today's current economic environment, managing the commercial and consumer loan portfolio is paramount in order to maintain a safe and sound financial institution. The class begins with a discussion of those macro economic, industry, business and management factors that must be considered as part of credit and risk assessment. This is followed by an examination of the bank's loan management functions including: identification of potential problem loans, management oversight of the loan portfolio, and the bank's corrective action plans when problems are identified.

Session Objectives

- Assign credit risk ratings utilizing a clear, measurable and objective risk rating system
- Review of essential loan documentation procedures to ensure the bank's collateral position is legally enforceable
- Discuss effective methods of performing an internal loan review including an assessment of the bank's asset quality trend and performance/capital ratios

Instructor: *Jeffery Johnson, President, Bankers Insight Group*

LEGISLATION AND POLITICS

July 16, 2021

This class is designed to broaden participants' understanding of the complexities of the legislative process locally and nationally. More specifically, we will review legislation and its negative and positive impact on the banking industry. We will discuss the differences among various banking organizations, their purpose for existence, and key legislative and political challenges facing each organization.

Session Objectives

- Discuss the role politics has in the banking industry today both on a national and local level
- Identify how legislation has negatively impacted the banking industry over the years and what the results have been
- Define how credit unions are benefiting from the current political environment and what this means to our industry

Instructor: *Howard Headlee, President and CEO, Utah Bankers Association*

AUDIT AND COMPLIANCE

August 20, 2021

The U.S. government must ensure that all financial institutions are operating in a safe and sound manner. Banking leaders must learn how to maximize their profits yet stay within a framework provided by certain regulatory oversight groups. Find out who these oversight agencies are, how they measure your bank's overall health and how they audit your bank. As a future leader of a bank, you will need to understand what the consequences may be if your bank is unable to comply with the standards set by your oversight agency.

Session Objectives

- Review the history of banking problems and how the regulatory agencies are structured
- Explore the different ramifications when a bank falls outside the safe and sound criteria rating
- Interact with regulators to discover what actually happens in the field

Instructor: *Dave McCrea, Senior Manager, Moss Adams*

"EDP is a fantastic program that really sets individuals up for success. I have enjoyed the subjects taught that have given me a **greater understanding of the overall components** it takes to successfully operate a bank. The relationships I built with classmates will be something I will **cherish** for a long time."

Brent Worthington
VP, Branch Manager
First Community Bank

"Thanks to EDP, I feel more connected to my industry peers. **The speakers are top notch and extremely open to continuing our education even after class is over.** I appreciate all the thought and collaboration that went into building the curriculum and the adaptability to an ever changing and competitive environment."

Taylor Jones
District Manager
Wells Fargo

"Being new to the banking industry, the UBA EDP has given me a **solid foundation regarding the benefits and challenges within the banking world.** The classes were well organized, the speakers were engaging, and the topics were relevant. I would recommend the program to anyone, both new an experienced in banking."

Shawn Coates
VP, Human Resources
Bank of Utah

LEADERSHIP COLLABORATION AND COMMUNICATION

September 17, 2021

Leaders help the entire team work better together. This requires effective collaboration and communication skills. Much of what prevents good collaboration and communication starts between our ears – it's the way we think. In this interactive session, you will learn skills to help you think clearly and effectively about collaboration, particularly during challenging situations. Then you'll learn a process for clearly communicating in a way to reduce defensiveness and increase clarity. While these skills are particularly effective in difficult circumstances, they will also improve day-to-day communication with individuals and teams.

Session Objectives

- Understand the emotional barriers to effective communication and collaboration
- Learn three simple skills to change your mental model about individuals and teams
- Strengthen your ability to lead teams through challenges
- Apply the skills learned to specific communication issues you face

Instructor: *Mark Carpenter, Co-Author, "Master Storytelling"*

NEGOTIATIONS AND CONFLICT RESOLUTION

October 22, 2021

As bank executives struggle to navigate a financial services industry in the throes of tumultuous transition, their negotiating and conflict management skills are being challenged as never before. Whether it's bargaining with customers over rates or structure, supporting credits through the approval process, dealing with staff performance problems, sorting out compliance issues with regulators, or simply managing everyday differences with colleagues, today's relentlessly dynamic banking industry demands nothing less than best-in-class negotiating and conflict resolution skills.

Session Objectives

- Understand the powerful anti-negotiation bias in American culture that underlies our instinctive discomfort with - and avoidance of - the process
- Be able to competently and confidently use a full range of best negotiating and conflict management practices and countermeasures
- Fully and effectively prepare to negotiate and resolve conflicts with easy-to-use planning tools

Instructor: *Jim Thomas, Chairman and CEO, Common Ground International*

CREDIBILITY AND ETHICS

November 19, 2021

Banking is one of the most competitive professions on the planet. The banking industry has seen numerous examples of what happens when professionals violate the rules of integrity and ethics in order to satisfy the demands of a competitive environment. This class is designed to help participants understand the principles of ethics and engage in experiential learning activities to measure how they would deal with ethical issues via case studies and hypothetical exercises.

Session Objectives

- Explore the importance of values clarification and its relationship to ethics
- Engage in a group experiential ethics and moral dilemma exercise
- Develop an understanding of the nature of ethical dilemmas, the principles for resolving them, and how to apply them in the banking environment

Instructor: *Karl Ahlrichs, Senior Consultant, Gregory & Appel*

Homework

Participants are required to complete 6-8 hours of homework prior to each class. This prepares them to best understand the topics, challenges them to be proactive in their learning, and to seek out the advice of key individuals within their own institution when needed. After completing their individual homework the participants then confer with an assigned and diversified study group (bankers with differing skill sets) within their class to compare notes and learn how their peers approached the questions.



"This program has been invaluable in terms of teaching me, who had no banking experience, about banking. What I thought would be a lot of overview turned out to be so much more, and as a result I am a more effective member of my bank's leadership team. While the situation in 2020 was far from ideal – we've only held in person classes three times – our instructors have really come through and tailored their material for online, and the class remains as interactive as possible."

Stan Sorensen
VP, Director of Marketing
Altabank



“The UBA has constructed a robust curriculum to ensure aspiring bank leaders are prepared for present and future challenges. The EDP significantly accelerates the learning curve of any banker. The hand-picked lecturers offer both broad and deep perspectives on pertinent banking topics. The return on this program is immediate for both the attendee and the bank that attendee represents.”

- Alex Crowley, AVP Digital Banking, TAB Bank

“The EDP program has been a fantastic way to increase knowledge and experience on how to be an effective leader in today’s financial institutions. It has been well organized and has incorporated experts in each subject which is vital to learn it correctly! This program is highly recommended as there is something you will discover as a hidden gem, no matter what you do in the industry.”

- Bryce Packard, Officer, Central Bank

2021 Executive Development Program

Who Should Attend?

This program is designed for self-starters, bankers who want to proactively direct their own careers. Group study exercises and activities promote a team learning environment where the focus is more than just on the individual but on the ‘we’ as a team, where everyone works together to achieve a common goal. This executive level program appeals to critical thinkers who want to challenge their understanding of the banking industry, who are eager to learn and share their newly discovered knowledge in better serving their organizations.

This program is designed for those:

- Motivated and driven to succeed
- With at least three years in a management position or equivalent banking experience
- Key producers that a bank wants to retain for the long term and develop for significant leadership roles
- High-potential employees poised to move into new positions
- Anyone considering attending Pacific Coast Banking School would find this an excellent precursor

Cost for Program

UBA Members: \$3,350 per student until November 30, \$3,600 thereafter

Non Members: \$6,500 per student until November 30, \$7,000 thereafter.



Program Location

As we continue to work through the ongoing COVID-19 pandemic, UBA will move to a virtual format as necessary. All live sessions will be held in Salt Lake City. The majority will be held at the Wasatch Retreat and Conference Center, 75 South 200 East, Salt Lake City.

Attendance

Attendance is required at all sessions. UBA recognizes that certain absences cannot be avoided and will approve missed courses on a case by case basis. It is still expected that all course work be completed for any missed class. In order to complete the entire program, there can be no more than two absences.

It is each student’s personal responsibility to attend all scheduled classes and events, complete all homework assignments, and fully participate in all group assignments and team building exercises.

Registration Information

For information on how to apply and submit your application, please visit our website at www.utah.bank or call (801) 364-4303. This form requires managerial and executive management approval. You may submit your application online or submit your completed form and payment info to: Utah Bankers Association, 175 S Main Street, Suite 1420, Salt Lake City, UT 84111.



"I have been in banking since 1982 and worked in all of the various positions from Operations to Lending and Branch Manager. The EDP program overall has been a great program for me as it brought all of the positions together and lifted my knowledge to the next level of management. I feel that this program is perfect for anyone in banking, from new to banking to many years in banking."

- Susan Sorenson, Relationship Officer, Rock Canyon Bank

"I have really enjoyed the EDP program during 2020. Even virtually I have been able to create networks with other bank leaders. Each session has been beneficial to me as a banker, especially since I work in a niche banking industrial environment. The topics covered pushed me outside my daily comfort zone and allowed me to learn more about other aspects of banking that I would not have learned elsewhere. Overall a great leadership program and well worth the effort."

- Dan Simpson, Quality Officer & Director of Continuous Improvement, WEX Bank

With today's bankers facing unprecedented economic, regulatory, and competitive pressures, the need for strong leadership has never been greater.

Step up your career.



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Salt Lake City, UT 84111

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Fax: (801) 364-4495

www.Utah.bank

2021 Executive Development Program Registration Form



Name _____ Nickname _____

Title _____

Bank _____

Address _____ City, ST, Zip _____

Phone Number _____ Fax _____

Email Address _____ Cell Number _____

How long have you been in banking? _____ How many employees report to you? _____

Summary of banking experience:

Description of current responsibilities:

What are your professional goals?

Mentor information:

Name _____ Title _____

Phone _____ Email _____

Applicant's Signature _____ Date _____

Recommending Manager's Signature _____

Recommending Manager's Title _____

Senior Management Approval _____

This program is designed to be intense and demanding. A competitive attitude and a collaborative spirit are a must. The program focuses on developing a solid understanding of the industry and the skills necessary to lead banks and communities into the future. This program is ideal for those:

- Motivated and driven to succeed
- Key producers that your bank wants to retain for the long term and develop for significant leadership roles
- High-potential employees poised to move into new positions
- Executives or junior executives who need to strengthen critical development skills

Cost

UBA Members: \$3,350 per student until November 30, \$3,600 thereafter

Non-Members: \$6,500 per student until November 30, \$7,000 thereafter

Payment Information

- Check is enclosed
- Please invoice
- Credit card

Credit card information:

Card Number _____ Exp Date _____ CVC _____

Name on Card _____

Signature _____

Submit your completed application to Utah Bankers Association, 175 South Main, Suite 1420, SLC, UT 84111, 801-364-4303, fax 801-364-4495, bwilkes@utah.bank, www.utah.bank