

UTAH BANKERS  
ASSOCIATION  
EXECUTIVE  
DEVELOPMENT  
PROGRAM

# Executive Development Program 2024



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



# 2024 Executive Development Program



The bank leaders of tomorrow will inherit a complex and ambiguous banking environment - even more so than we are experiencing today - so it is critical that every bank remains focused on the development of its future leaders.

The Executive Development Program (EDP) provides over 175 hours of structured and rigorous classes, designed to expose each participant to a broad range of issues, expand their knowledge of banking, and build vital leadership skills. And so far, the results have been amazing!

EDP is a perfect opportunity to identify and recognize talented individuals who could play a crucial role in the future of your institution and give them a chance to change their futures forever.

Howard Headlee  
*President & CEO*  
*Utah Bankers Association*



One of the most important aspects of any bank is the strength of its leadership team. With the ever-changing landscape of banking, investing in the development of future leaders is imperative to the success of the industry.

The Executive Development Program (EDP) gives you the opportunity to recognize talented associates and provide them with hands-on and knowledge-based learning to help develop their skills as they prepare to take on advanced roles within the industry.

The EDP introduces up-and-coming leaders to various aspects of the banking and financial industry and provides a forum to network with business professionals as well as industry experts and leaders from across the state. I encourage you to review the program curriculum and take this opportunity to support and promote the future generation of bank leaders.

Andrea Moss  
President/CEO  
Nelnet Bank  
UBA Chair 2023-24



# Program Curriculum

## BANK EVOLUTION

January 25, 2024

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: *Matt Sheehan, Managing Director, Brean Capital*



## LEADING YOURSELF: BUILDING CREDIBILITY, COMPETENCE AND CONFIDENCE

January 26, 2024

Personal integrity, trustworthiness and self-awareness are the foundation of any leader. In this interactive session, you will learn practical skills for developing and communicating your values and leadership approach. You will explore habits for self-reflection and a proven model for receiving feedback from others. All participants will walk away with a plan for building stronger trust and enhancing their credibility with their teams and colleagues.

### Session Objectives

- Clearly understand and communicate your leadership philosophy, values and priorities.
- Develop habits to strengthen your self-awareness.
- Learn how to establish trust and credibility with your colleagues and customers.
- Develop a practice of regularly receiving feedback to improve your leadership and strengthen your relationships.
- Strengthen your leadership versatility through effective listening and adaptability.

Instructors: *Dr. Michelle Wheatley and Chris Wheatley, Wheatley Leadership Group*



## UNDERSTANDING BANK FINANCIAL STATEMENTS

February 23, 2024

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

### 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
- Identify liquidity and other funding source opportunities and threats

Instructor: *Duncan Taylor, SVP/COO, Washington Bankers Association*

"Participating in the Executive Development Program has been an incredible experience. I have been able to learn from a variety of subject matter experts who have helped me deepen my understanding of banking and the financial industry. Connecting and interacting with other bankers from various financial institutions has also been a highlight!"

Ryan Lewis - VP/Relationship Manager - Altabank





## BANK PROFITABILITY

March 22, 2024

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, President, The Kafafian Group

"The EDP class has become my favorite Friday of the month. As an 'accidental banker,' I have learned a lot about topics and industry trends that I am not normally exposed to in my current role. The quality of the speakers and classroom interaction are amazing, and the UBA does a great job of reminding us of the positive role that banking plays in our community."

Todd Ainsworth - VP, Assistant Division Manager - Regions | EnerBank

## UNDERSTANDING THE FUNDAMENTALS OF FINTECH

April 26, 2024

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

## CREDIT RISK & REVIEW

May 17, 2024

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: Kate Dixon, SVP, Director of Credit Review, Heritage Bank

## 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 with them frequently and to use them as a sounding board to assist 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.





## ASSET LIABILITY MANAGEMENT

June 14, 2024

Bank managers and leaders need to understand the relationships 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: Nick Anderson, CEO, Eighth Avenue Ltd.

## LEGISLATION AND POLITICS

July 12, 2024

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 & COMPLIANCE

August 16, 2024

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 MCrear, Founding Principal, CompAssured LLC

"EDP is very informative and educational. It is great to be able to learn from the leading experts in so many different facets of the banking industry. Thumbs up for me."

Brent Allsop  
VP, Sr. Treasury  
Management Officer  
Zions Bank

"Participating in the Utah Banker's Association's Executive Development Program has been an incredibly positive and enlightening journey. Over the 12-month duration, the comprehensive curriculum and monthly classes provided me with invaluable insights into executive-level strategies and leadership skills. This program has truly equipped me with the knowledge and confidence to excel as an aspiring leader in the banking industry."

Brady Williams  
Area Operations Manager  
State Bank of Southern Utah

"EDP has connected me with resources, networks, and tools to enhance my career in banking. Thank you!"

Chelsea Kashima  
Assistant Controller  
First Electronic Bank

## LEADERSHIP COLLABORATION AND COMMUNICATION

September 13, 2024

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"*



## EFFECTIVE INTERPERSONAL CONFLICT AND PRINCIPLED NEGOTIATION

October 11, 2024

Effective managers are problem solvers whom employees can rely on to mitigate difficult situations. In today's banking environment, those with a positive pattern of negotiating ethical solutions quickly become the most valuable players in their organizations. This session is about recognizing patterns of conflict, defining the clash, and mustering the courage to leverage change and create solutions. Participants will be armed with the necessary tools to effectively negotiate to find solutions. This session includes no lecture as participants will be negotiating a live scenario-based conflict within the first 30 minutes. The remainder of the day will be dedicated to interactive banking-related challenges and diffusing common emergencies.

### Session Objectives

- Understand the value and importance of productive conflict
- Understand intent vs. impact and its role in interpersonal conflict
- Practice a technique to overcome interpersonal conflict
- Identify your standard conflict strategies and their consequences
- Learn a new approach to negotiation that opens the possibility of both parties getting more of their needs met
- Practice using the new negotiation approach

Instructor: Dr. Michelle Wheatley and Chris Wheatley, Wheatley Leadership Group



## CREDIBILITY & ETHICS

November 8, 2024

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, Founding Partner, Hiring Smart*

## 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.





# 2024 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: \$3,650 per student until November 30, \$3,800 thereafter

Non Members: \$6,750 per student until November 30, \$7,250 thereafter.



"The Executive Development Program with the Utah Bankers Association has been a great opportunity to expand my knowledge in various areas of the banking environment in a short period of time. We have had exceptional instructors who have focused on interactive learning through group discussions and analysis. I would recommend it to anyone."

*Kris Jex - Senior Vice President, , Regional Director - Zions Private Banking*

## Program Location

All sessions will be held in Salt Lake City, with the majority of sessions 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](http://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 very pleased to be a part of the EDP 2023 program! Not only have the courses been insightful into banking as a whole, but it has also been a great networking opportunity and I have built some great relationships with other banking professionals. I would recommend this program for anyone looking to expand their banking knowledge beyond their current job duties. I'm so happy to have this additional knowledge as I continue to grow in my career in banking."

*Chris Fowlks - Senior Associate - Business Development - CCBank*

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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[www.utah.bank](http://www.utah.bank)



# 2024 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: \$3,650 per student until November 30, \$3,800 thereafter

Non-Members: \$6,750 per student until November 30, \$7,250 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](mailto:bwilkes@utah.bank), [www.utah.bank](http://www.utah.bank)