



**EXECUTIVE BANKING SCHOOL**

PERSONAL ENGAGEMENT. PRACTICAL EXPERIENCE. PROVEN RESULTS.



# **CURRICULUM GUIDE 2023**

**Furman University • Greenville, South Carolina  
JULY 23 - AUGUST 2, 2023**

**PERSONAL**

**WORLD'S TOP BANKERS AND PRACTITIONERS.**

**ENGAGEMENT.**

**PRACTICAL**

**HANDS-ON LEARNING THROUGH SIMULATION.**

**EXPERIENCE.**

**PROVEN**

**OUR GRADUATES LEAD THE CONSUMER BANKING INDUSTRY.**

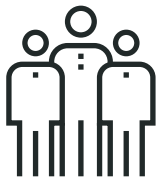
**RESULTS.**

# WHY WE'RE RIGHT FOR YOUR BANK

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The CBA Executive Banking School is widely considered to be the most advanced executive education program in the industry. This rigorous program has proven over many years to be the most influential and successful in preparing retail banking executives to navigate and succeed in our fast-changing environment.

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## SMALL GROUP LEARNING

**We strive to minimize big lecture hall discourses.**

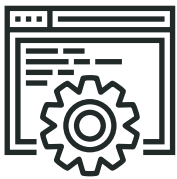
Students are immersed in hands-on, small group learning environments to enable experimentation with the learning objectives they are presented.



## TOP FACULTY

**Our faculty is passionate and committed to your success.**

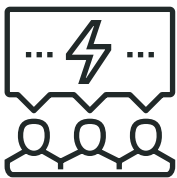
Our dedicated faculty members are banking industry experts whose experiences go beyond textbook theory. They help students make correlations between simulation results and reality. Core faculty members serve as mentors for 20-25 students throughout the 10-day session.



## CUSTOMIZED, INTERACTIVE SIMULATIONS

**Immediate implementation is the key to absorption.**

Proprietary simulations and case studies provide the fulcrum to instill the learning objectives in every session. Students learn by listening and by doing before they even leave campus through BankCom and MarketSim.



## CURRICULUM RIGOR

**We challenge students to grow beyond their comfort level.**

Passive listening is not an option as students are challenged to exhibit leadership throughout, both in small and large team environments. Home study problems are equally demanding, and students must pass to move on to the next session.



## NATIONWIDE NETWORK

**Students make valuable connections for life.**

In 2022, students came from 37 states and Austria. Most of our student body comes from the top 50 largest banks in the United States.

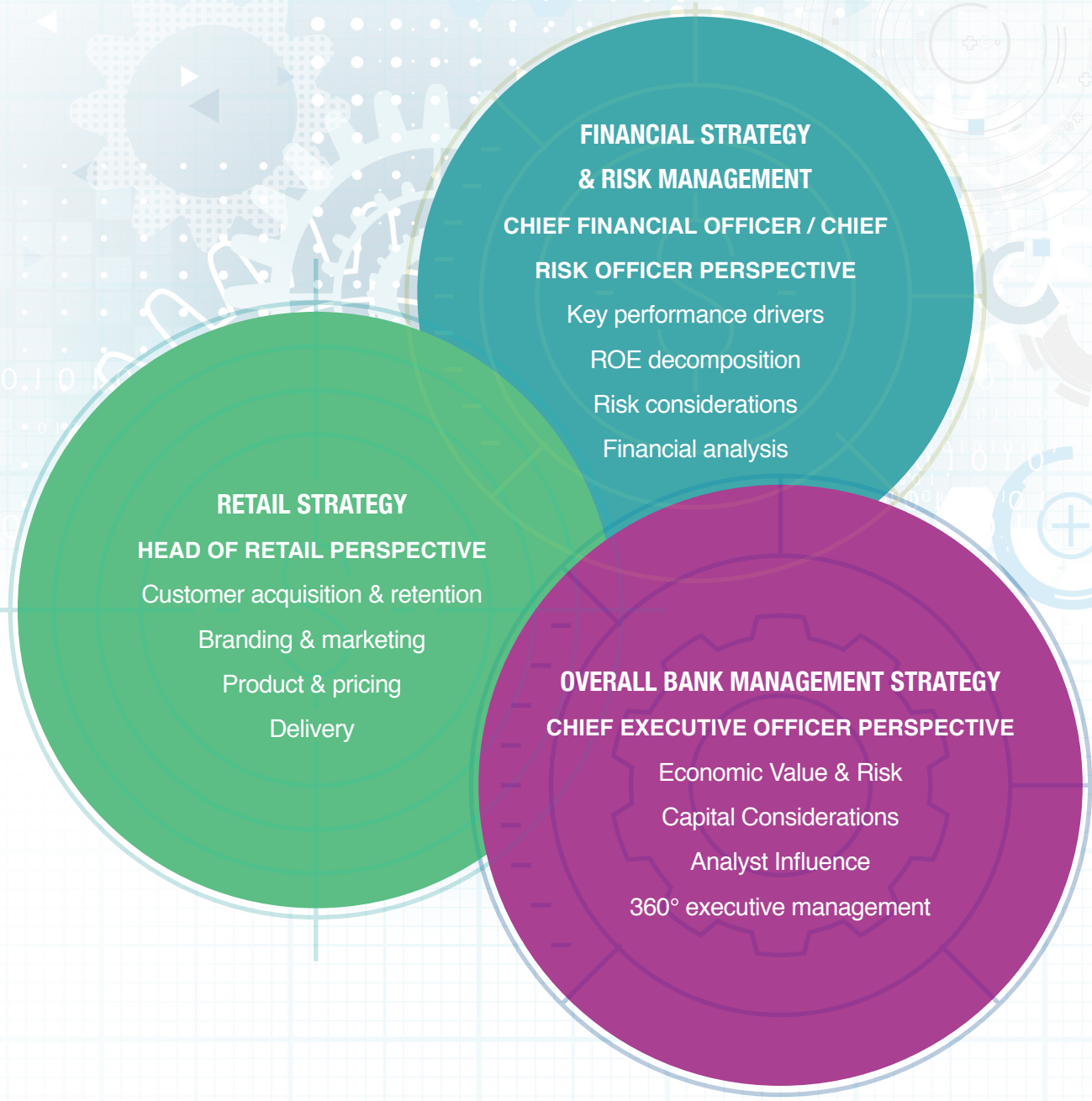


## HERITAGE

**We have dedicated more than 70 years to promoting leadership in the industry.**

The Executive Banking School was founded in 1952 and has graduated over 6,000 students since inception.

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## OUR INTEGRATED CURRICULUM

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Ours is the only program nationally that will arm your high performing managers with the comprehensive, holistic perspective of retail banking required to lead and evolve effectively with industry shifts.



Seth  
Seth Waller  
TIAA Bank  
Jacksonville, FL

Mercado, Michelle

THE PLAYERS



# OUR SIMULATED LEARNING EXPERIENCE

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The Executive Banking School teaching model differs from others in that we make simulations and small-group learning the core of our curriculum. This structure lets students immediately implement the actual learning objectives so they can experiment as they acquire new concepts within each year of instruction.



*“EBS, and CBA’s onsite offerings, MarketSim and BankCom, are immersive programs where participants get exclusive learnings through in-depth curriculum and simulations, giving them the advantage of real-world, first-hand experience in a no-risk environment and preparing them for implementing these key learnings in their bank.”*

*- Lindsey Johnson, CBA*

## MARKETSIM

This is a one-of-a-kind simulation that challenges a small team to run the entire consumer business for the bank. Students take responsibility for one of four roles: Head of Retail, Marketing Officer, Product Management Officer or Delivery Officer. They analyze the current status of the retail bank and formulate a strategy to attract market share. To do so, they have to decide which customer segments to target, hold or drop; which products to offer to appeal to those targeted segments and how to price them accordingly; which delivery channels would optimize the target demographics and how to most effectively tailor branding and marketing messages. Success is measured both by traditional financial statements and by a balanced scorecard, which tempers the lagging indicators represented by the financials with the leading indicators of non-financial data such as cross-sell penetration and customer retention rates.

## BANKCOM

Requires the students to manage the whole bank from the top down. This is a state-of-the-art banking simulation that moves beyond measuring success from a pure income statement snapshot. It replicates the real-world necessity of factoring in risk through economic value of equity, presenting a true picture of the potential for longer-term profitability. It is also unique in taking analyst recommendations into account when calculating shareholder value. Each student within the small team takes responsibility for a role: CEO, Chief Risk Officer, Chief Financial Officer, Treasurer, Chief Deposits Officer, and Chief Lending Officer.



# YEAR-1 COURSE OFFERINGS

## ➔ AI AND ITS IMPACT ON BUSINESS

An outline of what is AI, the value creation of AI, and consideration for its implementation and impact

## ➔ BUSINESS OF BANKING

This session walks through the fundamental building blocks of our business – how we drive a profitable enterprise while meeting the expectations of our shareholders, customers and regulators.

## ➔ BRINGING IN THE BUSINESS BANKING PERSPECTIVE

For many banks, having a successful retail strategy requires serving small business customers. This session provides an overview of the business banking segment by diving into the cash cycle of small businesses and explaining how their needs differ from those of consumers.

## ➔ CONSUMER BEHAVIOR & ETHICS

This course examines how ethics is usually thought of in practice and provides a framework to use in evaluating ethical dilemmas. The purpose of the course is to reinforce the need for ethical conduct in the industry, demonstrate how ethics is not simply a “buzz” word but a form of competitive advantage, and provide a framework to analyze ethical issues.

## ➔ CURRENT TRENDS IN BANKING

Overview of the issues and trends disrupting the customer experience and their expectations from retail banking.

## ➔ DIGITAL PAYMENTS, INTERCHANGE, CRYPTO & THE FUTURE OF PAYMENTS

Payments continues to take on more prominence with the consumer and business customers. How do businesses interact behind the scenes with banks to make the Payment Industry seem seamless to the public. As well, CryptoPayments have become more prevalent the past couple of years and discussion will be had in this space.

## ➔ IMPLICATIONS OF MULTI-SEGMENT STRATEGY

While we often say we are customer centric organizations, how leadership teams drive strategic and tactical decisions with the customer in mind can be complex. This interactive format allows you to try your hand at decision making with one customer segment in mind and build to a multi-segment approach. Lectures support your thought process.

## ➔ INDUSTRY UPDATE

An overview of what is happening in Washington D.C. with legislators and regulators and their impact on the banking industry.

## ➔ INTERPLAY BETWEEN PRODUCTS, DELIVERY & COMMUNICATIONS

Companies cannot afford to be all things to all people. In this session, we explore tradeoffs and synergies across your product set, delivery mechanisms and customer communication options. Where can you gain the most effective leverage?

## ➔ INTRODUCTION TO RISK

This course introduces the primary categories of risk faced by banks and the risk management activities that must be in place to manage them. It also provides a preview of how risks are presented in the MarketSim simulation.

## ➔ LEADERSHIP

Breaks down the concepts of teamwork and communication, heightening the long-term awareness of what it takes to be a leader within the bank and also the short-term awareness of what it takes to maximize study group efficiency at the school.

## ➔ MARKETING & DELIVERY OPTIMIZATION

This course illustrates critical elements of customer communications as well as the fundamentals of branch strategy and digital delivery. Participants will reflect on the synergies of how brand and culture come into play when decisions are made in these disciplines.

## ➔ MARKETSIM & SEGMENTATION

Applying knowledge learned earlier in the week, students will go into the MarketSim simulation and work to improve the conditions and profitability of assigned customer segments to show the interconnectedness between Product, Marketing, and Delivery when it comes to the customer when they choose where they do their banking.

## ➔ MEASURING SUCCESS

Participants will gain through lecture, in-class and team assignments a foundation in the basics of managerial accounting for banks including how banks and bank retail line businesses generate profits. The approach leverages a Balanced Scorecard approach that focuses on both the quantity and quality of earnings.

## ➔ PRODUCTS & FUNDAMENTALS OF PRICING

This course will step students through the fundamental strategies needed to take into account when Pricing products. Elasticity and FTP will be topics of discussion during this session.

## ➔ PROJECTING RESULTS

Lecture, in-class and team assignments that focus on the value, types and limitations of forecasting.

## ➔ RETAIL BANK MANAGEMENT VIA MARKETSIM

This interactive simulation is exclusive to CBA Executive Banking School and enables students in small team settings to analyze, strategize and compete for market share and CEO approval under various scenarios leveraging product design, distribution and marketing decisions across multiple business cycles.

## ➔ STRATEGIC CHOICES IN RETAIL BANKING

Participants will understand the elements of a strategic plan and the importance of alignment and translating strategy to action.



# YEAR-2 COURSE OFFERINGS

## ➤ BANK MANAGEMENT APPLICATION VIA BANKCOM

Utilizing reports provided from BankCom, students analyze the banks with respect to strategy, performance and the management of risk.

## ➤ CAPITAL ADEQUACY

This lecture provides a discussion of bank capital from the shareholder's perspective, and from the regulator's perspective, allowing participants to better understand the issues involved in setting bank capital levels.

## ➤ EXECUTIVE PERSPECTIVES-CFO

Personal Insights from the Chief Financial Officer on current issues and what most impacts their daily jobs and decision making.

## ➤ CREDIT RISK

Provides grounding in the nature of credit risk, approaches to evaluating and forecasting credit losses, management choices for increasing or decreasing the amount of credit risk the bank is exposed to and introduces an economic value approach to evaluating the adequacy of profits in light of credit risk.

## ➤ ECONOMIC VALUE

Introduce and explore the concept of economic value as it pertains to the measurement of bank performance and risk management.

## ➤ GOVERNMENT RELATIONS UPDATE AND INDUSTRY INSIGHT

An overview of what is happening in Washington D.C. with legislators and regulators and their impact on the banking industry.

## ➤ INTEREST RATE RISK: ACCOUNTING VIEW

Illustrates how management choices and product management decisions create interest rate risk, measured and evaluated through an Accounting model. Concepts covered include Rate Sensitive Assets and Liabilities on the bank's balance sheet, the Gap method of assessing risk, the impact of embedded options, and evaluation of rate shock simulations.

## ➤ INTEREST RATE RISK: ECONOMIC VALUE VIEW

Building on Economic Value course material, students evaluate interest rate risk through an Economic model. The concept of duration is used to evaluate the impact of changing interest rates on the bank's Economic Value of Assets, Economic Value of Liabilities and Economic Value of Equity.

## ➤ INTERPRETING FINANCIAL STATEMENTS

Provides the basic analytical techniques needed to evaluate bank accounting results, and how the bank's strategy choices shape financial outcomes.

## ➤ LEADERSHIP

Breaks down the concepts of teamwork and communication, heightening the long-term awareness of what it takes to be a leader within the bank and also the short-term awareness of what it takes to maximize study group efficiency at the school.

## ➤ LIQUIDITY RISK

Reviews liquidity risk resident in the bank's balance sheet, the impacts of funding and trading risk, outlines a contingency planning framework, and reviews the Basel III liquidity metrics.

## ➤ OPERATIONAL RISK

Provides an overview of operational risk in its many forms, using examples from banking and other industries to illustrate the challenges that bankers face from this omnipresent risk.

## ➤ PERFORMANCE IMPROVEMENT RECOMMENDATIONS

Provides the basic skills necessary to evaluate the financial impact of an idea, identify the costs and benefits of recommendation, examine the risk associated with the idea, and make a decision to move ahead. It also provides insight into successfully presenting ideas for consideration by senior management.

## ➤ PERFORMANCE METRICS

Provides an understanding of bank performance, what it is, and how it is measured and evaluated. Fundamental to this lecture is the explanation of the key drivers of bank performance and how they are affected by management actions. The role of risk in the evaluation of performance is also introduced.







# YEAR-3 COURSE OFFERINGS

## ➔ BANK STRATEGY & EXECUTION VIA BANKCOM SIMULATION

Features an interactive, competitive learning environment in which teams of students work together to run simulated banks. Given the same balance sheet at the start of the simulation, each team attempts to achieve overall financial and risk management goals by making decisions in the areas of deposits, loans, investments and capital adequacy. Teams must consider the evolution of the economy as well as reactions of competitors within the constraints of a modern compliance and capital markets environment.

## ➔ BANKCOM FUNCTIONAL REVIEWS

This functional management workshop series precedes the start of the simulation. Students will learn specialized skills by functional management area. Mastery of these skills will empower the student to excel in the designated role as part of the “sim bank” management team.

## ➔ CAPITAL MARKETS

Examines ways in which analysts estimate the market value of a bank’s shares and explains the basis for the calculation of economic-value-added. Examples are drawn from BankCom Bank Management Simulation reports.

## ➔ ECONOMICS

Provides an in-depth review of key economic indicators and their importance to banking. Students examine the importance and impact of open market operations on banks, the complexities of the business cycle and the future course and pace of the U.S. economy.

## ➔ EXECUTIVE PERSPECTIVES-CHIEF EXECUTIVE OFFICER

Personal Insights from the Chief Executive Officer on current issues and what most impacts their daily jobs and decision making.

## ➔ EXTERNAL PERSPECTIVE: TODAY’S HOTTEST ISSUES

Engage different perspectives from inside and outside the beltway on how banks manage customer perceptions and reputation risk.

## ➔ GOVERNMENT RELATIONS UPDATE AND INDUSTRY INSIGHT

An overview of what is happening in Washington D.C. with legislators and regulators and their impact on the banking industry.

## ➔ INTEREST RATE RISK & SWAPS

Reviews concepts of interest rate risk management with application to the senior year banking simulation.

## ➔ LEADERSHIP

Breaks down the concepts of teamwork and communication, heightening the long-term awareness of what it takes to be a leader within the bank and also the short-term awareness of what it takes to maximize study group efficiency at the school.

## ➔ MERGERS & ACQUISITIONS

In this course, students will learn the strategic reasons why banks merge, acquire or sell. Both financial drivers and qualitative rationale will be reviewed referencing key learning from BankCom and real world examples.

## ➔ INVESTOR RELATIONS

Industry professional will offer insights and perspectives about their work with bank executive management to effectively explain the bank’s financial performance and strategic direction to analysts and investors.

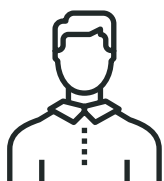


# 2022 STUDENT & FACULTY PROFILE

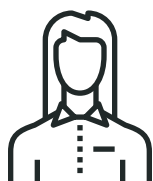
The ideal candidate for CBA Executive Banking School is a high-potential manager who has attained expertise in one or two areas of the organization. Our curriculum expands that expertise to incorporate a working knowledge of how to drive the overall success of the bank, enabling fast-track promotions to more complex levels of bank leadership.

## STUDENTS

(2-4 levels under Head of Retail)



**57%**  
MEN



**43%**  
WOMEN

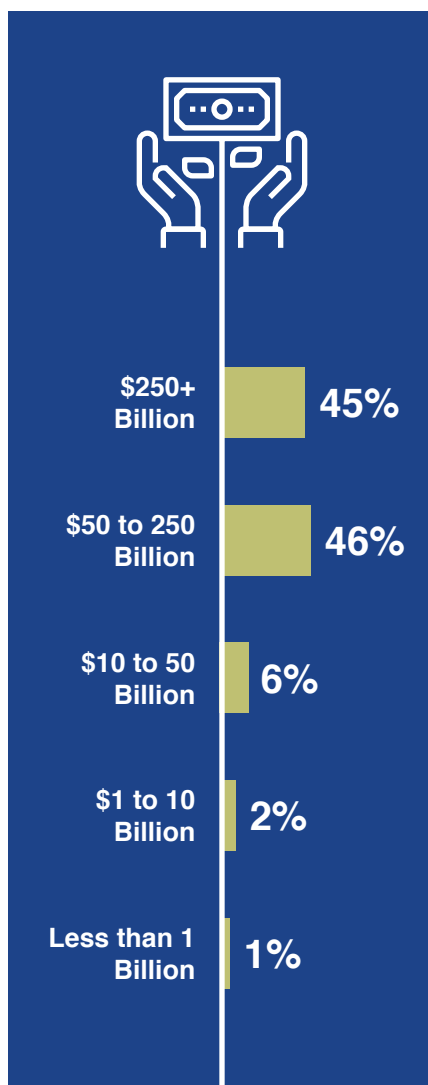
The average age of students in our program is **45**, with an average of **18.5** years of experience in banking.



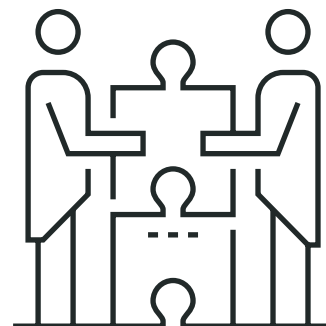
**52%**  
Work in Retail

## BANK ASSET SIZE

(91% from banks over \$50B in assets)



## FACULTY





**24**

Is the average number of years our faculty has been in banking.

**8**

Is the average number of years our faculty have been teaching with Consumer Bankers Association.

# PARTICIPATING BANKS

# EDUCATION COUNCIL

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The Education Council is chaired and driven by members of the CBA Board of Directors with the help of industry experts in professional development. Its objective is to increase awareness of the unique opportunities the Executive Banking School brings to bank executive development initiatives. The members of the council interact with key School faculty and staff to ensure a multilateral understanding of CBA's executive education mission.

## **QUINCY MILLER (CHAIR)**

President  
*Eastern Bank*

## **JENNIFER COWLES**

Leadership & Executive  
Development  
*KeyBank*

## **BECKY GRIFFIN**

Chief Administrative Officer,  
Consumer Banking  
*JPMorgan Chase*

## **MICHELLE LEE**

Regional Banking Executive,  
Branch Banking  
*Wells Fargo Bank*

## **PAUL LEVENTHAL**

Chair, Faculty Advisory Committee

## **CASSANDRA MCKINNEY**

EVP, Retail Bank  
*Comerica*

## **TIM WELSH**

Vice Chair, Consumer Banking  
*U.S. Bancorp*

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# FACULTY ADVISORY COMMITTEE\*

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## **TED BRAUCH**

SVP, Operational Risk, Sr. Manager  
*Citigroup, Inc.*

## **CHERYL FOILB**

Head of SB Strategy, Sales & Direct  
Underwriting  
*Santander*

## **JIM FUGITTE**

Consultant

## **ALLISON GAMBUCCI**

VP, Mass Affluent, National Sales  
Strategy Mgr, Premier Banking  
*Bank of the West*

## **PAUL LEVENTHAL**

Professor Emeritus  
*Bishop's University*

## **TODD OLSON**

Consultant

## **LAURA CALLAHAN**

VP, Leadership & Management  
Consultant  
*Wells Fargo Bank*

## **TOM DENT**

SVP, Director of Executive Education  
*Consumer Bankers Association*

*\* The Education Council Chair and the Director of EBS are members of the Faculty Advisory Committee*

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# FACULTY

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## **TED BRAUCH**

SVP, Operational Risk  
Citigroup, Inc.

## **LINDSAY BURKHALTER**

Director, Consumer & Small  
Business Lending  
Curinos

## **CECIL BURROWES**

SVP Wealth & Investment  
Management Channel Leader  
Wells Fargo

## **LAURA CALLAHAN**

VP, Leadership &  
Management Development  
Wells Fargo Bank

## **JULIE CAREY**

Senior Vice President  
M&T Bank

## **ANGELA CONTI**

Head of Deposits & Payments  
USAA

## **PATRICK CRISTINO**

Head of Business Banking Sales  
Citizens Bank

## **TOM DENT**

SVP, Director of Executive  
Education  
Consumer Bankers Association

## **JILL ENABNIT**

SVP, Head of Deposit Strategy &  
Product Support  
U.S. Bancorp

## **CYNTHIA FREDERICK**

Managing Director  
Chase

## **CHERYL FOILB**

Head of SB Strategy, Sales, and  
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Santander

## **JIM FUGITTE**

Consultant

## **ALLISON GAMBUCCI**

VP, Mass Affluent, National Sales  
Strategy Manager Premier Banking  
Bank of the West

## **DONOVAN GIBSON**

Principal & CFO  
FocusCFO

## **ALEXIS HIRST**

Director, Head of U.S. Consumer  
Wealth Client & Employee  
Experience  
Citibank

## **DANIEL HOBBS**

Head of Corporate Finance and  
Business Lines CFO  
Regions Bank

## **HOLLY HYNES**

Chief Marketing Officer  
Wells Fargo

## **PAUL LEVENTHAL**

Professor Emeritus  
Bishop's University

## **SARAH LINDSTROM**

EVP, Head & President of Business  
Banking  
Citizens Bank

## **LORI MURRAY**

EY Managing Director, Financial  
Services Leader  
Ernst & Young

## **TODD OLSON**

Consultant

## **RHONDA PAVLICEK**

EVP Finance & Risk / CFO  
University Federal Credit Union

## **SCOTT PHILLIPS**

Director, Head of Retail Bank  
Operational Risk Testing  
Citibank

## **CHRIS RIDDLE**

VP, Business Sales Enablement  
Leader  
U.S. Bank

## **PATRICK RILEY**

Consultant

## **DR. THOMAS SMYTHE**

Professor of Finance  
Lutgert College of Business,  
Florida Gulf Coast University

## **SUSAN STUTZ**

VP, Advanced Education  
Consumer Bankers Association

## **BRENT VANDERHEIDE**

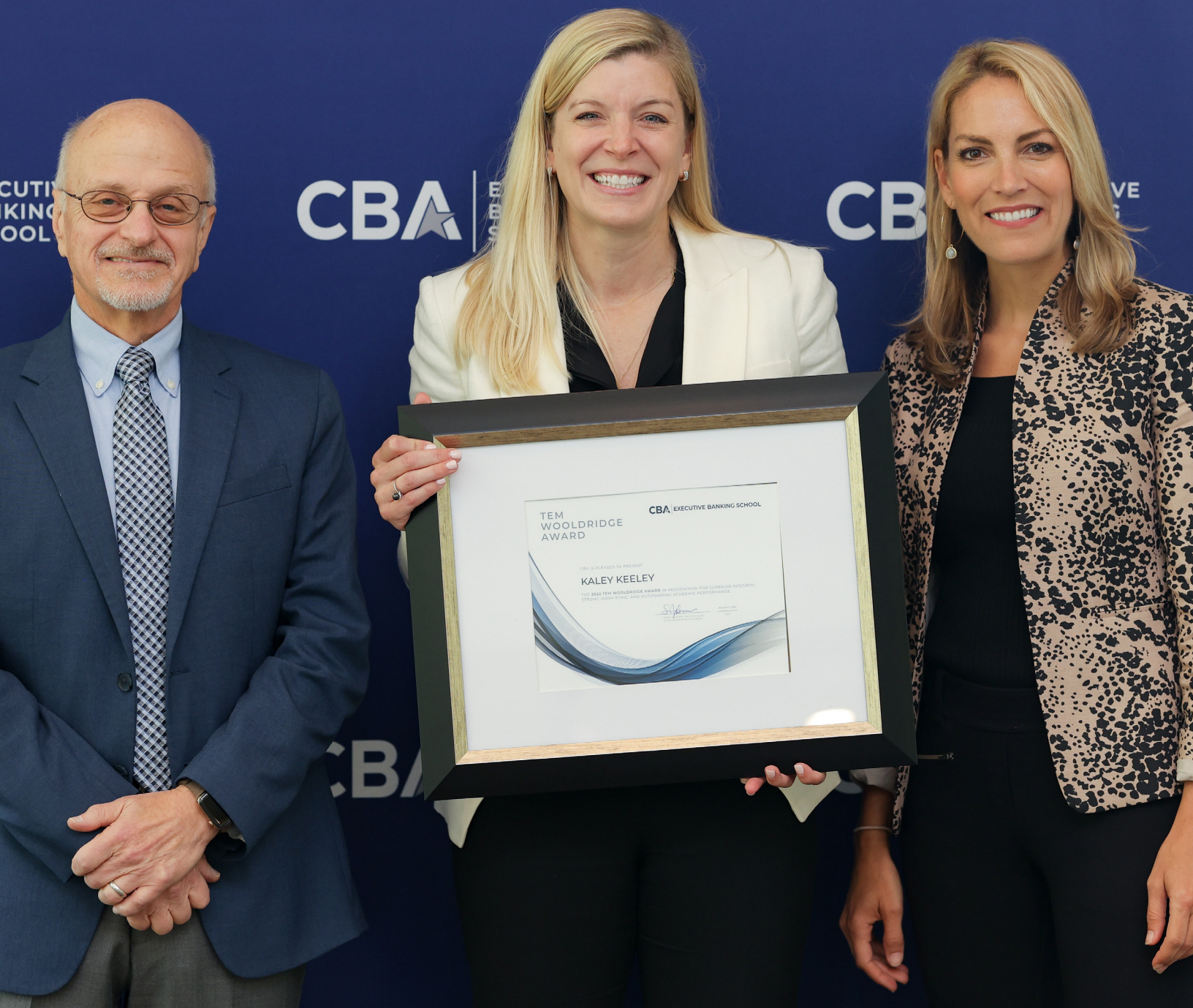
SVP, Deposit Product  
PNC

## **SETH WALLER**

EVP & Credit Risk Officer  
TIAA Bank

## **TONY WARDEN**

Chief Experience Officer  
Texas Dow Employees Credit Union



The annual **Tem Wooldridge Award** recognizes the top student who demonstrates outstanding academic performance, high integrity and a strong work ethic. Named for a former faculty member, the Award honors the student possessing the necessary character and leadership skills to bring out the best in their teammates.

# ARE YOU THE BEST INVESTMENT IN YOUR TEAM'S FUTURE. READY?

## APPLY ONLINE

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The CBA Advanced Education program is one of the best investments you can make in your team's future. Get started today to find out if the Executive Banking School is the right fit for you. Visit [consumerbankers.com](https://www.consumerbankers.com) to apply online or contact:

### **TOM DENT**

SVP, Director of Executive Education

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✉️ [tdent@consumerbankers.com](mailto:tdent@consumerbankers.com)

### **MORGAN S. CHANDLER**

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**Consumer Bankers Association**

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 [twitter.com/consumerbankers](https://twitter.com/consumerbankers)

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**[consumerbankers.com](https://www.consumerbankers.com)**

The Consumer Bankers Association is the recognized voice on retail banking issues in the nation's capital. Member institutions are the leaders in consumer financial services, including auto finance, home equity lending, card products, education loans, small business services, community development, investments, deposits and delivery. CBA was founded in 1919 and provides leadership, education, research and federal representation on retail banking issues such as privacy, fair lending, and consumer protection legislation/regulation. CBA members include most of the nation's largest bank holding companies as well as regional and super community banks that collectively hold two-thirds of the industry's total assets.

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