



**BANKING DEMANDS LEADERSHIP.
GSB BUILDS LEADERS.**

GSB SUCCESSFULLY DELIVERS FIRST-EVER VIRTUAL GRADUATE SCHOOL SESSION

GSB students and faculty gave the 2021 session – held virtually for the first time in the school’s 76 year history – solid evaluation marks, with the vast majority of students in all three classes indicating the school met or exceeded their expectations. “We love having our students in Madison and networking is a key component of the Graduate School experience – but we couldn’t be more pleased by how well things went in the virtual setting,” said GSB president and CEO Kirby Davidson, adding, “We’ve been a leader in delivering online education for two decades and we’re fortunate that our staff and faculty are experienced in providing quality virtual learning. After having to cancel in 2020, we were absolutely committed to holding the school this year despite the pandemic restrictions, and we’re very proud of and grateful to everyone involved.”

To facilitate networking, GSB hosted a series of virtual “meet and greet” sessions for the Freshmen class throughout the two week session. Those informal gatherings, held outside of class hours, were well attended and featured ice breaker questions and the opportunity for small group discussion among classmates to get to know each other.

A robust curriculum of core courses and electives were enhanced by four keynote presentations in the Distinguished Speaker Series that are still available for viewing on the GSB website:

- **Economic Inclusion: Closing the Gaps**
Presented by Anthony L. Goins - Director of Economic Development at Nebraska Department of Economic Development, Lincoln, NE
- **Profit Mastery: Banking the Independent Business – Full-Service or Lip-Service?** Presented by Steve LeFever - Chairman, Profit Mastery, Seattle, WA
- **The Art of Encouragement** Presented by Thomas E. Williams - Centurion Business Continuity Strategy Manager, Jack Henry & Associates, Northville, MI
- **Banking for Today and Tomorrow: How Economic Challenges and Technology are Changing Our Industry** Presented by Julie Stackhouse - Retired Executive Vice President, Federal Reserve Bank of St. Louis

“Overall I thought the virtual delivery was great and exceeded my expectations. I missed Madison and the face-to-face interaction but the instructors did a great job using breakout groups and I felt like we didn’t miss a beat.”

– GSB Student, Class of 2021



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GSB ALUMNI SPOTLIGHT: ERIC FAULKNER



Eric Faulkner,
President, Citizens
National Bank,
Bluffton, Ohio

Eric Faulkner, president, Citizens National Bank (CNB) Bluffton, Ohio, refers to himself as an accidental banker. After completing his MBA at Wheeling University, Wheeling, West Virginia, in 2002, he worked as a client manager for NASA. Although it's true his background is not the typical path to becoming a community banker, it's no accident that those experiences gave him the unique perspective to excel in his role.

He entered the financial field, on the wealth management side, as director of business development for an independent financial services firm, The Monitor Group, Washington, D.C., in 2005. In 2007, he got his first taste of banking when he joined World Financial National Network Bank, the credit card subsidiary of Alliance Data Systems Corporation, Columbus, Ohio, running the private-label credit card sales for clients such as American fashion retailers J. Crew and Buckle. Then in 2009, he was presented with an opportunity to start a bank partnership network for CNB where he worked with other community banks on loan participation opportunities and knowledge sharing. He did that for about eight years or so, steadily moving up into an executive role and then his current role.

Thirteen years later, he is using his extensive relationship-building experience to grow the impact of CNB in its community. The pandemic allowed him to be an essential and life-changing resource by providing business owners with much-needed PPP loans. He recalls when it became obvious to him that this was an opportunity.

"I'm reminded of Squawk Box and Jim Cramer," he says. "When we were going through the pandemic, and they were talking about the Paycheck Protection Program (PPP), he [Cramer] quoted on-air that he wished he was working with a community bank because the community banks were the ones that were really driving the PPP. So, I think we have a tremendous opportunity to go out and touch these folks that we've impacted drastically through this pandemic and build bigger relationships with them. You've got to strike while the iron is hot; I think that's probably our biggest opportunity right now."

Faulkner says that he is proud that the bank provided more than 1,700 PPP loans worth more than \$160 million, impacting tens of thousands of workers. And though the pandemic provided this opportunity to enrich relationships with the community, Faulkner acknowledges that challenges continue to lie ahead. He says that what frequently comes up in strategic planning meetings or discussions with other banking executives is the duality of technology.



"We have a lot of nonbanks entering our industry," he says. "Fintech is the fun word most people use but, quite frankly, it's any business—specifically technology-based—that can offer a product or service that competes with us. I look at that as an opportunity, because it helps us expand our products and services that we provide our customers. But we have to be ahead of that—and that is a tremendous challenge. Because technology is increasing at a rate tenfold of what it was even three years ago, it's getting quicker and quicker. It's a challenge, threat and opportunity all at the same time."

Faulkner credits his GSB education with preparing him to meet all three of these. The 2018 graduate says that when he began at CNB in 2009, he saw a growth path and an opportunity to advance in the organization, but with his nontraditional path to the banking industry, the only way to reach it was to expand his knowledge.

"I wanted to become much more well-rounded regarding the bank, its operations and how it worked in general," he says. "I also knew that our former president had graduated from GSB, so that made a lot of sense to me. I started looking into the program and it was approved, thank goodness. It was a tremendous opportunity."

Faulkner praises the GSB education and describes it as an outstanding experience with the major takeaway for him being the fellow bankers he met and the relationships he has built and maintained. "The relationships were massive for me, specifically because I came from a bank partnership role at the institution," he says. "Meeting some of these people from various states and different parts of the world—and getting their perspective on what's going on—was huge. And I built some lifelong friendships. As a matter of

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fact, I have someone that I graduated with coming to visit me and my family with his family this weekend."

Another significant takeaway, Faulkner says, was the ability to immediately put into practice at CNB what he was learning as a student at GSB. "I was provided the opportunity to take over our strategic planning process and, as a result, we redid a SWOT analysis and we revamped all of our teams," he says. "I took a lot of the learning that I received from some of the courses on strategic planning at GSB and incorporated them into our strategic planning process. That's an ongoing thing that we constantly do and we're going to look at this fall as well."

Faulkner admits that if there was one unanticipated aspect of his time at GSB, it was becoming reacclimated to being a student while juggling full-time employment and family responsibilities. He advises

those considering a GSB education to just enjoy the experience.

"I understand that a lot of them are making sacrifices to be there; I lived it," he says. "The biggest piece of advice I would give is to try to be in the moment as much as possible; they will adjust. I know that the freshmen coming in will be overwhelmed with projects and tests, but you do get as much out of it as you put into it. If you put the time and effort into it to really absorb the education and the experience—and build the relationships—they will come back to you tenfold."

Away from the office, Faulkner enjoys golfing, the outdoors, traveling, and spending time with his wife Jen, daughter Riley, 10, and son Kohen, seven. ■

...continued from page 1, "GSB Successfully Delivers First-Ever Graduate School Session"

Graduates in the Class of 2021 received a diploma in bank leadership from GSB and a Certificate of Executive Leadership from the University of Wisconsin Center for Professional and Executive Development at a virtual commencement ceremony that was held August 13.

This summer GSB launched its new Learning Management System that will be used for all of our schools, including the Graduate School and specialty schools, going forward. Canvas offers tools that facilitate the sharing of course materials as well as information sharing and communications between staff, students and faculty. Those bankers in their third year enjoyed the FiSim bank management simulation and the FiSim experience went well in the virtual setting. GSB is working on enhancements to FiSim that will roll out next year; members of the Class of 2022 will be the first to experience FiSim 2.0 in their capstone course.

GSB plans to return to in-person instruction for the next session of the Graduate School of Banking, July 31-August 12, 2022. Enrollment is now open and early applications are encouraged due to limited availability. ■



THANK YOU

Special thanks to our 2021 sponsors for their generous support of the GSB Distinguished Speaker Series.

Wipfli LLP, Minneapolis, MN

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Isenberg School of Management**, Amherst, MA

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Federal Home Loan Bank of Chicago, Chicago, IL

Federal Home Loan Bank of Des Moines, Des Moines, IA



GSB AND UW COLLABORATE ON DEI INITIATIVES FOR BANKERS

Recently the Graduate School of Banking and the Wisconsin School of Business Center for Executive and Professional Development joined together to offer a webinar, *Inclusion and the Future of Banking*, which was well attended by bankers nationwide. Presenter

Deanna Singh and Justin Ponder of Uplifting Impact shared an engaging look at the importance of banks creating more inclusive environments for employees and customers – and the critical business case for diversity, equity and inclusion in the banking industry. Attendees of the webinar were offered a discount on courses that lead to UW CPED's Professional Certificate in Diversity, Equity and Inclusion. This collaboration aligns with GSB's creation last year of a Diversity, Equity and Inclusion Working Group that brings together representatives from among GSB alumni, Trustees, faculty, staff and state association education directors to focus on ways the school can continue to integrate DEI into course curriculum while also creating inclusive experiences for students and faculty. ■



CENTER FOR
PROFESSIONAL
& EXECUTIVE
DEVELOPMENT

ENROLLMENT IS OPEN FOR ALL 2022 SCHOOLS – APPLY EARLY AS SPACE IS LIMITED

GRADUATE SCHOOL OF BANKING July 31 - August 12, 2022

This 25-month leadership development program provides the tools you need to be successful in your banking career. At GSB, you'll develop the critical thinking skills and leadership talents to manage change and motivate people by drawing on a clear understanding of all areas of financial services management. Plus, you'll earn a Certificate of Executive Leadership from the Wisconsin School of Business in addition to a GSB diploma.

BANK TECHNOLOGY MANAGEMENT SCHOOL March 28-April 1, 2022

Created especially for financial services IT professionals, this popular and respected program explores critical banking and technology issues. Gain an in-depth understanding of bank profitability, technology management, security and more.

BANK TECHNOLOGY SECURITY SCHOOL October 3-7, 2022

Especially for IT security officers, this program will broaden your understanding of the business of banking along with an in depth, interactive and hands-on study of the latest IT security techniques and strategies.

HUMAN RESOURCE MANAGEMENT SCHOOL April 4-8, 2022

Designed for financial services HR professionals to help tie together important banking and HR issues, this school will expand your knowledge of the business of banking, human resource management and employee performance.

FINANCIAL MANAGERS SCHOOL September 19-23, 2022

This school goes beyond the basics to present best practices and solutions to today's most critical financial management decisions. Designed by experienced CFOs for financial institution finance managers to provide the tools you need to build a solid foundation in asset/liability management.



SALES AND MARKETING SCHOOL September 26-30, 2022

High-energy school that's ideal for sales and marketing teams to attend together with multi-student rebates. Includes valuable content on the business of banking, too.

DIGITAL BANKING SCHOOL Tuesday and Thursday Half-Days, April 11-May 5, 2022

The first school of its kind – to help community banks grow in the digital banking space, with a focus on innovation, digital product mix, customer engagement, technology, vendor partnerships and more. ■

GSB ONLINE SEMINAR SERIES

All GSB programs are recorded, so even if a seminar has already taken place you can benefit from the content by registering online!

Here are just a few of the programs listed in order of start date:



Issues in Underwriting Commercial Construction Loans

Developing and Analyzing a Statement of Cash Flows

Introduction to Global Cash Flow

IRA Fundamentals

Developing a World Class On-Boarding Program

Business Continuity Plan Development

Administering and Monitoring Commercial Construction Loans

Introduction to Consumer Lending

Developing and Analyzing the Uniform Credit Analysis (UCA) Model

Global Cash Flow Mechanics, Including Living Expenses

Introduction to Commercial Lending

Opening and Maintaining IRAs

Negotiation Skills for the HR Professional

Community Bank Capital Raising Simplified

Creating the Right Enterprise Risk Management (ERM) Program for YOUR Community Bank

Prospecting Today: What's New, What's Different

Administering and Monitoring Residential Construction Loans

Advanced Cash Flow Issues: Working Capital and Fixed Asset Expenditures

Expanding from Global Cash Flow into Global Analysis

Understanding the Business of Banking

IRA Contributions

Business Law Basics and Lender Liability

Building a Recognition Program for Success

Engaging Prospects: How to Leverage Your Resources

Accounting Basics/Refresher

Developing a Cash Flow and Key Ratios

Overview of Appraisal Rules/Guidelines and the Review Process

Focus on Sole Proprietorships, Rental Property and Farms

A Beginners Guide to Asset/Liability Management

IRA Distributions

Characteristics of Strong Risk Assessments and Tools to Monitor and Report Results

Managing TDRs Start to Finish: Initial Identification to Rewriting to Non-TDR Status

Cap Rates and Factors Beyond Debt Coverage and Loan-to Value

Appraisal Approaches to Value Demystified

Focus on Pass-Through Entities and Schedule K-1s

Fundamentals of Interest Rate Swaps and Caps

Top 10 IRA Issues

Liquidity Strategies for Illiquid Community Bank Stocks

Loan Portfolio Stress Testing in a Pandemic World

Best Practices in Annual Loan Review

Managing Generations in the Workplace

Every Employee is Responsible for Customer Growth

Five Ways to Reuse IT Risk Assessment Frameworks

Preparing for First Meetings: How to Stand Out

Customer Experience Management - Lead It or Lose It

Issues with Property Types & Lease Structures

Key Ratio Analysis: Calculating and Interpreting the Numbers Correctly

Key Appraisal Components Beyond the Approaches to Value

Focus on Global Cash Flow as an Underwriting Tool for Businesses and Owners

Required Minimum Distributions

Coaching Prospecting: Practical Strategies for Sales Leaders

Developing a Global Analysis of Property Holdings

How to Craft an Effective Commercial Loan Write-Up

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Overview of Evaluations and Other Valuation Options

Advanced Personal Cash Flow Issues, Including Capital Gains

IRA Transfers and Rollovers

How to Move from Effective Advertising to Strategic Marketing

Pricing Loans in Uncertain Times

Building a Culture That Develops Future Leaders

Key Aspects to Effective Loan Portfolio Risk Management

ABOUT THE GSB ONLINE SEMINAR SERIES

The GSB Online Seminar Series offers a convenient, cost-effective way to access quality educational opportunities. GSB seminars are delivered by some of today's top industry experts. All sessions are recorded, so if you're unable to attend one of the live presentations, it's no problem! When you register for a GSB Online Seminar, you'll have access to the live presentation as well as a recording in case you are unable to attend the entire program. There is no additional fee to view the recording, it's included in your registration fee. It's your choice to attend the live session, view the recording—or do both—based on your schedule.

With the GSB Online Seminar Series you'll benefit from:

- Bank-specific courses that deliver must-know information across all areas of bank management.
- Instructor contact information so you can questions as you go through the recordings
- Competitive pricing—one fee allows multiple attendees to participate through a single connection
- State-of-the-art technology that ensures a quality learning experience
- The faculty and expertise of the nation's most respected graduate banking school

For additional information, please visit gsb.org



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