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BANK TECHNOLOGY SECURITY SCHOOL

OCTOBER 3-7

**Fluno Center for Executive Education
Madison, Wisconsin**

ISOs and other technology leaders charged with protecting the bank against phishing, malware, coordinated denial of service attacks and more will find tremendous value in attending the Bank Technology Security School. This exceptional one-week program will be held October 3-7, in Madison, Wisconsin. The schools offer a two-part curriculum that will broaden IT security professionals' understanding of the business of banking – plus provide an interactive, in-depth look at the latest IT security techniques and strategies. Using a mix of lecture, small group discussions and hands-on computer labs, nationally recognized IT security experts will share best practices with community bank technology leaders who'll gain critical knowledge about today's most pressing information assurance topics. Enroll today! ■

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Graduate School of Banking
at the University of Wisconsin – Madison





OTHER TERRIFIC FALL SCHOOLS

THESE EXCEPTIONAL SCHOOLS WILL ALSO BE HELD AT THE FLUNO CENTER FOR EXECUTIVE EDUCATION IN MADISON, WISCONSIN, THIS FALL:



FINANCIAL MANAGERS SCHOOL

September 19-23

Designed especially for CFOs and other bank finance professionals, this school is co-sponsored by the Financial Managers Society. This prestigious school goes beyond the basics to present best practices for community bank financial managers to build a solid foundation in asset/liability management. Learn the unique concepts and terminology of bank finance and asset/liability management along with the practical implementation tools to profitably manage a financial institution's balance sheet, develop effective strategies and communicate strategies to the board and senior management that ensure effective decision-making.

SALES AND MARKETING SCHOOL

September 26-30

A high-energy look at how to marry best practices in sales, business development and impactful marketing, in the context of the business of banking. GSB's innovative School of Sales and Marketing integrates these two vital disciplines into one practical, dynamic week. Designed by bankers and those with in-depth knowledge of our industry, this program pinpoints key marketing and sales activities from the customer experience and branding to prospecting, sales management and the ROI of marketing and sales action plans.

GSB SPOTLIGHT: HARVEY HARTENSTINE



If there was one upside to the pandemic for Harvey Hartenstine, president and chief banking executive, Broadway Bank, San Antonio, Texas, it was that it reinforced his love of the industry and clients that he has dedicated himself to for nearly four decades. He says he enjoys the race, building teams, building revenue, growing the bank, and the overall challenge.

Harvey Hartenstine,
*President & Chief
Banking Executive,
Broadway Bank,
San Antonio, Texas*

"It just keeps me jazzed," he says. "I'm high energy and I love being part of the game." He recounts a conversation with the bank's CEO where he was asked what he would have

changed in his operations of the bank during the pandemic. "We had to deal with all our employees being deployed home, we had to deal with PPP loans, we had to ensure we had the technology to process the clients' requests while making it simple and efficient... I said, 'I wouldn't have changed a thing. That's when I elevate—when there's a challenge. And the challenge was keeping our employees safe, making sure that all our clients were cared for, and continuing to be prosperous during a crazy time,'" he says.

Hartenstine, who joined Broadway Bank in April of 1992 and has been a member of the board since 2019, says it's not only the challenge that keeps him enthused, but also the ever-evolving financial landscape including implementing new technology to keep Broadway Bank modern and efficient.

Broadway's Success

Hartenstine's commitment to Broadway, its staff and its community is central to the bank's success. The 2012 GSB graduate says the bank has grown from \$2.8 billion to \$5.2 billion since he graduated. He adds that the bank's Wealth Management Assets Under Management was \$1.5 billion at the time and is currently \$3.2 billion.

He attributes the bank's success to growth in the market, a team of great bankers, awesome clients, and in-demand products and technology.

"Our digital component in wealth management areas is comparable to large mega-banks," Hartenstine says. "We felt it was very important for us to continue to grow and become modern, efficient and scalable through technology." He adds that though Broadway is based in San Antonio, when he graduated from GSB in 2012 he was charged with moving to Austin, Texas, to create the initiative there. And now the bank is expanding to Dallas, Texas. "That's to continue the organic growth that we want versus M&A. We just feel

like we're posed to get a part of the pie in this great state of Texas," he says.

Hartenstine says that, in the current job market, retaining top talent in production as well as the operational areas at Broadway is crucial. "It's our secret sauce," he says. "There's a lot of competition coming into Texas and they are trying to pick up our bankers. So the salaries have just skyrocketed. It is a real challenge."



Harvey and Margaret Hartenstine with their daughter.

Industry Opportunities and Trends

Hartenstine's years of experience in the industry, along with his penchant for keeping abreast of the trends have also made him a valued resource for other bankers. When asked about the biggest trends and opportunities he sees in the industry, in addition to attracting and retaining talent, he offers five for consideration.

1. Increased Interest Rates

"The Fed is looking at increasing rates, which is going to be huge to increase our margins within the bank—and revenue as well—because we've been in such a low-rate environment for so long," he says. "It's exciting to hear that there could possibly be three to four rate increases this year."

2. Mergers and Acquisitions

"I truly feel that there's going to be a shrinking of the smaller banks because of the strong regulatory constraints that are happening with them. A lot of smaller banks are family owned and there's no succession plan. I think you're going to see a lot of M&A's come into play throughout the United States."

...continued from page 3, "GSB Alumni Spotlight: Harvey Hartenstine"

3. Digital Banking

"Digital banking is a must to allow for efficiencies and scalable growth. I know it's very expensive for smaller banks, but we need to be innovative with technology and stay modern and fresh. We have to do that for our clients."

4. Cryptocurrency and Payment Streams

"I think that's going to be elevated in our industry if we like it or not. We must continue to educate ourselves more regarding cryptocurrency and create appropriate policies."

5. Generation of New Revenue Sources on the Non-interest Side

"Wealth management is now our number one non-interest source of income. This is the reason to diversify your income stream outside of interest income."

And when asked about competition from fintechs, Hartenstine asserts, "If you can't beat them, join them!" He revealed that Broadway is looking to grow consumer loans by \$50 million this year by the acquisition of fintech loans in the consumer space.

"Fintech's have great algorithms, portfolio analysis, and technology that is unbelievable," he says. "We've intensely researched and know we can get a much higher return on the purchase. These loans are short lived—about 18 months. Your premium will be a little different; the more risk that you take on it, the higher the premium is going to be on it. So we're going to test it out. That's how we're combatting the fintech world and diversifying income revenue stream and growth."

GSB Years

Hartenstine says when Broadway sent him to GSB in 2010 he was the first to attend a banking school program in over 25 years. And though he had many options available to him in the Texas area, it was an easy decision once he saw what GSB had to offer. "I went up for the first year, and absolutely loved it," he says. "From the instructors and the curriculum to the city itself—Madison, Wisconsin—and the collaboration with the other students, it just took me to a different level. It has helped me grow tremendously as a banker and to be more knowledgeable about the bank as a whole," he says. Hartenstine explains this was essential because he began his career on the lending side.

"GSB has broadened my scope as a banker, and I really feel like it's added to my success," he says. "Ten years later, I know how to collaborate even better with people. In general, it just makes you a well-rounded, better banker."

In addition to the educational elements, the camaraderie developed with his cohorts has grown into long-term friendships. He says there is a group of six of them that stay in touch. And four of the group went on a fishing trip just a few years ago. He adds that as



a \$5.2 billion bank, he is able provide some insights to his former classmates who are at smaller banks. "I'm always there to help," he says. "I always have my door open for assistance."

Hartenstine adds that the biggest takeaway after completion of the program was his ability to take a deeper financial dive into Broadway and to consider what the bank could be doing differently to generate additional revenue, engage in new technology and contribute to the overall growth of the bank. He credits the multifaceted approach of the GSB in its offerings and instructors.

He says his only regret is that he attended the program in his late 40s and wishes he had the opportunity to attend in his early 30s. "That's why it's important for me to get our younger bankers up there sooner than later," he says. "We've probably already sent 10 to 12 Broadway bankers through the program."

Giving Back

Away from the office, Hartenstine is equally committed to the Broadway Bank community. He serves on several community boards tied to the bank and loves giving back and sharing his experience and expertise.

Another way he shares his experience is through previously teaching college-level classes. "I enjoyed it," he says. "What I found is the students really liked the fact that I was someone with experience—not necessarily from academia, but from the real world of being a banker. I have maybe a couple or so more years before I retire, and I want to get back into teaching again to share my many years of experience."

Hartenstine's self-proclaimed high energy also carries over into his leisure time. He enjoys spending time with his wife and daughter, experiencing new restaurants, traveling, dove hunting, fishing, and spending time at his beach condo.

When asked if there is anything about him that people would be surprised to learn, he mentions his fluency in German.

"I was very fortunate to learn that language," he says. "You know, in South Texas, you either speak Spanish or you speak English. It's either one of those. When I start speaking German, people look at me like, 'where did that come from?'" ■

GSB SUPPORTS WOMEN IN BANKING

While women were never excluded from GSB, for nearly a quarter-century after its inception in 1945, GSB had graduated only men. Then, in 1970, a trailblazer crossed the commencement stage – becoming the first woman to receive a diploma from the Graduate School of Banking, and paving the way for the more than 2,000 women GSB graduates who've followed. Those 2,000+ women have risen to senior leadership positions in their banks, communities and in the industry, and we are all better for their contributions.

A November, 2021 study by Deloitte Insights, published in *Within Reach*, shared that women hold just 24% of leadership roles within financial services—projected to grow 28% by 2030—which is below parity and shows the need for banks to take intentional, strategic actions in recruitment, retention, succession planning, and flexible work arrangements. The same report shares that for every woman added to the C-suite in an organization, three women

rise to senior leadership roles. Known as the multiplier effect, this phenomenon makes a compelling case for banks to bolster gender equity efforts

In 2020, GSB formed a Diversity, Equity and Inclusion Working Group to support the increased participation of women and other underrepresented groups among GSB students and faculty. Today, approximately one-third of students in the graduate school program are women—a higher percentage than the leadership representation cited above—and that ratio is higher in some of our specialty schools. This shows how far we've progressed throughout the school's history, and the important equity work that remains. GSB did see a modest uptick in participation among women in 2021, and hopes to build on that trajectory.

GSB is committed to diversity, equity and inclusion, and to continuing to educate the next generation of women leaders. As part of that commitment, the school

regularly sponsors peer resource groups and educational conferences for women in banking, and strives to assist and support women moving into leadership roles. Six of our professional staff who administer Graduate School of Banking programs are women, including two administrators, an operations manager, two vice presidents and our chief financial officer. At the industry level, five of our sponsoring state bankers associations have or have had a woman chief executive; and currently, 6 women serve on the GSB Board of Trustees and 5 women leaders are on the GSB Banker Advisory Board.

There remains much work to be done – in our world and in our industry – and GSB will continue to support those efforts by providing opportunities for women in banking to learn, excel and grow. We are very enthused for the future of women in our great industry! ■



GRADUATE SCHOOL OF BANKING SCHOLARSHIP DEADLINE IS MARCH 31

Nationwide scholarships for the Graduate School of Banking are open for application through March 31. We encourage you or members of your team to visit the scholarships page of our website and apply for state association scholarships, where applicable, as well as these nationwide opportunities:

GSB ANN KLEIST SCHOLARSHIP

Ann Kleist, former GSB vice president and CFO, retired in 2012 after 37 years of service to GSB. This scholarship honors not only Ann's contributions to the school, but her dedication to community service and volunteerism. The banker selected for this award will not only be active in banking, but also engaged in giving back to his or her community through volunteerism. This scholarship is available in the amount of \$1,500.00 for each year of the student's attendance for a total value of \$4,500.

AT-LARGE GSB OUTSTANDING LEADER SCHOLARSHIP

This scholarship is awarded through the Prochnow Educational Foundation directly, rather than through a state association. This is an at-large scholarship ... thus bankers from any state or country entering their Freshman year at GSB are eligible to apply. Two scholarships will be awarded annually, and selection will be based on leadership experience and potential as well as banking industry involvement. The At-Large Scholarship pays \$1,500 of the annual tuition for each of three GSB sessions, for a total value of \$4,500.

ASSOCIATION OF MILITARY BANKS (AMBA) RALEIGH A. "ANDY" TROVILLION SCHOLARSHIP

Raleigh A. "Andy" Trovillion, former GSB faculty member and Association of Military Banks of America (AMBA) board chairman, passed away in 2019 after a distinguished career in banking. This scholarship, which is funded by the AMBA, honors Andy's passions for and contributions to military banking and banking education. Bankers eligible for this scholarship must be serving or have served honorably as an active duty, Reserve, or National Guard member of one of the Armed Services of the United States. Bankers who are military spouses or spouses of veterans are also eligible to apply. This scholarship is available in the amount of \$1,500 for each year of the student's attendance for a total value of \$4,500.

Note that scholarships are available for incoming, first-year students only; individuals must apply for GSB and for scholarships individually. ■



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A/L MANAGEMENT

Today's Balance Sheet Management Sets the Tone for Tomorrow's Earnings

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Leading More Successful Projects

LENDING

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

Advanced Financial Statement Analysis

Advanced Cash Flow Analysis

Advanced Tax Return Analysis for the Banker

Business Financial Statements and Tax Returns: Components of Business Financial Statements & Tax Returns

Commercial Lending: Four Keys to Loan Structuring

Consumer Lending: Analyzing Personal Financial Statements and Loan Applications

Commercial Lending: Best Practices for Lines of Credit, Term Loans and Other Credit Facilities

Consumer Lending: Overview of Credit History and the Role of Collateral

Business Financial Statements and Tax Returns: Navigating and Analyzing a Business Tax Return

Commercial Lending: Loan Agreements and Covenants

Consumer Lending: Overview of Residential Mortgages and Home Equity Lending

Lending to Churches and Non-Profits

Business Financial Statements and Tax Returns: Developing and Analyzing Key Financial Ratios

Commercial and Industrial (C&I) Lending in Today's Competitive Market

Commercial Lending: Five Keys to Better Credit Memos and Loan Packages

Commercial Lending: Improving Commercial Loan Pricing and Profitability

Problem Loan Workout in Today's Market

Business Financial Statements and Tax Returns: Developing and Analyzing a Statement of Cash Flows

Commercial Lending: Introduction to Global Cash Flow

Construction Lending: Issues in Underwriting Commercial Construction Loans

Business Financial Statements and Tax Returns: Developing and Analyzing the Uniform Credit Analysis (UCA) Model

Commercial Lending: Global Cash Flow Mechanics, Including Living Expenses

Construction Lending: Administering and Monitoring Commercial Construction Loans

Business Financial Statements and Tax Returns: Advanced Cash Flow Issues: Working Capital and Fixed Asset Expenditures

Commercial Lending: Expanding from Global Cash Flow into Global Analysis

Construction Lending: Administering and Monitoring Residential Construction Loans

MANAGEMENT

Independent and Community Bank M&A: What You Need to Know

Strategies and Planning for Closely Held and Family Banks

How to Effectively Manage Your Virtual Team

8 Strategies for Meaningful Meetings

Strategies for Succession Planning and Talent Management

Strategies to Remain Independent in a Consolidating Environment

Strategic Planning for Financial Institutions - It's All About Your Strategy

Financial Analysis of Bank M&A Transactions



RELATIONSHIP BANKING

Implementing a Customer Experience Strategy: Defining, Developing, and Delivering a Superior Customer Experience

Close More Deals: Enhance Your Meeting & Pipeline Management Process

Become a One Stop Shop: How to be the Only Bank Your Customers Will Ever Need

TECHNOLOGY

What Directors Need to Know About Cybersecurity

Cybercrime Trends and Hot Topics in Banking

Creating a Culture of Cybersecurity at Your Institution

How to Build Out an Incident Response Playbook

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 designed to meet the dynamic learning needs of today's busy financial professional and 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 of the live session 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:

- Nearly 100 relevant, bank-specific courses that deliver must-know information
- A variety of live, interactive courses offered throughout the year—each recorded for scheduling flexibility
- Additional On-Demand seminars on popular topics available anytime, anywhere, to fit your schedule. Instructor contact information is provided so you have the ability to ask questions as you go through the recordings.
- Competitive pricing—one fee allows multiple attendees to participate through a single connection and includes all handouts and materials
- 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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EXECUTIVE LEADERSHIP CERTIFICATE FROM THE WISCONSIN SCHOOL OF BUSINESS CENTER FOR PROFESSIONAL AND EXECUTIVE DEVELOPMENT

The Graduate School of Banking at the University of Wisconsin-Madison is more than an exceptional banking school—it's a leadership program without equal. Since 2017, graduates of GSB have received the Certificate of Executive Leadership, in addition to a GSB diploma, thanks to an agreement with the Wisconsin School of Business' Center for Professional and Executive Development.



The deadline to enroll for the 2022 GSB session, which will be held July 31 – August 12, on the UW Madison campus, is June 1. However, due to high demand, it's possible the school could reach its enrollment capacity ahead of the published deadline – so early application is encouraged. ■



CENTER FOR
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Alumni of the Graduate School of Banking who completed the GSB program prior to this agreement are eligible to receive this prestigious certificate through advanced placement—and to save 15% on the two additional courses required for the certificate. You may register for Leadership Beyond Management and Leadership: Transform Your Business Culture by using promotional code GSB15. You will find details on the GSB website; and, for additional information on the content of either UW course or general customer service, please call 1-800- 292-8964 or email info@uwcped.org