



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



2022 YEAR IN REVIEW



ONLINE SEMINARS:

191

PARTNERING BANKING ASSOCIATIONS:



26

INTERNATIONAL STUDENTS:

17



VIRTUAL PARTICIPANTS:

**MORE THAN
3,000**



IN-PERSON STUDENTS:

772



Graduate School of Banking
at the University of Wisconsin – Madison

NEARLY \$175,000 IN SCHOLARSHIPS AVAILABLE ANNUALLY

The Graduate School of Banking is pleased to offer a variety of scholarships to assist bankers in advancing their educations and careers. Some are available directly from sponsoring state bankers association; others are at-large awards and applications are available at GSB.org, including:

Outstanding Leader Scholarship (Banking Industry Involvement)

Ann Kleist Scholarship (Community Service)

AMBA Andy Trovillion Scholarship (Military Service)

Applications for these scholarships are available at <https://gsb.org/schools-programs/scholarships/>. The deadline to apply is March 31, 2023. ■



GRADUATE SCHOOL OF BANKING

EARN TWO CREDENTIALS FOR ONE TUITION

**July 30 – August 11, 2023
Enrollment Deadline June 15**

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. ■



**CENTER FOR
PROFESSIONAL
& EXECUTIVE
DEVELOPMENT**



Graduate School of Banking
at the University of Wisconsin – Madison



GSB SPOTLIGHT: JIMMY KAUFFMAN



Jimmy Kauffman
President/CEO,
Chairman of the Board
of Directors, Bank of
Sun Prairie, Sun Prairie,
Wisconsin

From Hospitality to Banking

For Jimmy Kauffman, every day is an adventure. As president/CEO and chairman of the board of directors, Bank of Sun Prairie, Sun Prairie, Wisconsin, he is constantly pushing the boundaries when it comes to meeting the ongoing challenges of the banking industry and finding new and innovative ways to help the bank's customers and community.

Kauffman, who began his career in the hospitality industry right out of college says his path to banking wasn't the typical one. The appeal of helping others in the hotel industry was the impetus for him to the banking industry.

"While it might sound a little bit cliché to want to help people and make a difference, that is really what the driving force is for me," he says. "Especially when you're talking about a community bank because you're not only helping the people who come through the doors. Community banks are very active in their communities, so that extends beyond the customers into the lives of your fellow colleagues and the people who you live or work with in the community. It's wide ranging."

Kauffman's entry into finance began in 2001 at a consumer finance company, City Financial, where he says he "cut his teeth." "It was an interesting path because in the consumer finance industry you're doing cradle-to-grave loan origination. So not only are you taking the application, and potentially approving it, but you're processing and closing it. And, if you get a mortgage payoff, you're doing the mortgage release. This was always fun and unique about the business."

Kauffman says what he appreciates most about the industry is the daily challenges it presents. "We're in a rapidly changing industry, and I don't know if the changes have ever been more prevalent than in the last five to 10 years. That is something that invigorates me and encourages me to bring my best game every single day." Kauffman adds it is the daily unpredictability each day brings, along with the possibility of finding new ways to do things he finds exciting.

"It seems like if you become complacent—even for a minute—the industry might leave you behind," he says. "It really keeps bankers on their toes."

Kauffman says because there are now so many ways for consumers and businesses to do their banking, his biggest motivator is finding ways to keep community banking vibrant and relevant, especially

given all the consolidation taking place in the industry.

"The consolidation of the industry is deeply concerning," he says. "It seems like community banks are fighting for our place in the industry. It gets tougher and tougher every single day. He adds that while U.S. banks are bracing for the impact of a looming potential recession, many bankers are also concerned about the interest rate environment."

"I really see that as a challenge and an opportunity at the same time," says Kauffman. "While it unquestionably slows down certain segments from a lending perspective, when interest rates are up, your deposit rates are up. This provides a great opportunity to solidify long-standing relationships. Maybe it leads to a deeper conversation with one of your clients who has money elsewhere. I think the interest rate environment provides a nice glimpse into potential opportunities you might not otherwise see."

Kauffman observes if community banks want to remain independent, there are a few things they must do, starting with ensuring they have good credit quality. Another important factor in guarding against consolidation is having a good succession plan in place for all the key management positions. Kauffman adds banks should be cautious of underinvesting in compliance management systems, to assure they can handle the regulatory environment from a compliance and an audit perspective. Lastly, he encourages investing in talent.

"I am fortunate to work with great colleagues," he says. "We invest in those people and make sure the organization is growing; that's important. I'm the kind of person who breaks things down into the smallest particle. It really is about focusing on what you can control. I really believe if we focus on those things, our community banks will stay vibrant and relevant. Bank of Sun Prairie celebrated its 125th anniversary in November and I want to make sure we have another 100 years."

Kauffman notes he also considers himself fortunate to have a supportive board of directors who are committed and think outside the box. He adds their dedication creates a win-win situation.

"It really starts with the board—the engagement of the board and the relationship it has with the president and CEO of the organization," he says.

"GSB Spotlight: Jimmy Kauffman" continued on page 4 ...



LAST CHANCE TO ENROLL

BANK TECHNOLOGY MANAGEMENT SCHOOL

April 17-21, 2023, Madison, WI

Enrollment Deadline is March 17

The school will share practical insights around cloud computing, data backup and retention, disaster response and business continuity, IT exam preparation, technology risk assessment, vendor management, IT strategic planning and more – plus the business of banking. ■



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"The board has to trust the management team. I'm very fortunate to have that here, and it's not something we take for granted. We're very grateful to have the board of directors we have because they really put us in a position to not only be successful, but to experience the level of success we're striving for. And then, of course, our stockholders are making sacrifices for us to be here and they're critical to our success."

The GSB Experience

Kauffman, who graduated from GSB in 2014, was hired as president/CEO of Bank of Sun Prairie two months after completing the program. He notes he was in the interview process while in his last year at GSB.

"My experience was coming from a large regional bank where I had the opportunity to move around a lot within the organization. This was helpful, but I think it still would have been difficult for me to step into a president role in a community bank without the experience of GSB," he says. "It pulled everything together for me. It deepened my knowledge as a banker and introduced me to components where I maybe was a little light on experience. I also expanded my network, so when I ran into an issue, I had a great network of people I could count on. It better positioned me to understand how to best leverage my experience as a president and CEO at a community bank, which was just absolutely critical."

Kauffman says his GSB education gave him a good understanding of running the bank from an operations standpoint, whereas his previous roles in senior management were more customer facing. At the time he started GSB, Kauffman was president/CEO of a consumer, non-bank subsidiary of a consumer finance company. "I thought, 'I'm a fairly knowledgeable banker,' but upon starting at GSB, I quickly learned I definitely had things to learn. It also helped me understand where I could move the needle the quickest as a leader. I highly recommend GSB to any up-and-coming banker who aspires to be a president/CEO. The education does make a difference."

Beyond the professional education and networking, Kauffman says

GSB also helped him with his personal development by uncovering some things about himself that were not obvious to him.

"GSB helped me realize there was a bit of a knowledge gap in some of the different functions of the bank I needed experience with," he says. "It really helped me discover not only where some of my strengths were, but also where there were opportunities for growth. GSB really opened that door for me to understand what those things were, so I could then tailor my professional development around those topics and functional areas. That's how I live my life. I'm one of those people that goes home every night and replays everything I said in every conversation. Then I scrutinize myself about how I could be better at things. How could I do it differently? How can I be more effective?"

Kauffman stresses the impact of the education gained at GSB goes beyond the bank and the banking industry. "It's personal growth," he says. "The rigor is going to challenge you to learn different things. It's going to challenge you to gain a deeper knowledge around some of the things you already know; your knowledge will be more profound. And it's also going to teach you how to be a better leader."

Family Comes First

Kauffman carries that same zest for experiences into his time away from the office. He relishes traveling, going to comedy clubs and fun in general with his wife, Mary, who is a children's book author and pursuing her PhD. He also enjoys spending time with his five children and two grandchildren. A native of the Hawkeye state and former collegiate baseball player, he loves watching baseball and attending his kids' sporting events.

"When I matched what my values are around family and what the values of Bank of Sun Prairie are, it was a really good match," Kauffman recalls. "We do everything we can to make sure we're operating our bank as a family-first organization. Because we realize family supports all of us, so we can come to work every day and deliver for our customers. For me, family is number one. And it's the most important thing." ■

ISOS AND MARKETERS – TWO SCHOOLS ESPECIALLY FOR YOU

APPLY EARLY WHILE SPACE REMAINS

BANK TECHNOLOGY SECURITY SCHOOL

October 16-20, 2023

This innovative one-week school features in-depth labs that will allow you to work with learned concepts to gain skills and tools you can put to use immediately at your bank. For both new and veteran Information Security Officers, this program will give you the skills and knowledge to secure sensitive information.

IT SECURITY CURRICULUM

- Security Breaches, Laws and Regulations
- Information Security Management
- Digital Forensics
- CyberCrime and the Dark Web
- Network Penetration/Testing and Ethical Web Hacking
- Data Privacy Laws

BUSINESS OF BANKING CURRICULUM

- Introduction to the Business of Banking
- Bank Profitability Analysis
- Asset/Liability Management
- Bank Regulatory & Competitive Environmenta

SALES AND MARKETING SCHOOL

September 25-29, 2023

Students in the Sales and Marketing School experience a blend of lecture, small group discussions and breakout sessions to enhance cross functional cooperation between sales, marketing and senior management. We encourage banks to send teams to learn together – that's why we provide a \$350 rebate to second and subsequent participants from the same bank. In addition to a comprehensive business of banking curriculum, this school offers a deep dive into important sales and marketing concepts:

- Sales & Marketing Planning – process, research, segmentation, customer profiling
- Sales Management & Coaching
- Performance Metrics & Goal Setting
- Customer Information Management – onboarding, reboarding, CRM, data mining
- Sales & Relationship Building Skills
- Sales & Marketing Budgeting and ROI
- Content Marketing – digital, email, websites, video, blogs, social media
- Acquisition Strategies – prospecting, networking, referrals, centers of influence
- Staff Development & Employee Engagement – recruiting, compensation, rewards, recognition, skills testing, staff retention



"The GSB Sales and Marketing School was one of the most educational and collaborative 5 days I have been a part of. The content of the sessions was timely and relevant to today's bank marketer. The instructors went above and beyond with the sharing of their vast knowledge and resources to help each and every student grow. I will continue to recommend this school to not only Marketers, but to all lines of business."

BANKING TODAY IS AGILE. THANKFULLY, SO ARE OUR ONLINE SEMINARS.



UPCOMING GSB ONLINE SEMINARS - SPRING 2023

YEAR-ROUND ON-DEMAND PROGRAM

The Business of Banking

A/L MANAGEMENT

Managing Loan Pricing in Changing Rates - How to Stay Abreast and Profitable as Markets Adjust

Stress Testing Amidst a Rising Interest Rate Environment

A Beginners Guide to Asset/Liability Management

Net Interest Margin Volatility

HR MANAGEMENT

Navigating Diversity, Equity and Inclusion Within a Polarized Workforce

Hiring for the Right Fit and Beyond

Talent Management - Having the Right People in the Right Seats. Coaching Up or Coaching to Exit?

Onboarding Your New Hire - An Experience or an Afterthought?

How to Effectively Manage Your Virtual Team

Organizational Culture: A Key to a High Performing Bank

Employment Law Compliance for Banks

Reward and Recognition Strategies

LENDING

Commercial Lending: Introduction to Commercial Lending

Consumer Lending: Introduction to Consumer Lending

CRE Appraisals: Overview of Appraisal Rules/Guidelines and the Review Process

Commercial Lending: Introduction to Global Cash Flow

Consumer Lending: Analyzing Personal Financial Statements and Loan Applications

CRE Appraisals: Appraisal Approaches to Value De-mystified

Fortify Your Loan Policy to Effectively Manage Credit Risk

Commercial Lending: Global Cash Flow Mechanics, Including Living Expenses

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

CRE Appraisals: Key Appraisal Components Beyond the Approaches to Value

Commercial Lending: Expanding from Global Cash Flow into Global Analysis

Consumer Lending: Overview of Residential Mortgages and Home Equity Lending

CRE Appraisals: Overview of Evaluations and Other Valuation Options

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

Commercial Lending: Four Keys to Loan Structuring

Commercial Lending: Improving Commercial Loan Pricing and Profitability

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

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

Construction Lending: Issues in Underwriting Commercial Construction Loans

GSB Online Seminar Series continued on page 7 ...

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

Commercial Lending: Loan Agreements and Covenants

Construction Lending: Administering and Monitoring Commercial Construction Loans

Business Financial Statements and Tax Returns: Advanced Financial Statement Analysis

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

Construction Lending: Administering and Monitoring Residential Construction Loans

MANAGEMENT

Community Bank Management in the Current Operating Environment

Strategies for Succession Planning and Talent Management

Treasury Management: A Powerful Tool to Increase Deposits and Fee Income

Understanding the Virtual Currency World

Strategic Planning in Uncertain Times

Perform How You Transform: Digital Transformation and Risk Management

Navigating the Virtual Currency World

Strategies and Planning for Closely Held and Family Banks

Every Employee is Responsible for Customer Growth

MARKETING

How to Use Your Brand to Hire the Best People

Money Saving, Money Making Marketing Ideas

When Does Your Bank Need to Rebrand?

How a CEO can be Brand Champion of the Organization

Five Social Media Tips to Advance Your Bank's Brand

TECHNOLOGY

New Technologies in Banking: The Road Ahead

FFIEC: What Needs to Go Into Your Incident Response Plan?

SSAE18, SOC 1, SOC 2 - What Do I Need?

FFIEC: How to Build a Business Continuity Management Plan

Using Your BIA and Data Flow Diagrams to Understand Risk

IRA/HSA TRAINING PROGRAMS

Roth IRAs: What You Need to Know

IRA Fundamentals

IRA Contributions and Tax Time

IRA Required Minimum Distributions

HSA - Advanced

IRA Transfers and Rollovers

IRA Distributions

IRA Withholding Rules - And Getting Them Right

HSAs: Top 10 Wrap-up (2023 Edition)

IRA and Employer Plan Rollovers

IRA Issues: Top 10 Wrap-Up (2023 Edition)

IRA Beneficiary Distributions

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.

FIND DETAILS AND ENROLL AT
GSB.ORG



GSB OFFICE ADDRESS WILL CHANGE MARCH 31ST



Effective March 31, our new mailing and delivery address will be **4721 S. Biltmore Lane, Madison, WI 53718.**

Our phone numbers are unaffected by the move and our primary office line will still be 608-243-1945.