

Goal:
Investigate and test models for next gen educational programming, curriculum design and delivery methods

Action Items		Assigned	Target Date	Status
1	Explore opportunities to deliver next gen educational programming through blended learning models	Kirby/Becky/CAC	6/1/22	Due to COVID, this strategy was expedited and implemented in fall 2020 with 8 virtual educational programs. The first-ever 100% virtual Graduate Banking School session was in August 2021 and received very positive student comments. Continue to discuss with BAB and CAC.
A	Identify and evaluate additional online courses/modules connected to core curriculum	Kirby/Becky/CAC	9/1/20	Co-sponsored a free DEI webinar, "Diversity & The Future of Banking" with UW-CPED in September that had 120 registrations. Good complement to the curriculum within the leadership section at GSB. Pursuing additional educational opportunities in this important subject area.
B	Explore self-paced learning modules that extend or enhance existing curriculum	Kirby/Becky/CAC	6/1/22	Initiated a new "stacked" schedule for the August 2021 virtual session. This model could work well for self-paced learning down the road.
C	Identify and test opportunities for fully online courses that maintain GSB curriculum rigor and that offer engaging digital experience	Kirby/Becky/CAC	6/1/2021	Due to COVID, this strategy was expedited and implemented in fall 2020 with 8 virtual specialty schools. And in August 2021 for the full Graduate Banking School program.
2	Identify and explore next gen educational preferences for prospective students	Kirby/Becky/CAC	9/1/2022	
A	Work with UW to find expert in next gen learning preferences to assist GSB staff and faculty in curriculum model design and delivery	Kirby/Becky/CAC	2/1/2020	UW representative presented next gen workshop at BAB/CAC Meeting in January 2020.
B	Expand data gathering from emerging/future leader groups at state level to determine preferences for educational experience and delivery mechanisms	Kathy/ED	11/1/2023	Kathy working on survey options that can be jointly offered with Ed Directors and state associations to gather more info in this area. Discussed at August 2023 ED Forum in Madison.
C	Deepen insights around "experience" for emerging leaders groups to feed into both next gen model development and core model enhancements	Kirby/Becky/CAC	9/1/2022	
D	Research additional models for student experience that reduce on-site time requirement and increase online learning requirements	Kirby/Becky/CAC	2/1/24	Subset of the GSB Curriculum Advisory Committee is working on the possibility of moving more core curriculum with associated intersession projects to virtual thus allowing more onsite time on campus for application sessions and a head start for the students on their projects. Taking proposal to upcoming BAB/CAC meeting in January.
3	Identify and explore next gen educational programming to enhance current student experience		6/1/2021	
A	Explore and evaluate reduced-time, track-based curriculum for current students (tracks/modulars model)	Kirby/Becky/CAC	6/1/2021	See 1B, 1C and 2D above.
B	Consider ways blended learning model could vary based on student's year in GSB program, rural locations, etc.	Kirby/Becky/CAC	2/1/24	See 2D above.
4	Identify and explore ways to leverage next gen educational programming to deepen alumni connections	Kirby/Becky/Kathy/CAC/BAB	6/1/2021	
A	Research and identify potential curriculum relevant to GSB alumni	Kirby/Becky/Kathy/CAC/BAB	6/1/2021	
B	Recommend model for alumni track-based program with reduced on-site time requirement that retains emphasis on GSB on-campus experience	Kirby/Becky/Kathy/CAC/BAB	6/1/2021	With the implementation of 1B above, there is now a definite possibility for alumni tracks in the future.
5	Expand satellite specialty schools to capitalize on regional opportunities	Kirby/Becky/CAC/ED	Ongoing	No current plans for 2025 but always on the radar.
A	Identify ways to expand current specialty schools or offerings with specific emphasis on those that feed into on-campus GSB programming	Kirby/Becky/CAC	Ongoing	Added a new, very timely Digital Banking School in fall 2020 that is on a "per bank" registration basis to expose more candidates to quality GSB educational programming. Nearly 200 banks have participated in the first three years.
B	Partner with state association sponsors to potentially offer specialty schools in their areas/locations	Becky/ED	Ongoing	
C	Consider additional geographic locations that would enhance participation levels for specialty school attendance	Kirby/Becky/Kathy	Ongoing	

Goal:
Maintain GSB-WI as the premier banker education program in the country

Action Items		Assigned	Target Date	Status	
1		Maintain excellence in faculty and curriculum rigor for all GSB educational programs	Kirby/Becky/CAC	Ongoing	Very pleased to see the outstanding student evaluation scores across the board again in 2024.
	A	Explore ways to evaluate GSB-WI curriculum against competitor school curriculum	Kirby/Becky	6/1/2022	
2		Identify potential content, curriculum and experiences that are specifically relevant to women in banking and diversity in banking	Kirby/Kathy/Becky BAB/CAC	6/1/2021	Offered a GSB webinar in fall 2022 titled "A Passion for Women in Leadership: Encouraging the Next Generation of Women Leaders". Unfortunately, cancelled due to low registrations.
3		Increase student enrollment from core central states	Kathy	Ongoing	
	A	Innovate with state associations around partnership opportunities for program development and marketing	Kirby/Kathy		
	B	Co-host events with state associations for local alumni and/or prospective students	Kirby/Kathy BAB/ED	6/1/2024	Co-hosted a GSB/IL Bankers Assn lunch with their Future Leaders group at the IL One Conference. Invited GSB alumni to attend, too. Good initial success with 60+ attendees and an opportunity to showcase the GSB/IBA partnership and update on GSBS educational programs.
4		Integrate FiSim throughout GSB on-campus experience to establish differentiation from competitor schools and to better support the full student experience	Kirby/CAC		
	A	Explore additional outside uses of FiSim in the financial industry to enhance the GSB-WI brand (state schools, colleges and universities, in-bank uses, regulatory agencies)	Kirby	1/1/2024	Utilized a BAB testing group in Madison this past summer to test FiSim Lite v1. Very impressed and provided valuable feedback. Aurum is currently finalizing fixes and enhancements provided by the testers and we're on track to release FiSim Lite v1 in January 2025.
5		Develop relationships with additional post-secondary institutions to increase on-campus presence at GSB	Kirby/Kathy/ED/ BAB/Trustees	1/1/2021	
6		Continue to identify future-leaning key trends/issues in banking that should be incorporated into GSB curriculum, particularly those most relevant to the central states region	Kirby/Becky/CAC	Ongoing	Ongoing agenda item for discussion at the annual BAB/CAC meeting
7		Expand student off-campus experience to incorporate community/industry service opportunities	Kirby/Kathy PEF Mission Comm Students	8/1/2023	

<p style="text-align: center;">Goal: Develop marketing initiatives that enable GSB to establish a differentiated market position focused on diversity, data-driven insights and institutional partnerships.</p>				
Action Items		Assigned	Target Date	Status
1	Introduce marketing efforts and programs that promote GSB as an educational leader for women in banking and diversity.	Kathy/BAB/Trustees/ DEI Working Group	9/1/2020	Formed new Diversity, Equity and Inclusion Working Group in fall 2020 to discuss educational opportunities and outreach within various demographic groups. Sharing information about MinBanc Foundation that provides opportunities for educational grants to minority and women-owned banks on GSB website. Attended National Bankers Assn Annual Convention in Washington, DC, annually since 2019. Specific outreach -- through LinkedIn and phone - to individual leaders of minority and women-owned banks.
2	Leverage relationships with state associations to improve data gathering on educational program decision making among our key market segments (emerging leaders, senior executives, state school attendees, etc.).	Kathy/EDs	Ongoing	
A	Develop survey or polling tools for distribution at/through state association educational programs to gain insight into GSB decision making	Kathy/EDs	6/1/2022	Kathy working on possible survey options that could be jointly offered with Ed Directors and state associations to gather more info in this area.
3	Expand messaging around opportunity to receive higher education credit for GSB graduates	Kathy/Kirby/BAB/ED Trustees	1/1/2020	Specific flyer produced for all SBAs around the UW Executive Leadership Certificate; mention of SBS IT certification credits in specific GSB emails and brochure mailings to IT professionals. Promotion of UW CPED and SBS IT Certifications on GSB website to promote partnerships and related opportunities.
A	Extend messaging around current MBA/graduate school relationships	Kathy	2/1/2020	Dedicated page on GSB web site about current MBA/graduate school relationships. Include mentions in promo emails about Grad School, too.
B	Gather data on GSB graduates who have received higher education credits after attending GSB	Kathy	Ongoing	Fall updates from primary contacts at universities that provide defined advanced placement for GSB graduates into their MBA. As of last update, about 25 or so have graduated or are attending the UMass MBA program. Reached out to UN-Lincoln and U-Mass in October 2023 for any updates.
C	Develop list of central region colleges and universities with banking degree programs (or certificates)	Kirby/Kathy/ED/BAB/ Trustees	9/1/2024	
D	Identify new higher education institutions with whom GSB can develop credit-hour partnerships	Kirby/Kathy/ED/BAB/ Trustees	2/1/2024	In addition to existing UMass and UN-Lincoln advanced placement partnerships also pursuing this opportunity with UW-Madison and their newly revamped Professional MBA program.
4	Make marketing efforts more data-driven (i.e. more use of alumni database, high performing banks data, ROI of marketing efforts - state and national campaigns/conferences, target market identification based on statistical data)	Kathy	Ongoing	Invested in a digital advertising campaign that focused on the GSB program and targeted bankers in sponsoring states. From January - April 2024 we saw approx. 117,000 LinkedIn impressions and just under 7,100 Google impressions. Page engagement grew significantly, from 4,200 individuals reached in early January to nearly 16,000 reached in mid-March.
5	Allocate marketing dollars for expanded conference sponsorships and targeted approaches to key audiences of core and specialty programs	Kathy	Annually	Ongoing review of ROI for sponsorship/exhibits at state, regional and national events. GSB represented at a # of targeted SBA conferences that feed into GSB specialty school programs and/or the graduate banking school.
6	Develop additional partner marketing programs and campaigns with state associations to improve in-region student acquisition	Kathy	6/1/2022	Continuing to provide ready-to-use marketing materials for all schools and seminars to the Education Directors; additionally, many states are sharing their marketing lists with GSB to promote online seminars - with some SBAs seeing significant increase in referral fees as a result.
7	Continue to find ways to market the full GSB experience, including curriculum relevance, peer networking and off-campus experiences	Kathy/BAB	Ongoing	Have hosted a few regional student/alumni networking gatherings and are looking to do more over the next year.

Goal:				
Continue to proactively monitor the banking school environment for partnership opportunities and potential mergers				
Action Items		Assigned	Target Date	Status
1	Monitor competitor banking school attendance rates and financial performance for potential merger opportunities	Kirby	Ongoing	Continue to network with director colleagues throughout the year. Recently hosted the Annual Graduate Banking School Directors meeting in Madison. Open sharing of information but no signs of any merger interest between schools.
A	Create Ad Hoc Committee of Trustees to study and keep abreast of opportunities	Kirby	12/1/19	Outreach from Trustees to other Graduate Banking Schools that were going through CEO searches in 2020. Limited interest in merger discussion but possibility of joint co-sponsored educational programs.
B	Keep board apprised with updates of findings	Kirby	Ongoing	Three graduate banking schools going through CEO succession process in 2024 - GSB-WI, SWGSB, and PCBS
2	Monitor industry conditions (economy, consolidation, etc.) to stay ahead of forces that would drive banking school consolidation	Kirby/Trustees	Ongoing	
3	Continue to grow financial strength of GSB in order to be positioned as primary potential partner for state associations and other banking schools	Kirby/Trustees	Ongoing	While the financial uncertainties were definitely tested throughout COVID, very positive financial standing for both GSB and PEF as of 10/31/24.
4	Explore opportunities to expand partner programs and specialty schools with other banking schools	Kirby/Trustees	Ongoing	Good working relationships with other Grad Schools. GSB-LSU is a marketing partner of GSB's IT Management and IT Security Schools. Continue to meet regularly with UW CPED on discount exec ed programs for GSB grads.

Goal:				
Expand role of PEF to incorporate community/industry service and diversified forms of student support				
Action Items	Assigned	Target Date	Status	
1	Explore and recommend foundation mission changes to include community/industry service opportunities for GSB participants	Kirby/Kathy PEF Mission Comm	11/1/2023	
2	Identify collaborative community/industry service opportunities with state associations to enhance brand positioning among bankers in the central region	Kirby/Kathy PEF Mission Comm	9/1/2023	
3	Consider PEF brand change to connect more directly with GSB	Kirby/Kathy/BAB	9/1/2023	
4	Identify PEF funded GSB scholarship opportunities focused on women in banking and diversity in banking	Kirby/Kathy/ED PEF Mission Comm Trustees	6/1/2020	Continue to have conversations with underrepresented groups at GSB about the possibility of a scholarship option.
5	Recommend changes to state scholarship fund distribution to encourage more usage of scholarship funds	Kirby/Kathy/ED PEF Mission Comm Trustees	11/1/2022	Based on recommendation of staff and PEF Mission Committee, board approved changes in scholarship program at November 2022 board meeting.
6	Research innovative uses of PEF funds to better support on-campus attendance of GSB by individual participants (i.e. Habitat For Humanity or 2nd Harvest Foodbank community service events while students are on campus)	Kathy/BAB/Students	8/1/2022	See Action Item #1.

Goal:				
Maintain and enhance strong working relationships with governing and sponsoring associations				
Action Items		Assigned	Target Date	Status
1	Active dialogue with state association Education Directors seeking input on new and existing program content, delivery, marketing efforts and staying abreast of GSB activities	Kathy/Becky/ED	Ongoing	Annual ED Forum held in person on UW campus. In 2024, moved to a more flexible approach allowing EDs to attend when it's best for them.
2	Collaborate with Ed Directors and support core state association programs that are good feeders into GSB educational programs	Kathy/Becky/ED	9/1/2020	GSB has remained supportive via sponsorships of SBA educational events that are good feeders into GSB programs. Many states offer "sponsorship packages" when GSB selects multiple events. Many have given a GSB rep time on the program for a GSB update related to the program's content. Expanding sponsorships and outreach for feeders into specialty schools.
3	Grow GSB/state association co-sponsored in-state workshops	Becky/ED	1/1/2021	With the growth in virtual delivery during COVID, GSB converted our in-person SBA workshops to virtual and offered our first multi-state virtual workshop in spring 2021 and again in spring 2022. This approach has proven successful with our SBA partners. GSB will consider a custom, in-person workshop for a specific SBA but minimum attendance threshold needs to be achieved.
4	Develop marketing and events in partnership with state associations focused on alumni engagement	Kirby/Kathy/ED/BAB	6/1/2024	Co-hosted a GSB/IL Bankers Assn lunch with their Future Leaders group at the IL One Conference. Invited GSB alumni to attend, too. Good initial success with 60+ attendees and an opportunity to showcase the GSB/IBA partnership and update on GSBS educational programs.
5	Partner with Ed Directors to develop data gathering mechanisms to enhance GSB student insights (prospective, current or alumni)	Kathy/ED	8/1/2023	
6	Identify key community/industry needs in state association regions for potential PEF support	Kirby/Kathy/ED BAB/Trustees	8/1/2023	Based on PEF funds available.