



BANKING DEMANDS LEADERSHIP. GSB BUILDS LEADERS.



GSB SPRING SCHOOL ENROLLMENT DEADLINES APPROACHING – DON'T DELAY!

DIGITAL BANKING SCHOOL

Offered Virtually, Twice Weekly Half Day Classes,
Starting March 3, 2025

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.

Per bank pricing allows multiple attendees from the same organization to participate affordably for one fee - so learn affordably as a team!

HUMAN RESOURCE MANAGEMENT SCHOOL

April 25-May 2, 2025

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

Scholarships available!

BANK TECHNOLOGY MANAGEMENT SCHOOL

April 7-11, 2025

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



**LIMITED SEATS AVAILABLE
—REGISTER TODAY AT
GSB.ORG**



Graduate School of Banking
at the University of Wisconsin – Madison

GSB PARTNER SPOTLIGHT: JON KAUPLA



Jon A. Kaupla
President and
Executive Director
of CPED

Leadership That Banks On Excellence

The Wisconsin School of Business's Center for Professional & Executive Development (CPED) and the Graduate School of Banking (GSB) have maintained a unique educational partnership that dates back to GSB's founding in 1945. This collaboration combines industry-focused banking education and academic leadership development, creating a comprehensive learning experience for banking professionals.

"We're proud of this partnership. It's somewhat unique. There aren't too many programs where you have two educational components, one more industry-focused and one more academic-focused, collaborating to offer a dual certificate," says Jon A. Kaupla, president and executive director of CPED.

Eight Decades of Excellence

The partnership's foundations were laid in 1944 when CPED was established as The Industrial Management Institutes at the University of Wisconsin. Created through a partnership between the School of Commerce and the Extension Division, with support from the Wisconsin Manufacturer's Association, the program addressed a critical wartime need for specialized supervisor training.

GSB followed in 1945, also at the University of Wisconsin, quickly establishing itself at the forefront of banking education. While both organizations have evolved significantly since their wartime origins, their fundamental mission remains unchanged: providing specialized training that advances both individual careers and organizational success. Over the decades, this commitment has attracted more than 23,000 banking professionals to GSB's programs.

Through this partnership, GSB participants earn both their banking certification and CPED's prestigious Certificate of Executive Leadership during the 25-month program. The integration allows students to benefit from technical banking expertise and crucial leadership development skills, creating well-rounded banking executives prepared for future challenges.

Pivot and Thrive

Like many successful long-term partnerships, the GSB-CPED collaboration has demonstrated remarkable resilience through changing times. This was particularly evident during the COVID-19 pandemic when CPED and GSB rapidly transformed their delivery models. Kaupla, who has led CPED since May 2017, is proud of the organization's swift adaptation to virtual learning.



"The need for core leadership development will never go away. There's always going to be the next generation of leaders coming up."

- Jon Kaupla

"We not only survived during COVID, we really thrived," Kaupla reflects. As the pandemic continued, many employers took advantage of the downtime to focus on employee education. "Companies started to leverage this time to help develop their leaders, and we became very relevant and needed."

Kaupla credits his team and the schools' instructors (some of whom had never used Zoom!) for embracing and supporting the changes needed to update everything about how CPED delivered its programs.

This successful adaptation has led to lasting innovations in CPED's program delivery, with expanded virtual and hybrid learning options. "We've brought on a team of instructional designers and experts in creating virtual and online learning. It has become a meaningful part of our portfolio," Kaupla explains.

All of GSB's programs also went virtual during the pandemic. While the flagship summer program is back in person, GSB offers several online seminars across all areas of bank management, from asset/liability management, to lending, marketing and much more. In addition, GSB created the Digital Banking School and made it virtual and accessible. Because digital banking is so crucial, with a broad scope across all areas of a bank's operations, GSB offers an affordable per-bank fee, allowing CEOs and others from across the organization to attend and learn together.

Both organizations are committed to innovating and creating the highest-quality environments for adult learners.

Future-Ready Leadership

As the banking industry continues to evolve, the collaboration between CPED and GSB ensures that future leaders are equipped with the practical skills and leadership capabilities needed to



Graduates Receive a GSB Diploma Plus a Certificate of

EXECUTIVE LEADERSHIP FROM WISCONSIN SCHOOL OF BUSINESS

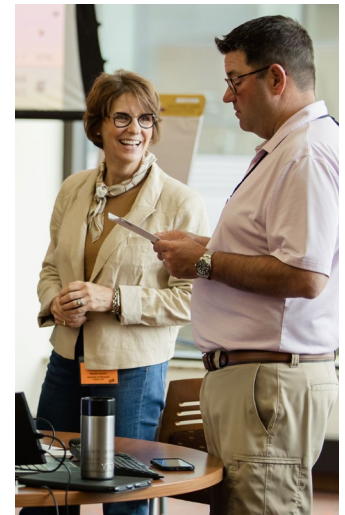


CENTER FOR PROFESSIONAL & EXECUTIVE DEVELOPMENT

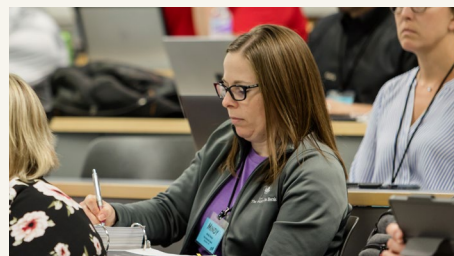
TWO CREDENTIALS. ONE TUITION.

Since 1945 The Graduate School of Banking at the University of Wisconsin-Madison has been an exceptional banking school—and it has grown into a powerful leadership program. Through the Wisconsin School of Business’ Center for Professional and Executive Development, our graduates receive a **Certificate of Executive Leadership from the Wisconsin School of Business**, in addition to a GSB diploma. GSB’s outstanding program, as recognized by one of the nation’s premier business schools, offers leadership-focused courses and relevant real-world projects including:

- Comprehensive Leadership Skills Inventory—with analysis and feedback from a certified LSI consultant
- The Success Factors of Winning Teams
- Leadership Presentation Skills
- The Role of Strategy in Leadership
- Industry Focused Strategic Thinking
- The Leader’s Role in Managing Performance and Succession
- Building a Culture of Leaders
- Talent Management and Succession
- Organizational Culture—including a robust cultural assessment tool
- Leading Inclusively
- Transformational Leadership and Organizational Healing
- Business Ethics
- FiSim—GSB’s exclusive web-based platform offers the most robust simulation experience, incorporating both financial management and strategic leadership management into the popular capstone course.



The 2025 session will be held July 27-August 8, 2025. The deadline to apply is June 1; early applications are strongly encouraged as space is limited.



Visit gsb.org today to learn more about this life-and-career changing leadership development opportunity.

GSB FALL SCHOOLS ARE FILLING – EARLY ENROLLMENT ENCOURAGED

FINANCIAL MANAGERS SCHOOL

September 22-26, 2025 | Madison, Wisconsin

As the economic and regulatory environments continue to change, it's vital that financial services CFOs, controllers and other finance and accounting executives have a solid foundation in asset/liability management. The Financial Managers School provides this foundation through this unique, hands-on immersion program designed to provide you with workable strategies to meet your institution's regulatory and financial performance objectives.

What You'll Learn

This interactive learning forum will utilize a mixture of lectures, small group discussions, computer simulations, and case studies to enhance the learning experience. You'll learn how to:

- Develop effective capital planning strategies.
- Make informed decisions on risk-return trade-offs using annual planning.
- Create a risk management profile using peer and trend analysis.
- Analyze interest rate risk with advanced measurement systems.
- Evaluate risk-return trade-offs using A/L modeling.
- Communicate financial data for sound decision-making.
- Manage liquidity risk and explore funding options.
- Optimize investment portfolios and policies.
- Improve credit risk management and loan pricing.
- Implement deposit pricing and funding tools effectively.
- Measure profitability across the organization and products.
- Use profitability insights in product development.



Financial Managers School had a waitlist last year – apply early to secure your place in class!



BANK CYBERSECURITY SCHOOL

October 13-17, 2025 | Madison, Wisconsin

In addition to significant growth in check fraud in recent years, banks are also grappling with ever-more sophisticated online fraud. It's challenging – yet essential – that financial institutions stay one step ahead to protect themselves and their customers. According to the FTC, consumers lost more than \$10 billion to fraud in 2023, a 14% increase over the prior year. It's not just the potentially enormous hard dollar losses that pose a risk to banks. While data protection requires continuous investment in leading-edge technology and hiring fraud protection experts and ensuring they are properly trained, those investments pale when compared to the cost of a security breach. That's why the Graduate School of Banking is pleased to offer its Bank Cybersecurity School – an ideal mix of lecture, small group discussion and computer labs that allows students to learn the critical elements of bank cybersecurity, including:

- Introduction to the Business of Banking
- Bank Profitability Analysis
- Asset/Liability Management
- Bank Regulatory & Competitive Environment
- Information Security Management
- Network Penetration/Testing and Ethical Web Hacking
- Digital Forensics
- Data Privacy Laws
- CyberCrime and the Dark Web



...continued from page 2, "GSB Spotlight: Jon Kaupla"

succeed in an increasingly complex financial landscape. Looking ahead, CPED and GSB are exploring new opportunities under GSB's new president and CEO, Paul Katz. "We've had preliminary conversations about how we can offer more support to the GSB population," Kaupla notes, highlighting such emerging topics as artificial intelligence in banking, digital transformation, and intrapreneurship, or how to foster innovation within established institutions.

But the program's foundation won't change. "The need for core leadership development will never go away," Kaupla stresses. "There's always going to be the next generation of leaders coming up."

Building Better Bankers

The GSB program serves two primary audiences: recently promoted leaders looking to strengthen their leadership skills and promising professionals on track for promotion within the next two to three years. The student profile reflects this: three-quarters of GSB attendees have been in banking for 5-19 years, and nearly 60% serve at the vice president, assistant vice president or similar roles.

However, leaders can be found throughout an organization. "Anyone in any position within any organization can benefit from leadership development," Kaupla emphasizes. "The culture that many organizations want is one of continuous improvement and empowerment, and you don't achieve that if the mindset of all your employees isn't one of leadership."

For bankers considering the program, the focus is on tangible business outcomes. "What normally speaks in the banking environment is ROI," Kaupla explains, adding that "leadership skills are sometimes viewed as fluffy and soft" and hard to quantify. You might ask: "What is that really going to do for our business?" Success stories from program graduates demonstrate how enhanced leadership skills translate to improved team performance, better customer service and increased innovation, he shares.

"We love to go back a year or two after somebody completes the program and ask: 'What has changed about how you lead? What has happened within your team or the organization that you can directly link back to something that you studied?'"

Past graduates share stories of becoming better managers after attending GSB. Attendees have reported feeling more comfortable coaching employees and better equipped to have tough conversations, resulting in more rapid change, performance improvement and other tangible outcomes.

If you want to become a better bank leader, the next GSB session runs July 27-August 8, 2025, which is a great time to enjoy outdoor activities in Madison, says Kaupla. "Some of my favorites are biking the Lake Monona loop, visiting Olbrich Botanical Gardens to see all the summer flowers in bloom or hiking the UW-Madison Arboretum."

Looking Forward

As the partnership approaches its 80th anniversary, both institutions remain committed to developing the next generation of banking leaders. Kaupla stresses how much he and CPED appreciate and honor the partnership with GSB. "Nothing could be a better legacy than to see this continue, thrive and grow," Kaupla reflects. "In another 80 years, we'll look back at 160 years of partnership and tangible benefits for the banking industry." ■



Get to Know Kaupla

In his free time, Kaupla enjoys playing pickleball with his wife, and he is his family's designated chef and baker. His family recently gifted him a smoker and he was excited to use that over the holidays to prepare the Thanksgiving turkey and other delicious feasts.

Kaupla also enjoys volunteering and is incredibly proud of CPED's FAVE team, which stands for "Fun and Volunteer Events," and plans ways for the team to give back to their community. The next volunteer activity will be helping to build a home with the Habitat for Humanity of Dane County, where GSB is located.

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



UPCOMING WINTER/SPRING GSB ONLINE SEMINARS

A Beginners Guide to Asset/Liability Management

Adopting New Negotiations Tactics to Win the Battle for Deposits

Business Financial Statements and Tax Returns – Cash vs. Accrual Accounting Refresher

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

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

Commercial Lending – Expanding from Global Cash Flow into Global Analysis

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

Commercial Lending – Global Cash Flow Mechanics, Including Living Expenses

Commercial Lending – Improving Commercial Loan Pricing and Profitability

Commercial Lending – Introduction to Commercial Lending

Commercial Lending – Introduction to Global Cash Flow

Commercial Lending – Loan Agreements and Covenants

Construction Lending – Administering and Monitoring Commercial Construction Loans

Construction Lending – Administering and Monitoring Residential Construction Loans

Construction Lending – Issues in Underwriting Commercial Construction Loans

Consumer Lending – Analyzing Personal Financial Statements and Loan Applications

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

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

CRE Lending – Cap Rates and Factors Beyond Debt Coverage and Loan-to-Value

CRE Lending – Developing a Global Analysis of Property Holdings

Employment Law Compliance for Banks

Every Employee is Responsible for Customer Growth

Five Social Media Tips to Advance Your Bank's Brand

How Can AI Help My Bank?

How Do You Strike a Balance Between Growth and Operational Efficiency?

How to Incorporate Business Continuity Management Into Your ERM

Managing Liquidity and Interest Rate Risk

Personal Tax Returns and Cash Flow – Advanced Personal Cash Flow Issues, Including Capital Gains

Personal Tax Returns and Cash Flow – Focus on Global Cash Flow as an Underwriting Tool for Businesses and Owners

Personal Tax Returns and Cash Flow – Focus on Pass-Through Entities and Schedule K-1s

Continued on page 6 ...

UPCOMING WINTER/SPRING GSB ONLINE SEMINARS

... continued from page 5.

Personal Tax Returns and Cash Flow – Focus on Sole Proprietorships, Rental Property and Farms

Refining Deposit Strategy in 2025 and Beyond

SBA Lending – Avoid Costly Mistakes in the SBA Loan Closing Process

SBA Lending – How SBA Reviews Your SBA Loan Portfolio

SBA Lending – How to Liquidate an SBA Loan

SBA Lending – Protect Your SBA Guaranty

SBA Lending – SBA Loan Programs and When to Use Each One

SBA Lending – The Need for an SBA Loan Policy

Selling in a Challenging Rate Environment

Sound Practices for Liquidity Risk Management

Strategic Planning in Uncertain Times

Strategies and Planning for Closely Held and Family Banks

Strategies for Succession Planning and Talent Management

The Great Money Migration

Today's Ransomware Threat – Don't Lose Your Data (And Your Business)

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

Two Sides of the Same Coin – How and Why IT Should be Separated from IS

Vendor Management – How Model Risk Fits In

Why Pricing Matters to Your Organization's Health

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.

For additional information, please visit gsb.org

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 applications are available directly from this page; other scholarship applications are through our association partners. Applications for Graduate School of Banking scholarships available on the GSB website must be submitted no later than March 1st; Human Resource Management School scholarship applications are due by February 1st and each state association sets their own scholarship criteria and deadlines. ■

