

GRADUATE
SCHOOL *of*
BANKING

AT LOUISIANA STATE UNIVERSITY

2018 CATALOG

May 20 - June 1, 2018

The Graduate School of Banking at Louisiana State University provides an organized course of study of general banking subjects tailored to the particular needs of bankers in the fifteen sponsoring states. The three-year program covers subjects applicable to bank management and operations including monetary, economic, and regulatory theories and practices. The School's purpose is to fill the need for graduate-level study by bank officers and others meeting admission requirements leading toward a broader knowledge and understanding of major banking functions such as credits, investments, asset and liability management, planning and control, regulatory issues, human resources, and marketing.

INVESTING in YOUR Future





OBJECTIVES

Within its academic framework, the School seeks to involve students in full participation in the learning process. Rather than any attempt at a how-to approach, the School concentrates on why, stimulating the student to a better understanding of banking and its opportunities within the context of its changing environment. Students are exposed to a variety of solutions to problems common to banks and are encouraged to weigh the effects of each.

BANK STUDY PROJECTS

Bank study projects are assigned for courses in the first and second year sessions. These projects are given to the students at the end of the resident program to be submitted throughout the coming year. Each project is given a specific due date and must be returned to the Graduate School of Banking by the assigned date. Failure to meet the deadlines for the projects will result in a student becoming ineligible to return to school the next year. Only the director of the School has the authority to grant time extensions for bank study projects. Such extensions will be granted only in case of illness.

ADMISSION REQUIREMENTS

The instructional program at the Graduate School of Banking is designed for bank officers and regulatory officials with substantial educational and background experience. New students wishing to attend the 2018 Session must file an application accompanied by a \$300 non-refundable annual processing fee. This application should be filed before April 16. Applications should be filed with the Graduate School of Banking, 4273 Highland Road, Baton Rouge, Louisiana 70808-4541. For further information, call 225-766-8595 or 1-888-278-0025.

To be eligible for admission, the following minimum requirements must be satisfied:

EDUCATIONAL BACKGROUND

Applicants must have completed, by April 16, college or American Institute of Banking credit for a course in Basic Accounting and for a course in either Economics or Money and Banking. These required courses may be completed in residence or by correspondence.

EXPERIENCE

Bankers/applicants must be officers (or employees performing officer functions) and have *a minimum of three years* of experience as an officer. An applicant who is not an officer but who is performing officer functions must include, with an application and non-refundable fee, a letter from the chief executive officer of the bank describing duties and responsibilities. Applicants from state and federal supervisory agencies should have a minimum of five years of experience in bank supervision and banking.

As a matter of policy, the Graduate School of Banking does not discriminate among applicants and participants on the basis of race, religion, sex, national origin, color, age, or handicap.

FEES

Fees are payable to the Graduate School of Banking, 4273 Highland Road, Baton Rouge, Louisiana 70808-4541, and are due as follows:

FIRST-YEAR STUDENTS

Tuition fee (when accepted)	
Includes materials, room, and meals	\$4,145
Non-refundable annual processing fee	<u>\$ 300</u>
Total Fees	\$4,445

SECOND-YEAR STUDENTS

Tuition fee (by January 1)	
Includes materials, room, and meals	\$4,145
Non-refundable annual processing fee	<u>\$ 300</u>
Total Fees	\$4,445

THIRD-YEAR STUDENTS

Tuition fee (by January 1)	
Includes materials, room, and meals	\$4,145
Diploma fee	\$ 50
Non-refundable annual processing fee	<u>\$ 300</u>
Total Fees	\$4,495

REFUNDS

If an applicant withdraws before January 1, 2018, the full tuition will be refunded. An applicant withdrawing between January 1 and April 1 will forfeit \$150; an applicant withdrawing from April 1 to May 1 will forfeit one-half of the total tuition; an applicant withdrawing after May 1 will forfeit the entire fee.



SESSION DATES

The dates for the 2018 Session of the Graduate School of Banking are Sunday, May 20 - Friday, June 1. Listed below are the dates and times for the beginning and ending activities for each class.

May 20

9:00 a.m. - 5:30 p.m.	Registration for all students
6:30 p.m.	First assembly for third-year students
6:45 p.m.	First assembly for second-year students
7:00 p.m.	First assembly for first-year students

May 21

8:15 a.m.	Classes begin for all students
-----------	--------------------------------

June 1

10:00 a.m.	Dismissal for first and second-year students
------------	--

June 1

11:00 a.m.	Graduation—Class of 2018
------------	--------------------------

OUR PROGRAM

COURSE DESCRIPTION YEAR 1

page 9

COURSE DESCRIPTION YEAR 2

page 12

COURSE DESCRIPTION YEAR 3

page 17





DESCRIPTION OF FIRST YEAR COURSES

ASSET/LIABILITY MANAGEMENT – STEPHEN LACEWELL (REQUIRED)

This course provides a basic understanding of a bank's techniques to measure and manage interest rate risk. Discussion focuses on the responsibilities of a bank's asset and liability management committee, the sources of interest rate risk, and tools to measure the sensitivity of earnings and market value of equity to changes in interest rates. Topics include: the repricing (GAP) model; duration; economic value of equity; simulation models; and balance sheet adjustment and hedging techniques.

CREDIT RISK MANAGEMENT – GARY HIGGINS (REQUIRED)

This course introduces students to credit risk management in the lending function. Comprehensive credit risk management requires that banks identify and measure risks in the portfolio, develop appropriate policies, procedures, systems and controls to manage and monitor risk and assure that they are working. Portfolio credit risk management is a tool to improve the predictability of portfolio credit quality during economic cycles. A bank study project will provide students with an opportunity to assess their institution's tolerance for risk, to develop a risk profile and assess their institution's control environment supporting their credit management process.

FINANCIAL MARKETS – MICHAEL J. HIGHFIELD (REQUIRED)

An overview of financial markets and institutions. Topics include the role of intermediaries, the nature and functions of money, a review of the time value of money; the level and structure of interest rates; interest rate risk versus price risk; money market and capital market assets; diversification; and the role of derivative assets in risk management. This course is designed to provide foundational finance knowledge for the remaining coursework at the Graduate School of Banking at LSU.

MONETARY ECONOMICS – BRANDON CLINE (REQUIRED)

Monetary Economics is designed to assist the banker in analyzing and explaining economic conditions and forces. Topics pertain to the entire banking and economic system, but relate directly to risk management, A/L composition, and other decisions made within the bank. The course addresses the effects of policy decisions on financial markets; it will take participants “inside” the Federal Reserve as they learn how monetary decisions are made and implemented. The course provides a practical framework for determining how fiscal and monetary policies affect global, national, and local economies. Other topics include: economic measures and indicators, regulation, interest rate risk, and the trade-offs associated with economic decision making.

STRATEGIC BANK MARKETING – REX O. BENNETT (REQUIRED)

This course focuses on competitive strategies that banks can use to attain strategic, sustainable advantage and achieve superior, long-term profitability in spite of industry or environmental changes, competitor actions, technology enhancements, and customer/market shifts (including generational shifts.) Customer-driver differentiation that leads to increased customer satisfaction and retention is the essence of such competitive advantage strategies. This course will focus on developing effective strategies through identifying key drivers of profitability, new innovations and disruptive technologies, and through identifying and measuring the Competitive GAP's which limit a bank's ability to enhance performance and profitability. The relationship of marketing strategies to other functional areas of the bank and to the marketplace is emphasized, as are specific, practical techniques to help bank managers.

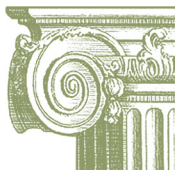
BASIC CREDIT ANALYSIS – GARY HIGGINS (ELECTIVE)

This basic course is designed to assist less experienced lenders, and others with little or no formal commercial credit analysis training, to assess credit risk. Emphasis is given to the importance, methods, and limitations of various risk appraisal tools - including those associated with financial statements, ratios, and cash flows. Case studies are used to demonstrate how these tools are used and how they relate to specific loan requests. The lender's viewpoint is stressed through the use of practical examples and interactive exercises.

INTERMEDIATE CREDIT ANALYSIS – KEN B. CYREE (ELECTIVE)

This is an advanced course designed for the student with commercial lending experience who has a working knowledge of accounting and ratio analysis. Emphasis will be placed on refining those techniques, which lead to sound commercial lending decisions and becoming a value-added lender. This emphasis will include analysis of ratio trends, working capital, cash flows, and other important elements in commercial lending operations.





year 2

DESCRIPTION OF SECOND YEAR COURSES

BANK REGULATORY LAW – CARL J. CHANEY (REQUIRED)

The Bank Regulatory Law course is designed to assist bankers in meeting the challenges of the rapidly changing regulatory environment. Topics include regulatory enforcement actions, mergers and acquisitions (including FDIC assisted deals), bank secrecy act, C.R.A., fair lending, bankruptcy, lender liability, and survival tactics for the new financial services industry. Attention is also given to current and proposed legislation as well as discussing the future of the financial services industry.

BANKING AND IT—KEVIN STREFF (REQUIRED)

This course addresses the issues of strategic technology management, technology law and regulations, and cybersecurity. Strategic technology management involves discussing advanced payment systems, money transfers, FinTech, and technology advancements. The technology law and regulation section will focus on the IT exam, recent regulations and supervisory expectations, hot technologies, and hot security trends. The important topic of cybersecurity addresses top cyber threats, threat motivations, tracking breaches, and major obstacles to cyber security and other topics.

BANKING SMALL BUSINESS – KYLE ENGER (REQUIRED)

This class is unique because it is both sales and credit training together and is tailored for all bankers who have contact with business owners. It discusses how to call on and effectively serve small business clients and build and sustain relationship banking. It is both practical and hands-on, as it uses actual case experiences and role plays to reveal the problems of entrepreneurs and gives bankers the tools to understand and communicate with non-financially oriented owners or managers of businesses with sales under \$15 million. This course provides insights into small business owners' expectations and attitudes that will help create the ability to add value to customer relationships.

MANAGING BANK PERFORMANCE – PAUL S. ALLEN (REQUIRED)

This course will focus on two facets of measuring and managing bank performance. The first portion of the course identifies the various drivers of bank performance which includes measurement of the drivers and discussions

as to how the drivers can be used in concert with each other to achieve the desired goals of profitability. Additional discussions will demonstrate how and why these drivers differ between banks of different sizes in the banking industry.

The objective of the second portion of the course is to identify the various risks faced by banks and to develop strategies for managing these risks for the purpose of achieving greater returns. The primary risk subjects to be discussed will include interest rate, liquidity, credit, and operational risks. Extensive discussion of Asset/Liability Management modeling inputs and outputs, including the development of assumptions, will occur. The ALM models will be presented from the viewpoints of bank management and bank regulatory oversight. Financial derivatives as used in managing bank risk will be presented.

Finally, all models, strategies, and discussions will relate to the Bank Management Simulation course which will be taken in the third year of the school.

TREASURY MANAGEMENT– MARK J. KRAWCZYK (REQUIRED)

Understanding corporate treasury management practices, services, products and techniques can play a key role in determining how competitive your bank can be in the marketplace. You need to understand (from your CUSTOMER'S perspective) what your bank can and cannot do in the way of offering treasury management services to your customer base. This course will include extensive discussions in the following areas: 1.) Disbursement practices – to include the use of controlled disbursement, positive pay, ACH debits, purchasing card practices – to name a few. 2.) Collection practices – to include retail and wholesale lockboxes, remote deposit capture, ACH credits, processing web-based payments – to name a few. 3.) The U.S. payments system and how it works – to include in-depth discussion of electronic commerce applications. 4.) A discussion of how short-term investing and short-term borrowing are used as strategies in today's treasury operating environment. 5.) A discussion of fraud exposure and control – to include a discussion of identity theft. 6.) The when, why and how of using interest rate swaps, call options and put options – in a word, derivatives. The learning atmosphere will be highly interactive, informative and entertaining. Be prepared to actively participate in the discussions of the above topic areas.

COMMERCIAL REAL ESTATE FINANCING – CAL EVANS (ELECTIVE)

This course focuses on the state of CRE (Commercial Real Estate) industry, the techniques used to analyze, finance, and structure real estate transactions, and the current regulatory environment. The course will commence with an overview of the principles of property valuation, and will quickly move into coverage of multifamily, office, retail, industrial, and hotel underwriting and lending. CRE sector performance will be discussed concurrently and will be

followed by a review of the current perspective of regulatory bodies on lending concentration issues and specific sector risks. The class will end with instruction on how to create a CRE market intelligence model for your own bank that can strengthen underwriting, identify lending opportunities, and satisfy the demands of regulatory entities.

MERGERS AND ACQUISITIONS – CHRIS L. HARGROVE (ELECTIVE)

This course is divided into three parts—the first deals with the financial, regulatory and social aspects of mergers, the second is concerned with the implementation of the process, and the third relates to the integration and personnel aspects of a merger. Financial and economic considerations include the determination of the cash price or stock exchange ratio and comparisons between the two methods. The implementation takes the process from the pricing phase to the determination of terms and conditions. Critical personnel issues such as job reassignments, terminations and consolidations of positions, and the changes in “corporate cultures” are addressed in practical terms. The course also focuses on the challenges of remaining independent.

NEGOTIATE TO WIN FOR BANKERS – JAMES C. THOMAS, JR. (ELECTIVE)

These are challenging times for the banking industry. As banks struggle with unprecedented regulatory, economic, technological, and competitive challenges, effective negotiating has emerged as a make-or-break career competency. Whether it's bargaining with customers over rates or structure, supporting credits through the approval process, dealing with staff performance problems, sorting out compliance issues with regulators, or simply managing everyday differences with colleagues and clients, our effectiveness at most of the things we do is critically impacted by how well we negotiate.

Negotiate to Win for Bankers is a no-nonsense, highly interactive, “how-to” program that combines short input lectures, exploratory discussions, realistic exercises, and feedback to deliver a rapid and dramatic improvement in negotiating skills. It equips bankers with the very latest negotiating best practices, an in-depth understanding of how and why they work, and the confidence to put them to immediate, profitable use.

RISK MANAGEMENT AND CYBERSECURITY- CHAD TAGTOW (ELECTIVE)

This course is designed to equip bankers with the tools to recognize and manage risk in a rapidly evolving cybersecurity landscape. Banking is all about managing risk. Today's banker needs to understand the unique risks and threats in today's cyber-world due to rapid advances in technologies that are critically leveraged in every area of the bank. Topics include managing risk, risk assessment process, risk appetite, cyber-insurance, vendor management, law and regulations, emerging threats, business continuity planning, and incident response. Specific attention will be given to breaches, ransomware, phishing, advanced persistent threats, corporate account takeover, and cloud security.



RURAL AND SMALL BUSINESS LENDING – DAVID M. KOHL (ELECTIVE)

This course will examine the domestic and global megatrends that will impact credit risk and business development opportunities in your rural and agricultural enterprise businesses. Consumer and population trends, rural and agricultural structure, real estate values and intergenerational business transfer will be emphasized. The course will examine actual small business enterprise cases including underwriting benchmarks, best management practices, common denominators of problem credit, and credit scoring systems applications, including the ten golden rules for operating small business enterprises.

SOURCES OF NON-INTEREST INCOME – DAN M. HARBISON (ELECTIVE)

Pressures on a bank's traditional source of profit—the spread between interest income and interest expenses—have encouraged bank management to look to non-traditional sources of revenue and profits. This course focuses on some of these sources and addresses the managerial issues involved in entering into these areas. Among the areas discussed are brokerage services, insurance services, service charges, overdraft protection, mortgage banking, and merchant services.

CASE PROBLEMS

For two weeks during the first year and for one week during the second year, a series of cases will be studied. Classes will be divided into groups of approximately 8-10 students for discussion of these cases, and each discussion group will be assigned an instructor. Preparation for the cases will be done not only before the resident session begins, but also at night during the resident session. Specific assignment of students by name and place will be made for both preparation and discussion groups. The cases will cover special credit areas, specific phases of bank management, and business finance. Among the areas to be included are: Bank Financial Analysis; Business Finance; Capital Budgeting; Compliance Management; Core Ideology, Culture and Strategy; Financial Planning; Financing the Closely Held Business; Human Resource Management; Improving Market Capitalization; Internal Controls and Loss Prevention; Problem Loans and Workouts; Real Estate Finance; Seasonal Lending; and UCA Cash Flow.

Along with the cases, students will have a unique opportunity to gain familiarity with personal computer uses in banking. Instruction will be directed toward decision-making with the use of computers as management tools. Students will actually use computers to practice such techniques as credit analysis, forecasting, modeling, and asset/liability management.



year 3

DESCRIPTION OF THIRD YEAR COURSES

BANK MANAGEMENT SIMULATION – ERNEST W. SWIFT (REQUIRED)

This course utilizes a computer-based learning exercise designed to give participants an overview of the bank management decision-making process. Students develop strategies for the management of functional bank areas, with specific emphasis on planning and decision-making in areas such as loans, deposits, investments, funds management, asset/liability management, risk management, etc. The primary focus is on profitability and growth, but attention also is directed to marketing, the pricing of bank services—both current and future, and the management of risk.

The senior class is divided into teams, with each team effectively managing an \$800 million dollar bank. The computer model allows students to make decisions, to receive quick feedback on the effectiveness of their decisions, and then to make new decisions which adjust bank operations to compensate for a large number of internal and external forces including competition, the economy, and regulatory constraints. Within a two-week period, simulation teams experience the equivalent of two years of bank operations.

The course is supervised by qualified instructors who have extensive real-world banking experience as CEOs, presidents, or examiners. The computer model, (BMSim) or Bank Management Simulation, was developed by the ABA and currently is maintained by a consortium of regional banking schools.

CURRENT BANKING ISSUES – CHRIS NICHOLS (REQUIRED)

The 2018 version of this course will address the tools and insight needed to drive bank performance. We will cover how strategy, culture and leadership can be combined with data, technology, customers, products and process to produce a superior performing bank. Banking is rapidly changing and this class will prepare students to handle this new era of quantified banking.

INTERPRETING ECONOMIC CHANGE – DAVID M. KOHL AND THOMAS H. PAYNE (REQUIRED)

The commercial banker must interpret domestic and global change and adjust to changing business conditions in all aspects of banking practice. Bankers are provided with the practical knowledge and basic tools needed to assess the overall economy and its effect on institutional risk and financial performance. The course includes an analysis of major banking trends associated with economic, competitive, regulatory, political, and social change. Special attention is given to aspects of economic indicators, both domestic and globally, that will impact bankers' decision making and strategic planning processes.

LEADERSHIP IN TIMES OF CHANGE – STEPHEN R. ROBICHAUX (REQUIRED)

The banking industry is in the spotlight and this course engages the participants in an interactive learning process aimed at leading through the current crisis. Leadership theories that have dominated our thinking and practice for the last century are presented and summarized into a relevant whole that provides a firm foundation for today's leaders. Leadership styles are presented and assessed, and leadership levels are linked to effectiveness in today's tough markets. Exercises and tools for leading organizational change are presented to help leaders succeed in today's complex organizations and business environment. A model for personal leadership development is presented for participants to continue their life-long process of growth.

COMMERCIAL REAL ESTATE FINANCING – CAL EVANS (ELECTIVE)

This course focuses on the state of CRE (Commercial Real Estate) industry, the techniques used to analyze, finance, and structure real estate transactions, and the current regulatory environment. The course will commence with an overview of the principles of property valuation, and will quickly move into coverage of multifamily, office, retail, industrial, and hotel underwriting and lending. CRE sector performance will be discussed concurrently and will be followed by a review of the current perspective of regulatory bodies on lending concentration issues and specific sector risks. The class will end with instruction on how to create a CRE market intelligence model for your own bank that can strengthen underwriting, identify lending opportunities, and satisfy the demands of regulatory entities.

MERGERS AND ACQUISITIONS – CHRIS L. HARGROVE (ELECTIVE)

This course is divided into three parts—the first deals with the financial, regulatory and social aspects of mergers, the second is concerned with the implementation of the process, and the third relates to the integration and personnel aspects of a merger. Financial and economic considerations include the determination of the cash price or stock exchange ratio and comparisons between the two methods. The implementation takes the process from the pricing phase to the determination of terms and conditions. Critical personnel issues such as job reassignments, terminations and consolidations of positions, and the changes in “corporate cultures” are addressed in practical terms. The course also focuses on the challenges of remaining independent.



NEGOTIATE TO WIN FOR BANKERS – JAMES C. THOMAS, JR. (ELECTIVE)

These are challenging times for the banking industry. As banks struggle with unprecedented regulatory, economic, technological, and competitive challenges, effective negotiating has emerged as a make-or-break career competency. Whether it's bargaining with customers over rates or structure, supporting credits through the approval process, dealing with staff performance problems, sorting out compliance issues with regulators, or simply managing everyday differences with colleagues and clients, our

effectiveness at most of the things we do is critically impacted by how well we negotiate.

Negotiate to Win for Bankers is a no-nonsense, highly interactive, "how-to" program that combines short input lectures, exploratory discussions, realistic exercises, and feedback to deliver a rapid and dramatic improvement in negotiating skills. It equips bankers with the very latest negotiating best practices, an in-depth understanding of how and why they work, and the confidence to put them to immediate, profitable use.

RECRUITING AND RETAINING THE RIGHT EMPLOYEES – MARK FAIRCLOTH (ELECTIVE)

In a series of real-life cases, this course presents specific steps and skills which help managers to be effective in these areas: 1.) Attracting employees who fit the job and the bank 2.) Connecting individual skills and styles to organization goals 3.) Managing individuals and teams both proactively and reactively 4.) Creating job and career paths for all performance and motivation levels. Bankers understand and apply successful interview questions, goal setting steps, team dynamics, group communication and individual coaching to a series of actual bank situations. Special attention is given to talent sourcing, under-performing employees/departments, individual motivation and career path development.

Fast paced and hands-on, this 5-part series applies a practical, human element to the school's overall curriculum of risk, regulatory and fiscal management.

New for 2018: Tuesday through Friday courses include Q&A sessions with bank CEO's answering students' questions on current issues and specific problems.

RISK MANAGEMENT AND CYBERSECURITY- CHAD TAGTOW (ELECTIVE)

This course is designed to equip bankers with the tools to recognize and manage risk in a rapidly evolving cybersecurity landscape. Banking is all about managing risk. Today's banker needs to understand the unique risks and

threats in today's cyber-world due to rapid advances in technologies that are critically leveraged in every area of the bank. Topics include managing risk, risk assessment process, risk appetite, cyber-insurance, vendor management, law and regulations, emerging threats, business continuity planning, and incident response. Specific attention will be given to breaches, ransomware, phishing, advanced persistent threats, corporate account takeover, and cloud security.

RURAL AND SMALL BUSINESS LENDING – DAVID M. KOHL (ELECTIVE)

This course will examine the domestic and global megatrends that will impact credit risk and business development opportunities in your rural and agricultural enterprise businesses. Consumer and population trends, rural and agricultural structure, real estate values and intergenerational business transfer will be emphasized. The course will examine actual small business enterprise cases including underwriting benchmarks, best management practices, common denominators of problem credit, and credit scoring systems applications, including the ten golden rules for operating small business enterprises.

SOURCES OF NON-INTEREST INCOME – DAN M. HARBISON (ELECTIVE)

Pressures on a bank's traditional source of profit—the spread between interest income and interest expenses—have encouraged bank management to look to non-traditional sources of revenue and profits. This course focuses on some of these sources and addresses the managerial issues involved in entering into these areas. Among the areas discussed are brokerage services, insurance services, service charges, overdraft protection, and mortgage banking, and merchant services.

TROUBLED ASSET RESOLUTION – J. MICHAEL ALLEN (ELECTIVE)

In the past few years, bankers have experienced and are experiencing a period of unprecedented economic challenge. Asset quality and loan performance metrics have improved for most. But, as competition once again begins to get “frothy,” these improvements will be tested. Capital preservation and liquidity are more precious to bankers today than ever before in our modern time. Virtually all markets are affected. These challenges are of a depth and breadth few have seen—let alone have experience at handling. While asset quality trends are improving for the industry, many banks continue to battle troubled borrowers and are desirous of avoiding a “repeat of the past.” Problem loans are a new reality for some. How will your portfolio respond to continued pressure? Are your internal management practices and board activities where they need to be? How has this environment affected your relationship with your regulatory agencies? This course is designed to provide some assistance, guidance and provoke thought as to how you handle loan performance challenges in your shop and be positioned to effectively manage the next generation of problem loans that might possibly already reside on your balance sheet.



GSB EXECUTIVE COMMITTEE

Chairman of the Board

Robert T. Taylor, Chief Executive Officer, Louisiana Bankers Association, Baton Rouge, LA

Chairman-Elect of the Board

Scott E. Latham, President and CEO, Alabama Bankers Association, Inc., Montgomery, AL

President

Mark G. Holladay, Executive Vice President and Chief Risk Officer, Synovus Financial Corporation, Columbus, GA

President-Elect

Joseph D. Hudgins, Senior Executive Vice President and Chief Credit Officer, First Florida Integrity Bank, Naples, FL

Immediate Past President

H. Watts Steger, Chairman, Bank of Botetourt, Buchanan, VA

Executive Vice President and Director

Don L. Woodland, Graduate School of Banking at LSU, Baton Rouge, LA

ADMINISTRATIVE STAFF

Michael J. Highfield, PhD., Senior Academic Consultant of GSBSLU and Professor of Finance, Mississippi State University, Starkville, MS

Mark G. Holladay, President of GSBSLU and Executive Vice President and Chief Risk Officer, Synovus Financial Corporation, Columbus, GA

Joseph D. Hudgins, President-Elect of GSBSLU and Senior Executive Vice President and Chief Credit Officer, First Florida Integrity Bank, Naples, FL

Don L. Woodland, Executive Vice President and Director, Graduate School of Banking at LSU, Baton Rouge, LA

Corinne C. Long, Vice President of Administration of GSB, Baton Rouge, LA

Theresa J. Roussel, Secretary of GSB, Baton Rouge, LA

Elizabeth C. Smith, Administrative Assistant of GSB, Baton Rouge, LA

STATE ASSOCIATION OFFICIALS

Timothy E. Barnes, President and CEO, Hometown Bank, Corbin, KY

Robert M. Barrett, Chairman, Heritage State Bank, Nevada, MO

Tim Compton, Chairman, Traditions Bank, Montgomery, AL

Todd Clossin, President and CEO, WesBanco Bank, Inc., Wheeling, WV

James D. Dreibelbis, President & COO, Woodforest National Bank, The Woodlands, TX

R. Thornwell Dunlap, III, Chairman, Countybank, Greenwood, SC

Ken Hale, President and CEO, Bank of Montgomery, Natchitoches, LA

William H. Hayter, President, CEO and Director, First Bank & Trust Company, Abingdon, VA

Mark A. Holmes, President and CFO, Cornerstone Bank, Wilson, NC

Jerry Host, President and Chief Executive Officer, Trustmark National Bank, Jackson, MS

Rita Lowman, *EVP and Chief Operating Officer, Pilot Bank, Tampa, FL*

Lee Moss, *President, Franklin Synergy Bank, Murfreesboro and Nashville, TN*

Cathy Owen, *Chairman, Eagle Bank, Little Rock, AR*

Palmer Proctor, *President and CEO, Fidelity Bank, Atlanta, GA*

Guy Sims, *President/CEO/Chairman, Shamrock Bank, N.A., Coalgate, OK*

LSU OFFICIALS

F. King Alexander, *President and Chancellor*

Douglas P. Weimer, *Executive Director, Continuing Education*

BOARD OF TRUSTEES

Bill Allen, *President, Bank of the Bluegrass and Trust Co., Lexington, KY*

Brad E. Barber, *Chief Executive Officer, First National Bank of Decatur County, Bainbridge, GA*

Colin Barrett, *President, Tennessee Bankers Association, Nashville, TN*

Roger M. Beverage, *President and CEO, Oklahoma Bankers Association, Oklahoma City, OK*

J. Joseph Brannen, *President, Georgia Bankers Association, Atlanta, GA*

Ballard W. Cassady, Jr., *President and CEO, Kentucky Bankers Association, Louisville, KY*

Sara M. Cline, *Executive Vice President, West Virginia Bankers Association, Charleston, WV*

Max Cook, *President and CEO, Missouri Bankers Association, Jefferson City, MO*

Shane L. Cowger, *Sales Manager/Executive Vice President, Arvest Bank, Springfield, MO*

McKinley W. Deaver, *President and CEO, Mississippi Bankers Association, Jackson, MS*

Christopher J. Furlow, *CEO, Texas Bankers Association, Austin, TX*

Fred L. Green, III, *President and CEO, South Carolina Bankers Association, Columbia, SC*

Peter K. Gwaltney, *President and CEO, North Carolina Bankers Association, Raleigh, NC*

William R. Holmes, *President and CEO, Arkansas Bankers Association, Little Rock, AR*

Scott E. Latham, *President and CEO, Alabama Bankers Association, Inc., Montgomery, AL*

William A. Loving, Jr., *President and CEO, Pendleton Community Bank, Franklin, WV*

Chris Miller, *Senior Vice President, Southside Bank, Austin, TX*

Robby J. Moore, *Senior Vice President, Bank of Perry County, Lobelville, TN*

Robert W. Mullins, *Area President, Premier Bank of the South, Huntsville, AL*

John C. Neal, *Director (ret), Union Bank and Trust Company, Fredericksburg, VA*

Alejandro M. Sanchez, *President and CEO, Florida Bankers Association, Tallahassee, FL*

Corey T. Sisson, *Market President, Grand Bank, Claremore, OK*

Jason Smith, *President and CEO, Citizens National Bank, Bossier City, LA*

Les Smith, *Loan Manager, Arvest Bank, Fort Smith, AR*

Williams Stallings, *Principal Business Relationship Manager, Wells Fargo Business Banking, Winston-Salem, NC*

John D. Sumrall, *President and CEO, Trustmark National Bank, Santa Rosa Beach, FL*

Blake G. Taylor, *Senior Vice President, Southern First Bank, Cayce, SC*

Robert T. Taylor, *Chief Executive Officer, Louisiana Bankers Association, Baton Rouge, LA*

Bruce T. Whitehurst, *President and CEO, Virginia Bankers Association, Glen Allen, VA*

Max S. Yates, *Senior Executive Vice President, BankPlus, Ridgeland, MS*

FACULTY

J. Michael Allen, *Executive Vice President and Senior Credit Officer, State Bank and Trust, Atlanta, GA*

Paul S. Allen, *Certified Public Accountant, Saltmarsh, Cleaveland, & Gund, Orlando, FL*

C. Jeanne Applegate, *Senior Compliance Manager, Arvest Bank, Tulsa, OK*

Mike P. Ayotte, *President and CEO, Morganton Savings Bank, Morganton, NC*

Rex O. Bennett, *Professor Emeritus of Marketing, University of San Francisco, Hot Springs Village, AR*

Carl J. Chaney, *Consultant, New Orleans, LA*

Harvey Church, *Senior Executive Officer, First Farmers & Merchants, Columbia, TN*

James R. Clarkson, *Market President, First Reliance Bank, Loris, SC*

Brandon N. Cline, *Associate Professor of Finance, Mississippi State University, Mississippi State, MS*

David O. Coyle, Jr., *Retired Director, Kentucky Department of Financial Institution, Stamping Ground, KY*



Ken B. Cyree, *MBA Chair of Banking, University of Mississippi, University, MS*

Thomas F. Darnell, *EVP Corporate Lending (Retired), BancorpSouth, Madison, MS*

Stephen P. David, *President and CEO, Peoples Bank & Trust Company, New Roads, LA*

Pamela Decker, *Vice President of Education Services, Computer Services, Inc., Smiths Grove, KY*

Jody M. Elmore, *Consultant, Lanett, AL*

Kyle Enger, *Managing Partner, Core Academy, LLC., Bellevue, WA*

Calvin A. Evans, *Manager, Synovus Financial Corporation, Columbus, GA*

Mark M. Faircloth, *Partner, Faircloth Performance Partners, Opelika, AL*

Jesús O. Garza, *Banking Consultant, Monterrey, MX*

Dan M. Harbison, *President and CEO, Farmers National Bank, Bowling Green, KY*

Chris L. Hargrove, *Chief Executive Officer, ProBank Austin, Louisville, KY*

John Heasley, *Executive Vice President, Texas Bankers Association, Austin, TX*

Gary Higgins, *Consultant, Charlotte, NC*

Michael J. Highfield, *Professor of Finance, Mississippi State University, Mississippi State, MS*

Joseph D. Hudgins, *Senior Executive Vice President & Chief Credit Officer, First Florida Integrity Bank, Naples, FL*

Jeff Hudson, *Memphis City President, FirstBank, Memphis, TN*

John H. Jordan, *Area President/ Executive Vice President, The Community Bank of East Tennessee, Clinton, TN*

Dan Klein, *Senior Partner, Lockshield Partners, Bowling Green, KY*

David M. Kohl, *Professor Emeritus of Agricultural Finance and Small Business Management, Virginia Tech, Blacksburg, VA, and AgriVisions, LLC, Blacksburg, VA*

Mark J. Krawczyk, *Asst. Finance Director-Treasury, CZYK & Associates, Hemiston, OK*

Stephen K. Lacewell, *Director, Center for Banking and Finance, Murray State University, Murray, KY*

John D. Land, *Case Manager, FDIC Dallas Regional Office, Cedar Hill, TX*

Patrick Long, *Managing Director, Keefe, Bruyette and Woods, Richmond, VA*

G. Geoffrey Longstaff, *Orlando, FL*

Joseph A. Nemetz, *Executive Vice President/Chief Credit Officer, First American Bank and Trust, Athens, GA*

Chris Nichols, *Chief Strategy Officer, CenterState Bank, Walnut Creek, CA*

Danny Payne, *CEO (Retired), Austin, TX*

Thomas H. Payne, *Dean/College of Business, Tennessee Tech University, Cookeville, TN*

Tony L. Reitzel, *Senior Vice President, BB&T Commercial Loan Administration, Dallas, TX*

Robert P. Reynolds, *Attorney-at-Law, Reynolds, Reynolds & Little, LLC, Tuscaloosa, AL*

Ronald R. Roberts, *Managing Director, Professional Bank Services, Inc., Brentwood, TN*

Stephen R. Robichaux, *Management Consultant, Capital City Consultants, Inc., Baton Rouge, LA*

George A. Schloegel, *Gulfport, MS*

William M. Stallings, *Principal Business Relationship Manager, Wells Fargo Business Banking, Winston-Salem, NC*

H. Watts Steger, *Chairman, Bank of Botetourt, Buchanan, VA*

Kevin Streff, *Professor, Secure Banking Solutions, LLC, Madison, SD*

Ernest W. Swift, *Professor Emeritus of Finance, Georgia State University, Atlanta, GA*

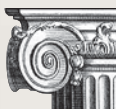
Chad Tagtow, *Senior Vice President & CIO, Citizens Bank & Trust, Winter Haven, FL*

James C. Thomas, *Chairman and CEO, Common Ground International, Sunset Beach, NC*

E. Graham Thompson, *Consultant, Baton Rouge, LA*

Tod K. Trulove, *Assistant Commissioner, Tennessee Department of Financial Institutions, Columbia, TN*

Jeff Turner, *Executive Vice President, First Florida Integrity Bank, Naples, FL*



GRADUATE SCHOOL of BANKING

AT LOUISIANA STATE UNIVERSITY

PHONE

(888) 278-0025

(225) 766-8595

FAX

(225) 766-2561

EMAIL

donw@gsblsu.org

4273 Highland Road
Baton Rouge, LA 70808-4541

www.gsblsu.org

Sponsored by the State Bankers Associations of:

ALABAMA | ARKANSAS | FLORIDA | GEORGIA | KENTUCKY
LOUISIANA | MISSISSIPPI | MISSOURI | NORTH CAROLINA
OKLAHOMA | SOUTH CAROLINA | TENNESSEE | TEXAS
VIRGINIA | WEST VIRGINIA