

LET'S GOAL



**MAKE A PLAN
FOR 2023**

icba.org/education



TRAINING GUIDE NOVEMBER 2022

- » Our End of Year Sale Is Here!
- » 2023 Event Dates Announced
- » Budget for Team Training With Our 2023 Budget Planner

**COMMUNITY BANKER
UNIVERSITY®** 
powered by **ICBA** 

Repurpose pledged funds for balance sheet flexibility.

Reduce collateralized deposits and increase asset liquidity.

By significantly reducing the collateral it holds for pledging purposes, your bank can avoid having pledging requirements drive its investment strategy. Reducing collateralization can give your bank more flexibility to manage interest rate risk. And, decreasing the need to track collateral on an ongoing basis can save time for both your bank and its customers.

Talk to us today about IntraFi's solutions for collateral reduction.

Contact us at (866) 776-6426, option 3.



[IntraFi.com](https://www.intrafi.com)



Involving the Board in Talent Management

While traditionally bank boards have only been involved in C-suite level succession planning, more are focusing on talent management oversight to ensure that long-term organizational goals are being met.

IT'S A PROCESS

The most successful organizations don't just assume that their training is effective. They create a process to track, analyze, and share ongoing results with bank leadership and the board (annually at a minimum).

This responsibility needs to sit with staff who are in the best position to view, evaluate, and measure the bank's overall educational efforts. Depending on your organization, that could be a designated training leader or a cross-departmental group of leaders and HR.

USE DATA TO TELL THE STORY

Reports should look at training methods and activities, pass/fail rates when appropriate, training impact on organizational goals, and more. For banks that benchmark training outcomes more than once a year, a progress report should compare how the bank is doing year-to-date versus its outlined plan. Remember, though, that this is a high-level business report and doesn't need to get into excruciating detail. The focus should be overarching themes, trends, and recommendations.

This active dialogue between management and leadership allows leadership to target specific skills if it is prioritizing certain goals or business innovation. And by providing employees with the opportunity to learn the organization can increase engagement, performance, and productivity. (Professional development is also proven to boost innovation and creativity, while lowering absenteeism and attrition rates!)



Be well,

Lindsay LaNore
Chief Learning & Experience Officer
Community Banker University

For more thought leadership on the future of work, read Lindsay LaNore's monthly column in Independent Banker magazine at independentbanker.org

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2023 LIVE EVENTS

Led by renowned industry experts, our certification institutes, seminars, and conferences address current bank regulations, operational procedures, marketplace trends, the latest technology, and more.

- » Livestreamed (virtual) and in-person delivery.
- » Dates and locations are subject to change.
- » Always refer to icba.org/seminars for the most current information.

In-Person Event

Livestreamed (Virtual) Event

** Livestreamed Institute Split Over Two Weeks.*

Troubled Loans Seminar

Review liquidity versus solvency issues, management and industry strength, and the latest credit risks.

Feb. 22 Livestreamed

Aug. 3 Livestreamed

CPE credits: 9

ICBA member: \$395 before Jan. 27

ICBA member: \$395 before July 7

ICBA Compliance Institute^{SM*}

Receive a detailed study of the relevant areas of regulatory compliance with a focus on real-life scenarios you will encounter in a compliance role.

Feb. 26–March 2 Dallas, Texas

June 6–8 & 13–15 Livestreamed

Oct. 1–6 Bloomington, Minn.

CPE credits: 44

ICBA member: \$2,899



ICBA Bank Security InstituteSM

Ground yourself in the bank security basics and learn about situations you may not be prepared for.

Feb. 28–March 2 Livestreamed

Aug. 28–30 Bloomington, Minn.

CPE credits: 21

ICBA member: \$1,699

ICBA Credit Analyst InstituteSM

Examine the evolving role of the credit analyst and critical functions such as financial analysis, overall business risk, legal liability, and customer relationship needs.

March 28–30 Livestreamed

Aug. 15–17 Livestreamed

Oct. 1–4 Bloomington, Minn.

CPE credits: 27.5

ICBA member: \$1,699

Fraud Seminar

Participate in interactive breakout sessions and group discussion, learn to identify fraud and protect bank assets. Topics include elder fraud, conducting investigations, social engineering, and more.

April 4–6 Livestreamed

CPE credits: 22

ICBA member: \$595 before March 3

Bank Director Forums

Hear about the latest industry trends and gain market insights from renowned subject-matter experts. Sessions run from 8:30 a.m. to noon to accommodate busy schedules.

April 13 Livestreamed

May 1 Livestreamed

June 1 Livestreamed

Sep. 7 Livestreamed

CPE credits: 4.5 per session

ICBA member: \$395

ICBA member and Bank Director Program subscriber: \$295

ICBA IT InstituteSM

Learn how information technology solutions are evolving and allowing community banks to increase efficiency, improve service capabilities, and better safeguard customers.

April 18–20 & 25–27 Livestreamed

Oct. 15–19 Bloomington, Minn.

CPE credits: 38

ICBA member: \$2,699

Agricultural Credit Analysis Seminar

Review how agricultural lending works, its role in the community banking industry, and current lending challenges.

April 26 Livestreamed

Aug. 2 Livestreamed

CPE credits: 9

ICBA member: \$395 before March 17

ICBA member: \$395 before July 7

» Register for both events and save \$100 with the code **MULTI_LR**

Loan Review Seminar

Review policies and procedures to ensure timely identification of problem credits, asset quality, and accuracy.

April 18–19 Livestreamed

CPE credits: 13

ICBA member: \$595 before March 28

Advanced Loan Review Seminar

Discuss common loan level challenges and study portfolio topics such as concentrations, changes in loan terms, trends in the economy, and their effect on your loan review.

April 20–21 Livestreamed

CPE credits: 13

ICBA member: \$595 before March 28

ICBA BSA/AML InstituteSM

Identify emerging areas of customer, product, and geographic risk, such as banking marijuana-related businesses and their potential effects on your bank's BSA/AML program.

May 2–4 Livestreamed

Aug. 7–9 Bloomington, Minn.

Nov. 7–9 Livestreamed

CPE credits: 20

ICBA member: \$1,699

FDICIA Seminar

Cover key facts about FDICIA including auditing and enhanced reporting requirements as well as audit committee responsibilities. Learn what steps to take to successfully implement FDICIA to satisfy audit and regulatory guidelines.

May 3–4 Bloomington, Minn.

CPE credits: 12

ICBA member: \$595 before April 5

» Register for both events and save \$100
with the code **MULTI_CR**

Call Report Seminar

Discuss each call report schedule and review real-life challenges of completing a call report.

May 10 Livestreamed

CPE credits: 9

ICBA member: \$595 before April 12

Advanced Call Report Seminar

Take a deep dive into complex areas of the call report.

May 11 Livestreamed

CPE credits: 9

ICBA member: \$595 before April 12

Commercial Real Estate Lending Seminar

Review the new construction process, title work, appraisals, environmental reports, draw requests, and early warning signs of trouble in your project or borrower.

May 14 Livestreamed

CPE credits: 9

ICBA member: \$395 before April 13

Financial Statement Analysis Seminar

Learn to assess the credit worthiness of a borrower by reviewing the role of accountants, the calculation of key ratios, and the use of financial statements in the credit decision process.

May 16 Livestreamed

CPE credits: 9

ICBA member: \$395 before April 15

ICBA Audit InstituteSM

Learn everything from defining the audit function, developing a risk model and audit plan, to designing and executing the audit program by examining the audit assets, liabilities, operations, and bank information systems.

May 16–18 & 23–25 Livestreamed

Sept. 17–22 Bloomington, MN

CPE credits: 49.5

ICBA member: \$3,299

Cash Flow Analysis Seminar

Study the mechanics of business cash flow statements and how to perform a complete credit analysis so that you can determine a business' ability to repay with confidence.

May 17 Livestreamed

CPE credits: 9

ICBA member: \$395 before April 14

Analyzing Your Bank's Financial Statement Seminar

Learn to assess strengths and weaknesses using your bank's balance sheet and income statement. Survey today's marketplace and apply what you've learned to build a CAMELS rating.

June 15 Livestreamed

CPE credits: 9
ICBA member: \$395 before May 13

ICBA Risk Management InstituteSM

Discover strategies surrounding bank governance, credit risk, interest rate risk, liquidity risk, operational risk, compliance risk, and legal risk.

June 26–28 St. Louis, Mo.

CPE credits: 22.5
ICBA member: \$1,699

Vendor Management Seminar

Relationships with third-party vendors are commonplace and many provide a strategic advantage—however the rewards aren't without risk. Learn what it takes to implement a sound vendor management program.

Aug. 1–2 Livestreamed

CPE credits: 12
ICBA member: \$595 before July 7

CFO Forum

Tackle the top issues facing CFOs today including tax and accounting strategies, deposit funding sources, risk management, cybersecurity, and more.

Aug. 14–15 Kansas City, Mo.

CPE credits: 13.5
ICBA member: \$695 before July 14

Community Bank Human Resources Seminar

Discover critical HR requirements all community bank HR professionals must know and discuss emerging legal issues affecting community banks.

Aug. 16–18 Kansas City, Mo.

CPE credits: 19
ICBA member: \$695 before July 14

ICBA Commercial Lending InstituteSM

Learn to efficiently identify and analyze opportunities, assess, and mitigate risks, and structure and manage commercial loans.

April: 4–6 & 11–13 Livestreamed

Aug. 20–25 St. Louis, Mo.

CPE credits: 47
ICBA member: \$2,299

Advanced IT Seminar

Evaluate emerging technologies, optimize processes, and learn how to meaningfully measure your bank's IT operations.

Aug. 22–24 Livestreamed

CPE credits: 16
ICBA member: \$595 before July 25

ICBA Consumer Lending InstituteSM

Review all aspects of the application process, financial statement analysis, credit analysis, loan structure, compliance, documentation procedures, and closing.

Sept. 10–13 Bloomington, Minn.

CPE credits: 25.5
ICBA member: \$1,699

Community Bank Marketing Seminar

Over three days packed with critical marketing information engage with other community bank marketers and learn how to propel your marketing efforts to the next level.

Sept. 20–22 Nashville, Tenn.

CPE credits: 21

ICBA member: \$595 before Aug. 23

Annual Current Issues Certification Conference

This four-day virtual conference focuses on key issues and trends related to auditing, BSA/AML, regulatory compliance, security and fraud, and offers the very latest information, tools, best practices, and training to assure that you are up-to-date and compliant. Attend one day or all four!

- » Day One—Audit Issues
- » Day Two—Lending & Deposit Compliance Issues
- » Day Three—BSA/AML Issues
- » Day Four—Fraud & Physical Security Issues

Sept. 25–28 Livestreamed

Oct. 23–26 San Antonio, Texas

CPE credits: 8 per day

ICBA member:

\$1,345 (4 days)

\$995 (3 days)

\$695 (2 days)

\$395 (1 day)

IT General Controls Seminar

Learn best practices to monitor your bank's internal controls and ensure adequacy and compliance with bank policies and procedures.

Oct. 11–12 Livestreamed

CPE credits: 12

ICBA member: \$495 before Sept. 13

Annual Directors Conference

Designed for community bank directors, learn about today's most pressing corporate governance issues.

Oct. 11–13 Location TBA

CPE credits: 13.5

ICBA member: \$1,095

ICBA member/Bank Director

Program pricing: \$895

Community Bank Mergers & Acquisitions Seminar

Explore all aspects of a community bank acquisition transaction from both the buyer's and seller's perspective.

Date and location TBA

CPE credits: 10

ICBA member: \$495 before date to be announced



ONLINE TRAINING

It's Time for a Fresh Approach

Are your staff ready for 2023? Transform employee professional development with our award-winning learning management system that now includes 425+ courses!

With all four subscription plans your bank:

- » Has access to the full course library.
- » Can train all its staff on one platform.
- » Receives new and updated courses on a regular basis.
- » Can create a culture of learning in your bank.

And, if you've ever wished that you could log in-house and external staff training into one system, we've added a new functionality to the Custom Plan that allows you to do just that!

If you're considering a new way to keep your employees' skills sharp give us a call today and request a demonstration!

“ I would absolutely recommend Community Banker University's online training to others. It's user friendly, the tracking is excellent, and ICBA provides great customer support when needed.”

*Tammy Hoffman, Chief Administrative Officer
First Community Bank and Trust
Standard Plan Subscriber*

ONLINE TRAINING PLANS

	STANDARD	CUSTOM	PREMIUM	CLOUD DELIVERY
minimum subscription ▶	1 year	1 year	3 years	1 year
Access to more than 425+ courses covering Compliance, Security, Management, Information Technology, Customer Service and Sales, Teller Training, Human Resources, Audit, HSA/IRA, and Personal Development	✓	✓	✓	DOES YOUR BANK HAVE A LEARNING MANAGEMENT SYSTEM (LMS)? If yes, choose our Cloud Delivery Plan. Access 425+ courses and upload your bank's policies and procedures directly from your learning management system through our seamless cloud integration.
Email alerts for enrollment reminders —options vary by plan type	✓	✓	✓ Customizable	
Enroll employees in courses by job function —options vary by plan type	✓	✓	✓ Customizable	
Access to usage and enrollment reports	✓	✓	✓ Customizable	
Upload your bank's policies and procedures into 60+ pre-selected courses		✓	✓	
Track in-house classroom and outside training		✓	✓	
Import your own custom courses			✓	
Store and use custom human resources data , such as job title or hire date, for reporting and automated course assignment			✓	
Export training course completions for import into human resource system			✓	
YEARLY PRICE FOR ICBA MEMBERS	\$649	\$1,299	\$6,499/yr + one-time \$2,500 setup fee	
YEARLY PRICE FOR NON-MEMBERS	\$1,999	\$2,999	\$9,999/yr + one-time \$2,500 setup fee	\$3,999/yr + one-time \$2,500 setup fee

ONLINE CERTIFICATES



30% OFF!

INDIVIDUAL CERTIFICATE PROGRAMS—*New purchases and subscriptions only.*

With Discount Code CBUYE

Our certificate programs help enhance professional skills, offer practical training, make it easy to explore career growth, and add more value to your organization. Certificate programs are 100% online, allow for flexible, self-paced learning at an affordable price, and don't require ongoing CPE. Bank-wide subscriptions renew at a discounted price.

	Course Topics	CPE Credits	ICBA Member Enrollment	Nonmember Enrollment
Auditing	<ul style="list-style-type: none"> » Introduction to Auditing » Auditing Assets and Liabilities » Compliance Auditing » Specialty Auditing and IT » Communicating the Results 	27	\$999/ individual	\$2,499/ individual
Compliance	<ul style="list-style-type: none"> » Lending Regulation » Bank Secrecy Act » Deposit Regulation » Other Federal Regulations 	17	\$499/ individual	\$1,499/ individual
Human Resources Generalist <i>(Federal or California Specific)</i>	<ul style="list-style-type: none"> » HR Law » Leaves of Absence » Performance Management » Employee Coaching 	8	\$499/ individual	\$899/ individual
Principles of Banking	<ul style="list-style-type: none"> » Banking Landscape and Structure » Banking Finance » Products and Services » Capital Adequacy, Asset Quality, Management Earnings, Liquidity, and Sensitivity (CAMELS) 	7	\$499/ individual \$999/ bankwide	\$999/ individual \$1,999/ bankwide
Teller Specialist	<ul style="list-style-type: none"> » Teller Basics » Customer Service » Checks » Compliance 	10	\$199/ individual \$449/ bankwide	\$399/ individual \$899/ bankwide
Universal Banker	<ul style="list-style-type: none"> » New Deposit and Loan Requirements » Customer Relationship-Building » Cross-Selling 	20	\$499/ individual \$999/ bankwide	\$1,299/ individual \$1,999/ bankwide



**Train Everyone In
Your Bank For Less**

UNLIMITED WEBINAR PASS

WHY WEBINARS

Each year, we produce nearly 100 webinars so that everyone in your bank—from the frontline to the C-suite—can keep their fingers on the pulse of emerging trends and important regulatory issues.

Led by industry experts, these 60–90-minute sessions cover everything from credit basics to corporate governance. And, if you can't attend in real-time you have on demand access to the webinar recording, plus any presentations or exhibits that were distributed, when available.

SUBSCRIBE TODAY FOR:

- » 12 months of in-depth learning on topics from BSA to climate risk.
- » Real time and on demand viewing options.
- » The ability to download and archive webinar recordings to create your own learning library.
- » And, more!

ICBA member sale price (with discount code): \$1,046.50

Regular ICBA member price: \$1,495

icba.org/unlimitedwebinars

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30%!**

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SAVE 30%
With Discount Code **CBUYE**

YOUR BANK'S ENTIRE BOARD OF DIRECTORS HAS FULL ACCESS TO:

Attorney-staffed Governance Helpline for on-the-spot advice

Employment guidance with the ICBA Employment Law Hotline

20 online compliance, risk, and governance training courses for directors

Expert insights delivered through the bimonthly *Bank Director News*

Bank Director Video Series

Plus, discounts on resources and events!

Regular ICBA Member price: \$795



**BANK
DIRECTOR
PROGRAM**

To learn more, contact Cindy Salzl, Bank Director and Webinar Specialist, at cindy.salzl@icba.org or 800-422-7285 ext. 7336.

icba.org/bankdirectorprogram





ICBA LIVE 2023

SUNDAY, MARCH 12 /// HONOLULU, HAWAII

33RD ANNUAL

BANK DIRECTOR CURRENT ISSUES SEMINAR

In this one-day seminar at ICBA LIVE®, bank directors and executive community bank leadership from across the country will converge to gain new perspectives on corporate board governance and acquire the skills and knowledge needed to promote long-term institutional value.

TOPICS COVERED:

- » Corporate succession planning
- » Directors' fiduciary roles and responsibilities
- » Frameworks to mitigate corporate risk
- » The latest best practices and thought leadership on corporate governance
- » And more!

WHO SHOULD ATTEND:

- » Current and incoming bank directors
- » Community bank executive leadership (Chairmen, CEOs, CFOs, and COOs)

CONTINUING PROFESSIONAL EDUCATION:

Earn 5 CPE credits for attending the entire seminar.

PRICING:

- » Banks enrolled in the ICBA Bank Director Program: \$199*
- » Banks not enrolled in the ICBA Bank Director Program: \$249*
- » Lunch is included with your registration.

TO REGISTER:

Visit icba.org/live or call 800-422-7285 and ask to speak with a member of the ICBA Events Team.

**To attend the Annual Bank Director Current Issues Seminar in Honolulu on Sunday, March 12, you must first be fully registered to attend ICBA LIVE. Prices increase after Feb. 3.*



RESOURCE SPOTLIGHT

Bank Policy Management

SAVE TIME AND EFFORT WITH OUR COLLECTION OF 110+ BANK POLICY TEMPLATES.

These policy templates cover everything from compliance to lending to work from home and are your blueprint for developing and implementing policies and procedures.

TOP-SELLING BANK POLICIES

- » Liquidity Contingency Fund Plan Policy
- » Marijuana Business and MRB Lending Policy
- » Work From Home Policy
- » E-Sign Act Policy
- » Fair Lending Policy

If a policy is amended within 12 months of purchase, we will automatically send you the revised policy to keep you in compliance at no additional cost.

Visit [icba.org/education/products/subscription-bank-policies](https://www.icba.org/education/products/subscription-bank-policies) for all our available policies and pricing information.



**SAVE
30%!**

Visit icba.org/cbusales
for details.

Keep Your Critical Functions On Track

With digital Audit and Compliance Working Papers, your bank can create an easy-to-follow, cross departmental process to ensure compliance and mitigate institutional risk. Effortlessly add notes about best practices, procedures, or even items that were identified during reviews.

AUDIT WORKING PAPERS

Includes in depth operations testing of the underwriting process for loan review, plus new working paper topics on trust, loan servicing, and health savings accounts. All working paper topics include:

- » Worksheets
- » Internal control questionnaires
- » Memos, testing, and review checklists.

ICBA member: \$599

Renews after one year at \$399

COMPLIANCE WORKING PAPERS

These compliance working papers are essential for monitoring your bank's compliance with federal consumer compliance laws and regulations. Each regulatory topic comes with:

- » A summary of the regulations
- » Action plans
- » Checklists

ICBA member: \$599

Renews after one year at \$399



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Community Banker University Mission Statement: To develop and deliver a comprehensive curriculum of best-in-class education for community bankers through innovation, collaboration, creativity, and teamwork.

Budget for 2023 Training and Professional Development

Plan your professional development spending to ensure that your staff can support your bank's goals in 2023.

RESOURCES AND REFERENCE GUIDES <i>Some of our most popular resources.</i>	ICBA MEMBER	NONMEMBER	
	Audit Working Papers	\$599	\$799
BSA/AML Video Training Series	\$699	\$999	
Compliance Working Papers	\$599	\$799	
IRA Compliance Manual	\$95	\$100	
Bank Policies	Price varies—see website		
BANK DIRECTOR EXCLUSIVES	BDP PARTICIPANT	ICBA MEMBER	NONMEMBER
Bank Director Program		\$795	\$1,195
Bank Director Videos	\$0	\$599	\$799
The Ultimate Guide for Bank Directors	\$19.95	\$24.95	\$44.95

Online Courses for Anytime Training

We offer a variety of online training options that build knowledge and a strong foundation within key areas of the banking industry.

ONLINE TRAINING FULL-ACCESS PLANS <i>Over 425+ courses available!</i>	ICBA MEMBER	NONMEMBER
Standard	\$649	\$1,999
Custom	\$1,299	\$2,999
Premium	\$6,499/year + one-time \$2,500	\$9,999/year + one-time \$2,500
Cloud Delivery	\$2,499/year + one-time \$2,500	\$3,999/year + one-time \$2,500
ONLINE TRAINING COURSE BUNDLES	ICBA MEMBER	NONMEMBER
Bank Compliance, Business Skills, HSA/IRA	\$199–\$299	\$499–\$599
ONLINE CERTIFICATES	ICBA MEMBER	NONMEMBER
Audit, Compliance, HR Generalist, Principles of Banking, Teller Specialist and Universal Banker	Price varies, see website	Price varies, see website
WEBINARS	ICBA MEMBER	NONMEMBER
Unlimited Webinar Pass (12-month subscription) Access more than 70 live webinars and more than 100 on-demand webinars—all for one price.	\$1495	\$3,295
Single Live Webinar	\$199	\$299
Single On-Demand Webinar	\$219	\$319

CERTIFICATION INSTITUTES

All Institute pricing includes a \$500 testing fee. Refer to icba.org/seminars for certification exam dates.

	DELIVERY	ICBA MEMBER	NONMEMBER	NONBANKER	
Audit Institute SM	May 16–18 and 23–25	Livestreamed		\$5,299	
	Sept. 17–22	Bloomington, Minn.	\$3,799	\$4,699	
Bank Security Institute SM	Feb. 28–March 2	Livestreamed	\$2,199	\$2,699	
	Aug. 28–30	Bloomington, Minn.		\$3,199	
	May 2–4	Livestreamed			
BSA/AML Institute SM	Aug. 7–9	Bloomington, Minn.	\$2,199	\$2,699	
	Nov. 7–9	Livestreamed		\$3,199	
Commercial Lending Institute SM	April 4–6 and 11–13	Livestreamed	\$2,799	\$3,499	
	Aug. 20–25	St. Louis, MO		\$4,499	
Compliance Institute SM	Feb. 26–March 2	Dallas, TX			
	June 6–8 and 13–15	Livestreamed	\$3,399	\$4,299	
Consumer Lending Institute SM	Oct. 1–6	Bloomington, Minn.		\$4,299	
	Sept. 10–13	Bloomington, Minn.	\$2,199	\$2,699	
Credit Analyst Institute SM	March 28–30	Livestreamed		\$3,199	
	Aug. 15–17	Livestreamed	\$2,199	\$2,699	
IT Institute SM	Oct. 1–4	Bloomington, Minn.			
	April 18–20 and 25–27	Livestreamed	\$3,199	\$4,099	
Risk Management Institute SM	Oct. 15–19	St. Louis, Mo.		\$4,999	
	June 26–28	Bloomington, Minn.	\$2,199	\$2,699	
CONFERENCES	DELIVERY	ICBA MEMBER	NONMEMBER	NONBANKER	
	ICBA LEAD FWD Summit	TBA			
Annual Current Issues Certification Conference	Sep. 25–28	Livestreamed	\$1,345 (4 days) \$995 (3 days) \$695 (2 days) \$395 (1 day)	\$1,895 (4 days) \$1,295 (3 days) \$895 (2 days) \$495 (1 day)	\$2,245 (4 days) \$1,495 (3 days) \$995 (2 days) \$595 (1 day)
	Oct. 23–26	San Antonio, Texas			

BANK DIRECTOR EVENTS

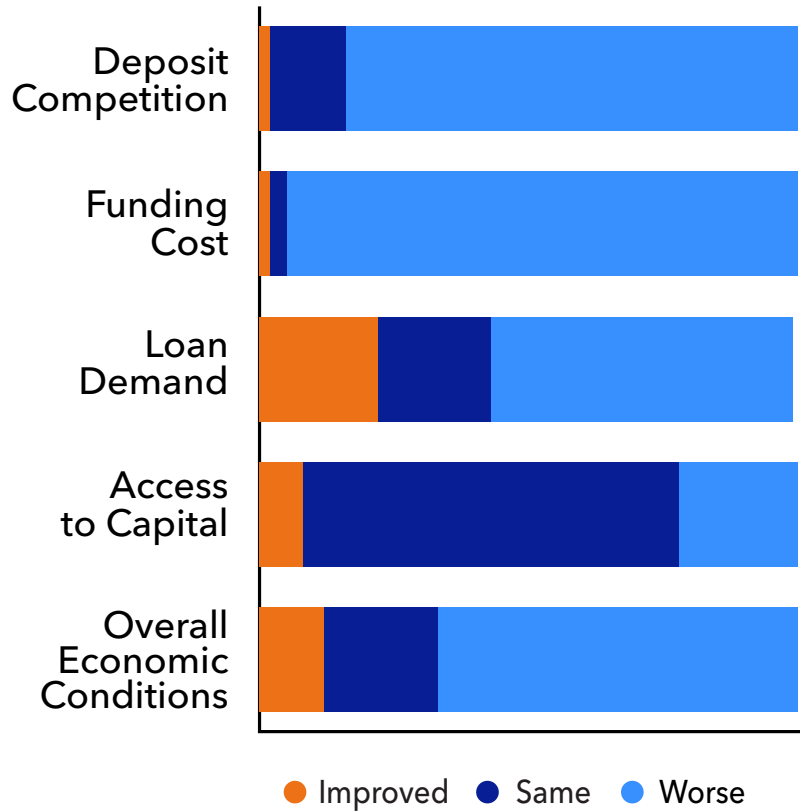
	DELIVERY	ICBA MEMBER	NONMEMBER	BDP PARTICIPANT	BDP SUBSCRIBER (NONMEMBER)
Bank Director Current Issues Seminar	March 12	Honolulu, Hawaii	\$249	\$299	\$149
Directors Forum—Session 1	April 13	Livestreamed	\$395	\$495	\$295
Directors Forum—Session 2	June 1	Livestreamed	\$395	\$495	\$295
Directors Forum—Session 3	Sept. 7	Livestreamed	\$395	\$495	\$295
Directors Forum—Session 4	Nov. 16	Livestreamed	\$395	\$495	\$295
Annual Directors Conference	Oct. 11–13	Location TBA	\$1,095	\$1,495	\$895

SEMINARS, FORUMS, AND WORKSHOPS

	DELIVERY	ICBA MEMBER	NONMEMBER	NONMEMBER	NONBANKER
Advanced Call Report Seminar	May 11	Livestreamed	\$695/\$595*	\$795	\$1,195
Advanced Loan Review Seminar	April 20–21	Livestreamed	\$695/\$595*	\$795	\$1,195
Advanced IT Seminar	Aug. 22–24	Livestreamed	\$695/\$595*	\$795	\$1,195
Agricultural Credit Analysis Seminar	April 26	Livestreamed	\$495/\$395*	\$595	\$695
	Aug. 2	Livestreamed			
Analyzing Your Bank's Financial Statement Seminar	June 15	Livestreamed	\$495/\$395*	\$595	\$695
Call Report Seminar	May 10	Livestreamed	\$695/\$595*	\$795	\$1,195
CFO Forum	Aug. 14–15	Kansas City, Mo.	\$795/\$695*	\$895	\$1,195
Cash Flow Analysis Seminar	May 17	Livestreamed	\$495/\$395*	\$595	\$695
Commercial Real Estate Lending Seminar	June 14	Livestreamed	\$495/\$395*	\$595	\$695
Community Bank Human Resources Seminar	Aug. 16–18	Kansas City, Mo.	\$695/\$595*	\$795	\$1,195
Community Bank Mergers & Acquisitions Seminar	TBD	TBD	\$595/\$495	\$695	N/A
Community Bank Marketing Seminar	Sept. 20–22	Nashville, TN	\$695/\$595*	\$795	\$1,195
FD/ICIA Seminar	May 3–4	Bloomington, Minn.	\$695/\$595*	\$795	\$1,195
Financial Statement Analysis Seminar	May 16	Livestreamed	\$495/\$395*	\$595	\$695
Fraud Seminar	April 4–6	Livestreamed	\$695/\$595*	\$795	\$1,195
IT General Controls	Oct. 11–12	Livestreamed	\$595/\$495*	\$795	\$1,195
Loan Review Seminar	April 18–19	Livestreamed	\$595/\$495*	\$795	\$1,195
Troubled Loans & Credit Management Seminar	Feb. 22	Livestreamed	\$695/\$595*	\$795	\$1,195
	Aug. 3	Livestreamed			
Vendor Management Seminar	Aug. 1–2	Livestreamed	\$695/\$595*	\$795	\$1,195

BANK EXECUTIVE BUSINESS OUTLOOK SURVEY TOP LINES

Expectations over the next 12 months



To see the full results, visit
IntraFi.com/press-insights/bank-survey-reports

The IntraFi Bank Executive Business Outlook Survey is completed on a quarterly basis and incorporates responses from hundreds of unique banks as provided by C-level bank executives, defined as CEOs, presidents, and CFOs from across the country. The survey is published by IntraFi with data released every fiscal quarter.



Source: IntraFi Network
Bank Executive Business
Outlook Survey, Q3 2022

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