



CSFM Class of 2028

Information & Application



OBJECTIVES

The program is designed to increase students' knowledge in their own specialties, while introducing them to a wide range of banking topics. Upon completion, students will have developed a broader perspective of the industry, a more enlightened view of their own bank, and most importantly, a better awareness of their individual capabilities.

The benefits derived from this program depend largely upon the personal motivation and commitment of the individual student. The time and effort expended in pursuing the course of study will be evident upon conclusion.

The bank must support its students by not inhibiting them from attending classes and by providing guidance and the necessary resources on various "take-home" assignments and the first-year major paper. Those enrolled have been selected because of their personal attributes and qualifications for what will prove to be a demanding yet rewarding experience.

PURPOSE

To provide an opportunity for junior management personnel and other employees of Connecticut's banking industry to obtain a more comprehensive knowledge and awareness of banking theory, practices and procedures, capital markets and management functions which will be of substantial value in their preparation for new and greater responsibilities at or within the management level.

EXECUTIVE REPORTING

Reports on attendance and exam grades will be made available, upon request, to the Chief Executive Officer of participating banks. Bank executives are encouraged to consult at any time with the Administrator regarding the status of their employees.

ANNUAL TUITION: \$1,995

The above fee is per student, per year and covers tuition, instructional materials, lunches, breaks and other costs associated with the monthly sessions. This fee is in effect for students entering the Class of 2028, and students returning to the Class of 2027. **The tuition fee does not include the resident session fees.**

A student can expect to attend three resident sessions in conjunction with CSFM. Students can choose either a daily commuter rate or resident/overnight - the latter package provides for single or double room accommodations. Resident session fees include lunches, dinners, breaks, room and tax and any resident session activities.

No tuition refunds will be given for individuals withdrawing from CSFM after the September resident session is held.

ADMISSION

Individuals with supervisory responsibilities including officers, assistant branch managers, department supervisors and other key employees specializing mainly in one activity who need intensive and broader training may apply. The CBA, under guidance of the Management Development Committee, will review the individual applications and consider each candidate for admission. The Committee suggests qualified applicants have a minimum of 1-3 years in the financial services industry; are either directly or indirectly responsible for supervising others; and have a high school diploma or equivalent on the job training.

It is recommended that a letter from the prospective student's supervisor accompany the applications of candidates who marginally meet the requirements for acceptance into the program. This letter should reference both the student's and bank's training needs.

ATTENDANCE

Students have been selected by their respective executive officers for this management training program with the full knowledge of the time and effort involved in obtaining the greatest possible benefit for the student and ultimately his or her bank, and as such, attendance at all sessions is mandatory. The Administrator will provide an annual schedule of monthly class dates and topics at the opening session. Students are expected to plan ahead to avoid any conflict with CSFM's sessions.

If a conflict exists, it is the student's responsibility to notify the Administrator in advance of the session if attendance is not possible. This notice shall include the reason for absence. In the case of sudden illness, the student should contact the Administrator no later than the day of the session.

WITHDRAWAL & READMISSION

Students who find it necessary to withdraw from CSFM may apply for readmission to the program under certain circumstances. Each case will be reviewed by the Administrator. Students leaving the program prior to the completion of the first-year major paper must complete the entire first-year. Students who have successfully completed the requirements of the first-year and the first-year major paper but did not complete the second-year can re-enter the program at the onset of the next available second-year schedule. To take advantage of this opportunity, a student must re-enter their second year within three years of completing the requirements of the first-year program.

RESIDENT SESSIONS

The opening resident session is scheduled for September at the Trumbull Marriott Hotel, Trumbull, Connecticut. All students are encouraged to stay at the hotel during this and all other resident sessions. The social networking that develops among the students throughout the program is truly a unique opportunity and should not be missed.

MONTHLY CLASSES

All regularly scheduled monthly class sessions will be held at the Courtyard by Marriott in Cromwell, Connecticut. Exact meeting room locations will be made available on a month-to-month basis. All regular monthly class sessions will commence at 8:30 a.m. and adjourn at approximately 4:00 p.m. with 45 minutes allowed for lunch.

In case of inclement weather during the regular monthly sessions, students will receive an email from the Administrator.

ASSIGNMENTS

Throughout the academic year, take-home mini-assignments are given. These assignments can be researched collectively, but are to be written individually. Each year there are three or four such assignments. CSFM uses the traditional 4.0 point university grading system for all projects. An "F" on any project will result in a rewrite before continuation through the program can occur. Because of time constraints on grading, no projects will be accepted beyond the due date, except when extreme circumstances warrant. Late papers will be lowered one full grade level, at the discretion of the program Administrator. Chronic late submissions will result in contact to the student's bank executive representative.

FIRST YEAR MAJOR PAPER

A written research assignment designed to provide a challenge in research, objective study, and report writing will be required of the first-year students. It is intended to foster a deeper knowledge of the student's own bank. As in past years, the paper is graded by an outside educator not affiliated with any member bank. This process ensures objectivity for each student and confidentiality of bank data. The assignment will be distributed in March and will be due in mid-June of 2027.

Completion of all of the first-year take-home assignments and the first-year major paper is necessary for continuation into the second-year of the program.

CSFM HONOR CODE

All projects completed for CSFM are governed by an honor code. Students are encouraged to study together and to consult with others in preparation of their assignments. This help may be in the form of general information and statistical data, debate on the issues involved, suggestions regarding the interpretation of what is required, ideas as to the proper approach to the solution, and other related matters which may be helpful in producing a satisfactory project report. However, the cooperative effort should stop at the time the student begins to actually organize and write a solution for submission.

The submitted project must be the student's own work, expressed in his or her own words, and not the work of others. Any direct quotes must be appropriately footnoted and all reference materials listed in the bibliography. Students who violate the honor code will have their case reviewed by the Administrator and Management Development Committee. If a student is found in violation of the code, they will be subject to immediate dismissal. Readmission under these circumstances will not be possible.

BANKSIM & GRADUATION

BankSim is an integral portion of CSFM's two-year curriculum. During the final program of the second year, students are teamed together to manage a bank for 3 years. With the help of advisors, each team faces a series of management decisions including visits from bank examiners, outside auditors, the press and stockholders. Annual meetings end the competition, which has teams fighting for market share and profits, all under the watchful eye of the BankSim Bank Commissioner and staff.

A student who satisfactorily completes the two-year course will receive a certificate of completion awarded by the Connecticut Bankers Association. As of April 2026, over 2,950 students will have graduated from the Connecticut School of Finance & Management.

AWARDS *(the grading system outlined on page four is used to designate the academic award recipients)*

John C. Shortell Award for Academic Excellence

This award recognizes outstanding academic achievement while attending the Connecticut School of Finance & Management. The award is presented to the student who maintains the highest grade point average over the course of the two-year program and was posthumously named in honor of John C. Shortell, former Management Development Committee member and Chairman.

Michael J. Piette Honors Award

CSFM recognizes the students graduating in the top 10% of their class over the entire two years of study with honors achievement. The honors award was posthumously named in honor of Michael J. Piette, former economics instructor and key contributor to the success of the program for over 30 years.

CSFM Spirit Award

CSFM also recognizes the student who has truly encompassed and embraced the spirit of the CSFM program, which includes building relationships, networking, and creating lasting friendships. The Spirit Award was created in honor of 3 individuals who were devoted, long-time participants in CSFM and BankSim and embody the CSFM Spirit: Lindsey Pinkham, Lou Ferreira and Charlie Steele.



COURSE LIST - YEAR 1

The CSFM curriculum has received considerable attention from the Management Development Committee and is continuously updated to meet the changing areas of emphasis within the industry.

Specifically, the first year will provide the student with a broad perspective on banking and its relationship with the economic process. Through a thorough introduction to money and capital markets, courses will expose the students to the Federal Reserve System, asset/liability management, investment portfolio management, the mortgage arena, commercial and consumer lending.

OPENING RESIDENT SESSION

Trumbull Marriott Hotel, Trumbull, CT

September

Orientation & Getting Acquainted
Career Development & Emerging Leaders
Leadership Styles/Corporate Culture

MONTHLY FULL-DAY SESSIONS

Courtyard by Marriott, Cromwell, CT

October

Banking History & Intro to Balance Sheet

November

Economics & The Economy
Elements of Economic Analysis

December

Macroeconomics, Money and Banking

January

Time Management

Bank Balance Sheet Management

February

ALM—Investment Portfolio Management

March

Effective Written Communication
Assignment of First-Year Major Paper

ALM—Investment Analysis & Risk

April

ALM—Managing the Loan Portfolio
Commercial, Real Estate and Mortgage Lending

May

Enterprise Risk Management /Technology in Banking

COURSE LIST - YEAR 2

Although the format remains the same, the second-year curriculum is more diversified as it examines specific management functions within the banking industry. The second year opens and closes with resident sessions.

The first session challenges a student's perceptions of the skills necessary for leadership. The final resident session attempts to summarize the two-year program through the interaction associated with a bank simulation program (BankSim).

OPENING RESIDENT SESSION

Trumbull Marriott Hotel, Trumbull, CT

September

Leadership Development

MONTHLY FULL-DAY SESSIONS

Courtyard by Marriott, Cromwell, CT

October

Communication Skills Training

November

Marketing Management

December

Strategic Planning

January

Human Resources

Stress Management

February

Organizational Change

March

CSFM/BankSim Review

GRADUATION/RESIDENT SESSION

Trumbull Marriott Hotel, Trumbull, CT

April

Bank Simulation Program (BankSim)

Graduation Ceremony

Graduation Reception

What Our Students Say About the



CONNECTICUT
SCHOOL OF FINANCE
& MANAGEMENT

"I found the entire experience invaluable. I learned more about myself, my peers and Executive level banking than anywhere else in my career. I can honestly say I understand the banking industry on a higher level now."

**Rachel Skranski, Ascend Bank
CSFM Graduate**

"The BankSIM was very action packed and allowed me to develop skills for big-picture oversight of a bank, as well as work on team building skills and identify strengths and weaknesses of a bank or a group. The knowledge I have gained from the CSFM program is astronomical, and the network of colleagues I have developed cannot be replaced. I cannot say enough good things about this program."

**Meghan Meyerhoff, Liberty Bank
CSFM Graduate**

"Regardless of its relevancy to my specific job duties, it is all fantastic knowledge to have in a rapidly changing financial sector, and you never know where you might end up in ten years."

**Jason Gworek, CT Department of Banking
CSFM Graduate**

"This program was challenging and pushed me far out of my comfort zone. It was an incredible experience, and I leave the program with a new outlook on different areas of banking, and I have also made incredible connections and friends throughout. This program is well planned, and a great opportunity."

**Jesse Underhill, Union Savings Bank
CSFM Graduate**

"CSFM was a revelation for me and provided a solid foundation in financial and management skills. The in-depth courses on economics, assets and liabilities and the Federal Reserve gave me a deeper understanding of the inner workings of our bank. Learning how to read the UBPR and being able to examine our own report allowed me to see exactly how our bank was doing. The blend of technical and financial knowledge helps me assist the bank in dealing with upcoming challenges to our industry and expands my role to securing our infrastructure against cyber threats and vulnerabilities."

**Earl Quijano, Ives Bank
CSFM Graduate & Valedictorian**



Application for Admission - Class of 2028

Applicant Name (Last, First, Middle Initial)

Preferred First Name:

Institution

Work Address

City, State, Zip

Home Address

City, State, Zip

Work Phone

Cell Phone

Work Email

Personal Email

EDUCATION HISTORY

High School:	Degree: Y / N	Year:
College 1:	Degree: Y / N	Year:
College 2:	Degree: Y / N	Year:

Professional Education (ABA, AIB, CBA, CFT, etc.)

Program Name & Year

EMPLOYMENT EXPERIENCE

Present Position:	# of Years:
Responsibilities:	
Previous Positions / Titles:	# of Years:
Previous Positions / Titles:	# of Years:
Previous Positions / Titles:	# of Years:

Total years of experience with financial institutions:	# of Years:
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Supervisory Status

Number of employees reporting directly to you:	#
Number of employees indirectly reporting directly to you:	#

RELATED ACTIVITIES

<i>Industry Related (ABA, AIB, CBA, CFT, etc.)</i>
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<i>Non-Industry Related (civic, political, charitable, etc.)</i>
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PROFESSIONAL OBJECTIVES

Please indicate your professional objectives and reasons for applying to CSFM:

Applicant's Signature: _____ Date: _____
Senior Management Signature: _____ Date: _____
Senior Management Name: _____ Date: _____
Senior Management Title: _____ Email: _____

Application Deadline is Friday, June 5, 2026

Mail or email completed application to:

Connecticut Bankers Association
Kim Tuttle
VP, Director of Education
10 Waterside Drive, Suite #300
Farmington, CT 06032
ktuttle@ctbank.com
860.677.5060