

A low-angle, upward-looking photograph of several modern skyscrapers against a sky with soft, colorful clouds in shades of pink, orange, and blue, suggesting a sunset or sunrise. The buildings are made of glass and steel, with some windows reflecting the sky. One building in the upper right has a construction crane on top.

# 2025

## Connecticut School of Finance & Management Information & Application

**CSFM** *Developing the next leaders in banking*  
*Don't wait for opportunity. Create it.*

## Objectives

The program is designed to increase the knowledge of the students in their own specialties and at the same time introduce 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 to be derived from this program depend largely upon the personal motivation and the 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 fees are per student, per year and cover tuition, instructional materials, lunches, breaks and other costs associated with the monthly sessions. These fees are in effect for students entering the Class of 2025 and students returning to the Class of 2024. **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. Second-year students may be subject to a modest graduation fee to defray the costs associated with the BankSim program.

**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 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.



## *Connecticut School of Finance & Management*

## 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. 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 are requested to visit the CBA website ([www.ctbank.com](http://www.ctbank.com)) for instructions.

## Assignments

Throughout the academic year, mini-assignments are given on a take-home basis. 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 furnish 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 2024.

*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.*





# 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 2023, over 2,800 students have graduated from the Connecticut School of Finance & Management.

## 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.

## Academic Awards

### 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. The grading system outlined on page four is used to designate that recipient.

This award was posthumously named in honor of John C. Shortell, former Management Development Committee member (1983-1994) and Chairman (1985-1993). Under his leadership, the Committee honed the School into the educational hallmark that it is today.

### Michael J. Piette Honors Award

CSFM also recognizes the students graduating in the top 10% of their class. Honors academic achievement is recognized over the entire two years of study.

The honors award was posthumously named in honor of Michael J. Piette, former economics instructor. Dr. Piette was a key contributor to the success of the program for over 30 years. His unique instruction style, through lecture and story-telling, made economic theory easier to understand for every student.

## 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, Connecticut**

#### **September**

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

### **MONTHLY FULL-DAY SESSIONS**

**Courtyard by Marriott, Cromwell, Connecticut**

#### **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

#### **April**

ALM—Investment Analysis & Risk

#### **May**

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

#### **September**

Leadership Development

### **MONTHLY FULL-DAY SESSIONS**

**Courtyard by Marriott, Cromwell, Connecticut**

#### **October**

Communication Skills Training

#### **November**

Marketing Management  
Product Pricing

#### **December**

Strategic Planning

#### **January**

Human Resources  
Stress Management

#### **February**

Change Management

#### **March**


CSFM/BankSim Review

### **GRADUATION/RESIDENT SESSION**

**Trumbull Marriott Hotel, Trumbull, Connecticut**

#### **April**


Bank Simulation Program (BankSim)  
Graduation Ceremonies  
Graduation Reception



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***"I found the entire experience invaluable. 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, GSB - CSFM Graduate***



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***"As a participant in the program, one thing that strikes me is how relevant it remains. The core curriculum provides a critical foundation to understand the key factors necessary to effectively manage a bank, and focuses on the current challenges that Boards and bank management teams are dealing with."***


***Cheryl Calderado, Dime Bank - Chairman, Management Development Committee & CSFM Graduate***



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***"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***



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***"The Connecticut School of Finance and Management was an incredible opportunity. The entire experience blew away my expectations and I learned way more than I was expecting."***

***Tim Jones, Jewett City Savings Bank - CSFM Graduate***



# Application for Admission Class of 2025

## APPLICANT INFORMATION

Name: \_\_\_\_\_  
(last) (first) (middle initial)

Nickname: \_\_\_\_\_

Bank: \_\_\_\_\_ Title: \_\_\_\_\_

Office Address: \_\_\_\_\_  
(street) (city) (state/zip)

Home Address: \_\_\_\_\_  
(street) (city) (state/zip)

Office Phone: \_\_\_\_\_ Office Email: \_\_\_\_\_

Cell Phone: \_\_\_\_\_ Personal Email: \_\_\_\_\_

## EDUCATION HISTORY

<i>Background</i>	<i>Degree</i>	<i>Year</i>
High School: _____	Y / N	_____
College 1: _____	Y / N	_____
College 2: _____	Y / N	_____

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

<i>Program Name</i>	<i>Year</i>
_____	_____
_____	_____
_____	_____

## EMPLOYMENT EXPERIENCE

Present Position: \_\_\_\_\_ # of Years \_\_\_\_\_

Responsibilities: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Previous Positions / Titles:

_____	# of Years _____
_____	# of Years _____
_____	# of Years _____

Total years of experience with Financial Institutions: \_\_\_\_\_

***Supervisory Status***

Number of employees reporting directly to you: \_\_\_\_\_

Number of employees indirectly reporting to you: \_\_\_\_\_

**RELATED ACTIVITIES**

***Industry Related (ABA, AIB, CBA, CFT, etc.)***

\_\_\_\_\_  
\_\_\_\_\_

***Non-Industry Related (civic, political, charitable, etc.)***

\_\_\_\_\_  
\_\_\_\_\_

**PROFESSIONAL OBJECTIVES**

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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Applicant's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Senior Management Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Senior Management Name: \_\_\_\_\_

Senior Management Title: \_\_\_\_\_ Email: \_\_\_\_\_

***Application Deadline is Friday, June 9, 2023***

***Mail, Fax or Email Completed Application to:***

***Kim Tuttle, Director of Education - [ktuttle@ctbank.com](mailto:ktuttle@ctbank.com)***

***Connecticut Bankers Association - 10 Waterside Drive, Farmington, CT 06032***

***Ph: 860.677.5060; Fax: 860.677.5066***

# 2025

## *Connecticut School of Finance & Management*



**Program proudly sponsored by:**

**Connecticut Bankers Association  
10 Waterside Drive, Suite 300  
Farmington, Connecticut 06032**



***Visit [www.ctbank.com](http://www.ctbank.com) for more information.***