

SEPTEMBER
14-17, 2015
CHICAGO, IL

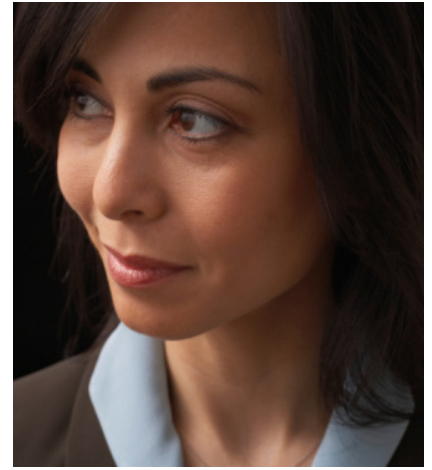
Take your organization—and your skills—to the next level with an **enterprise-wide view** on risk and leadership.



EXECUTIVE LEADERSHIP AND RISK MANAGEMENT PROGRAM

JOIN. ENGAGE. LEAD.

TAKE YOUR ORGANIZATION—AND YOUR SKILLS—TO THE NEXT LEVEL WITH AN ENTERPRISE-WIDE VIEW ON RISK AND LEADERSHIP.



Leverage your influence by attending RMA's *Executive Leadership and Risk Management Program*—formerly the Risk Management School and one of RMA's longest running and most popular executive education programs. As risk management, regulatory initiatives, and market demands evolve, so does the program. Every year, the Executive Leadership and Risk Management Program makes strategic refinements to reflect the changes that are taking place in the industry. This year, the program agenda has been reduced from five days to four, offering a more comprehensive, focused curriculum covering the topics that are of the utmost importance to executives.

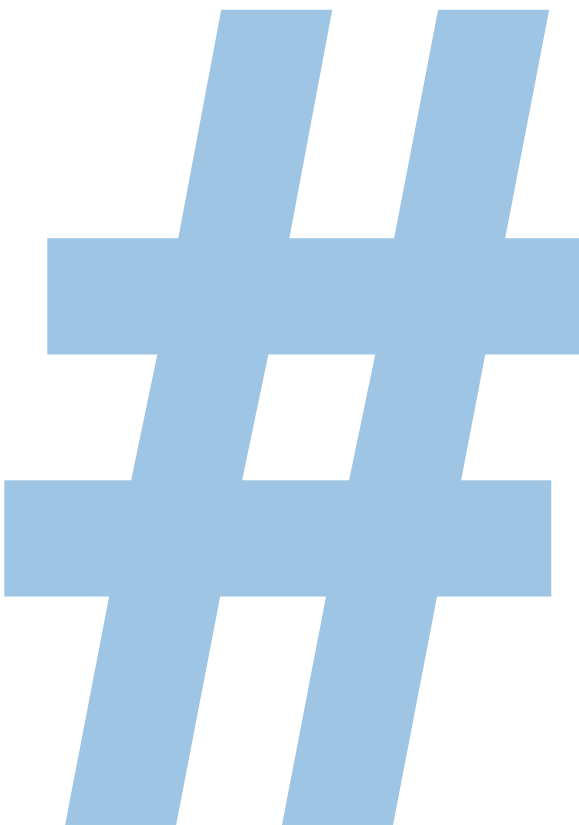
Innovative in its design, the program combines a focus on leadership development with an emphasis on today's best risk management practices in the banking industry. The program includes credit, market, and enterprise risk segments and builds upon its rich history of leadership training.

The program provides:

- Top subject matter experts delivering insightful and practical information.
- A high level of peer sharing among faculty, facilitators, and participants.
- An environment conducive to a positive learning experience.

The program will set you on a leadership path that will strengthen your effectiveness as a leader, increase your ability to think critically about risk management, and provide you with practical take-aways.

One of RMA's longest running and most popular executive education programs



WHO SHOULD ATTEND?

- Individuals moving into new positions or looking to grow into expanded risk responsibilities.
- High-potential individuals with seven or more years of experience in a financial institution (10 to 12 years of experience is ideal).
- Individuals with expertise in one area of risk (e.g., commercial credit) who want to understand the broader risk picture in today's complex world of financial regulation, markets, and products.
- Individuals (e.g., CFO, treasurer, loan review, audit, compliance) who interact with the traditional risk areas of the bank and need a broader and better understanding of risk.
- Individuals who want to develop their leadership skills to affect personal and institutional change.
- Individuals who have direct reports.
- Individuals who want to refresh and reinforce skills.



YOU WILL:

- Strengthen and enhance your leadership skills to proactively affect change in your organization.
- Be better prepared to anticipate and respond to market challenges.
- Broaden and sharpen your risk management skills and gain an enterprise risk management perspective.
- Understand what it takes to lead change.
- Be better positioned to rethink risk management processes holistically.
- Be better prepared to understand and adhere to regulatory expectations.

A leadership path that will strengthen your effectiveness as a leader.

The program runs four days and covers a comprehensive bank-wide view of risk, along with the leadership skills needed in today's changing environment.

The *Executive Leadership and Risk Management Program* packs the most learning into the tightest timeframe, making the best use of your valuable time. Recognizing that executives learn in different ways, the seminar uses multiple approaches—from presentations to individual and group work. There will be a case study and other class preparation throughout the week.

You will also receive a free copy of RMA's Risk Appetite Workbook which provides a detailed roadmap for explaining what a risk appetite statement is and how an institution can develop one.

JOIN. ENGAGE. LEAD.



DAY ONE: KICK OFF AND LEADERSHIP

The program kicks off on Monday with registration and lunch. This will be followed by a leadership session that focuses on leadership styles with an emphasis on how your style affects your relationships with peers, colleagues, and clients and your overall effectiveness. It provides insight into a variety of styles that others possess and discusses how you can use this knowledge to strengthen your power to influence and motivate. Included are your results from a behavioral profile (that you complete before arriving), which highlight your leadership strengths and weaknesses.

Group Dinner.

DAY TWO: MARKET RISK

The objective of this market-risk focused session is to provide a strong footing for your understanding of asset/liability, liquidity, and investment portfolio issues that affect the risk profile of your institution. The session begins by defining asset/liability management with discussions on interest rate risk, liquidity risk, hedging, transfer pricing, investment portfolio, capital markets, and governance. The session leader will touch upon the current risks including rise in deposit and interest rates, NIM compression, regulatory (e.g., capital and liquidity planning), model risk (e.g., prepayments), economic downturn/shock, systemic issues (e.g., liquidity), product mix, and system challenges (e.g., infrastructure). Then the session leader will present tools and approaches that can be applied to address these risks with participant exercises that tie back to the risk appetite.

Dinner will be on your own.

DAY THREE: CREDIT RISK

Day three is dedicated to credit risk—more specifically, credit risk from the perspective of policy and strategy. It is intended to transform your thinking of credit from transaction to portfolio, from risk control to risk enabler. The session will define credit risk with a discussion on governance including roles, strategy/business and risk, the three lines of defense, and the intersection of credit, market, and operational risk. The group will also identify the risks and discuss measurement, monitoring and reporting, and managing and mitigating those risks. Tools and approaches will be discussed that can be applied to address the risks. These include culture, policy and procedure, analysis and underwriting, tolerances/limits, capital, and stress testing. After a participant exercise, the session will conclude with an introduction to day four's topic, Governance, Risk, and Compliance.

Group Dinner.

STRENGTHEN YOUR
POWER TO **INFLUENCE**
AND **MOTIVATE.**

DAY FOUR: ENTERPRISE RISK MANAGEMENT: GOVERNANCE, RISK, AND COMPLIANCE

Day four will begin with a discussion on enterprise risk management (ERM) and how and why we arrived at this point in the industry. At the cornerstone of ERM lies the risk appetite statement and an understanding of how much risk an institution is willing to take, possessing the right culture and conduct within the institution, effectively managing talent, and marrying strategy and risk taking. Participants will evaluate the key components of a risk governance framework: what it looks like, the roles and responsibilities of key functions and players, the three lines of defense, and the role of the board of directors. The session leader will discuss risk aggregation and reporting and present tools and approaches that can be applied, such as limits and model risk management. Plus, the session leader will discuss compensation and performance management. After a participant exercise and discussion of pitfalls, the program will draw to a close.



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PROGRAM HIGHLIGHTS

LEADERSHIP

Expand your view of leadership, your techniques, and your role in the organization through our session that addresses topics like:

- Understanding your personal and colleagues' patterns of behavior and leadership styles to increase your effectiveness.
- Applying this knowledge to your customer relationship management plans.
- Building and coaching your team.
- Identifying high-potential individuals.

MARKET RISK

Defining Asset/Liability Management:

- Interest rate risk.
- Liquidity risk.
- Hedging.
- Transfer Pricing.
- Investment Portfolio.
- Capital Markets.

Governance

Defining the risks:

- Rise in rates: deposit and interest rates.
- NIM compression.
- Regulatory: e.g., capital and liquidity planning.
- Model risk: e.g., prepayments.
- Economic downturn/shock, systemic issues, e.g., liquidity.
- Product mix.
- System challenges: e.g., infrastructure.

CREDIT RISK

Governance:

- Roles.
- Strategy/business and risk.
- Three lines of defense.
- The intersection of credit, market, and operational risk.

Tools and approaches to manage the risks:

- Culture.
- Policy and procedure.
- Analysis and underwriting.
- Tolerances: limits.
- Capital.
- Stress testing.

ENTERPRISE RISK MANAGEMENT: GOVERNANCE, RISK, AND COMPLIANCE

Defining ERM today:

- Risk Appetite
- Culture / Conduct
- Talent Management
- Marrying strategy and risk taking

Roles and responsibilities:

- Three lines of defense
- Board of directors

Tools and approaches to manage the risks:

- Limits
- Model risk management
- Compensation and performance management

TIM SISSLER, PRESIDENT OF RELIANCE BANK & PAST PROGRAM MODERATOR:

“RMA HAS PROVIDED **OUTSTANDING RISK PROGRAMS** FOR MY ENTIRE CAREER IN BANKING. I AM CELEBRATING MY 41ST YEAR IN THE INDUSTRY AND I’M **VERY PLEASED TO CONTINUE MY RELATIONSHIP WITH RMA.**”



Here’s what some participants said about the program:

- The quality of the speakers was the best thing about the course. They gave real examples that we can relate to and actual tools to use when we go back.
- Leadership: Best leadership activity I have done yet. I enjoyed David’s presentation style and detail around the different personalities.
- Credit risk management: Great to have a presenter that is actively managing in a real environment and knows the current and proposed regulatory picture. Great advice.
- Learned a great deal. Have participated in ALCO and believe that this gives me a better understanding of what to do, not just hearing what’s said.
- Outstanding and enjoyable! Very valuable!
- Leadership focus was great. Good focus on great risk principles. Group leaders were helpful.

HOTEL INFORMATION

Hilton Chicago

720 S. Michigan Avenue
Chicago, IL 60605
www.hiltonchicagohotel.com

The group rate at the Hilton Chicago is \$199 single/double. For accommodations during the seminar, please call 312-922-4400 and identify yourself as an RMA seminar attendee. Reservations must be made by August 18, 2015. We cannot guarantee room rates or availability after this date.

Please note: Hotel reservations and travel arrangements are your responsibility.

In addition:

- The hotel provides a full complimentary breakfast and happy hour each day.
- The seminar includes a continental breakfast, snacks, and beverages during the program each day, along with lunch and two group dinners on Monday and Thursday evening.

REGISTRATION FEE

Associate members

On or before July 3, 2015	\$3,240
After July 3, 2015	\$3,600

Nonassociates from a member institution/ professional members

On or before July 3, 2015	\$3,450
After July 3, 2015	\$3,835

Nonmembers

On or before July 3, 2015	\$3,690
After July 3, 2015	\$4,100

CRC: 32 CEUs

NASBA: 32 CPE Hours

To register:

Visit us at www.rmahq.org and enroll online. For more information, please call RMA Customer Care at 800-677-7621.

Executive Leadership and Risk Management Program

September 14–17, 2015 | Chicago, IL | Event #304001-16

2/24/15

Registration Fee

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After July 3, 2015 \$3,835

Nonmembers

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After July 3, 2015 \$4,100

Promotional Code: BROCHURE

Please use this promotional code when prompted during checkout when registering online, or mention it when registering by phone.

Register online at www.rmahq.org and receive a \$25 discount.

Mr. Ms. Mrs.

First name _____

M.I. _____

Last name _____

Nickname (for badge) _____

Title _____

Institution: _____

Mailing address _____

City _____ State/province _____ Zip/postal code _____

Country _____

Attention Canadian registrants: Please be advised that remittance of GST tax is your responsibility. RMA is not required by law to register and collect GST taxes in Canada.

Phone # _____ Email _____

Billing Information Same as above

OR

Name _____ Institution _____

Phone _____ Email _____

Address _____

City _____

State/province _____ Zip/postal code _____ Country _____

Event Cancellation Policy*

If you cancel your registration 15 or more business days prior to the start of the event, you will receive a full refund. If you cancel 6–14 business days prior to the event, you will be subject to a service fee equal to 50% of the registration fee. If you cancel 5 or fewer business days prior to the event, you forfeit the entire fee. If you fail to attend the event, you forfeit the entire fee.

Please note: Written (fax 215-446-4100 or email registrar@rmahq.org) cancellation is required to process all refunds.

In the event the course is cancelled by RMA, you will receive a full refund for registration fees. However, RMA does not assume responsibility for any other expenses, including the purchase of airline tickets, incurred by you in connection with attending the event.

If your payment is received in currency other than U.S. dollars, and you are due a refund, you will be responsible for any foreign exchange rate difference.

*Please refer to specific cancellation policies for RMA's Annual Conference and Securities Lending Conferences.

Transfer Policy

You may transfer one time to a new date up to five or more business days prior to the event. If you are unable to attend a similar event within one year from the original registration date, you forfeit the entire registration fee.

Please note: Written (fax 215-446-4100 or email registrar@rmahq.org) cancellation is required to process all transfers.

Our goal is to be your “go to” resource for value-added risk management information and programming. Use our tailored email alerts to keep informed when new courses, events, etc. are available in your area of interest, which you can update below:

- Industry Benchmarking
- Enterprise Risk
- Credit Risk, Commercial
- Credit Risk, Retail
- Operational Risk
- Market Risk
- Regulatory Compliance
- Securities Lending

Please select your current level in risk management

- Entry level, early stages
- Mid-level
- Senior/executive management
- Not in a risk management role

Five ways to register

Web: www.rmahq.org / Phone: 800-677-7621 / Fax: 215-446-4100

Email: registrar@rmahq.org / Mail: RMA, Lbx 1140-PO Box 8500, Philadelphia, PA 19178-1140

Check enclosed VISA MasterCard AMEX Diners Club Discover

Card number _____ Exp. date _____

Signature _____

I understand my signature authorizes The Risk Management Association to charge my credit card for this purchase.

This section must be filled out in order to properly process your registration.

Which best describes your job function? Please check all that apply.

- Auditor
- Business Line Operational Risk Manager
- CEO/President
- Chief Credit Officer
- Chief Risk Officer
- COO
- Chief Operational Risk Officer
- Chief Information Officer/Director IT
- Chief Regulatory Affairs Officer
- CFO/Finance
- Compliance Officer/Manager
- Corporate Operational Risk Manager
- CPA/Attorney/Appraiser
- Credit Administration/Department
- Credit Policy Officer
- Dean/Professor/Teaching Assistant
- Government Agency
- Human Resources/Training Director
- Insurance
- IT Manager
- Legal Counsel
- Loan Review/Administration
- Market Risk Officer
- Nonbank/Nonfinancial
- Portfolio Management Officer
- Regulator/Examiner
- Relationship Manager/Lender
- Risk Management Officer
- Secretary/Admin. Assistant
- Securities Lending
- Securities Trader
- Chief/Senior Lender
- Student
- Underwriter/Analyst
- University/Librarian

Which best describes your area of specialty? Please check all that apply.

- Agricultural Lending
- Audit
- Commercial Banking
- Consumer/Retail Banking
- Corporate Office
- Credit Department
- Credit Risk
- Custody
- Enterprise Risk
- Finance Function
- Funds Management
- Health Care
- International/Global Banking
- Investment Banking
- IT
- Legal
- Life/Health Insurance
- Market Risk
- Nonbank/Nonfinancial Institution
- Nonprofit/University
- Operational Risk
- Operations
- P&C Insurance
- Private Banking/Wealth Management
- Real Estate Lending
- Sales and Marketing
- Securities Lending
- Securities or Fixed-Income Trading

