

SW GRADUATE SCHOOL OF BANKING

163rd Assembly for Bank Directors

January 28–31, 2027 | TUCSON, ARIZONA

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“At SWGSB Assemblies, participants learn what distinguishes high-performing boards, what regulators and shareholders demand, and how to navigate pressing issues facing community banking today.”

WILLIAM T. CHITTENDEN, PH.D.
PRESIDENT AND CEO
SWGSB AT SMU COX



Greetings!

WILLIAM T. CHITTENDEN, PH.D.
PRESIDENT AND CEO
SW GRADUATE SCHOOL OF BANKING

Welcome to SWGSB's 163rd Assembly for Bank Directors—a nationally recognized program designed for aspiring, new, and experienced community bank directors.

This program provides the knowledge, perspective, and relationships directors need to fulfill their responsibilities with confidence and contribute effectively in the boardroom. Whether you are preparing to serve on a bank board, beginning your service as a new director, or looking to strengthen your effectiveness as an experienced director, the program offers executive education tailored to the unique responsibilities of community bank leadership.

What sets SWGSB bank director education apart is its focus on the issues that matter most in the boardroom. Participants engage with nationally recognized faculty and banking experts on corporate governance, fiduciary responsibilities, strategic oversight, risk management, regulatory expectations, and the evolving challenges facing community banks. The program combines rigorous academic content with practical insights that directors can put to work immediately—all in a setting that is inspirational!

Just as important are the relationships developed throughout the program. Directors learn alongside peers who understand the opportunities and challenges of community banking, creating a network that extends well beyond the assembly and provides an ongoing source of perspective, experience, and support.

We invite you to learn how SWGSB Assemblies for Bank Directors can strengthen your effectiveness in the boardroom. Visit www.swgsb.org/nccbd to register, or contact us at info@swgsb.org or 214.768.2991.

Sincerely,

William T. Chittenden

William T. Chittenden, Ph.D.

SW Graduate
School of Banking
at SMU Cox

163rd Assembly for Bank Directors
Tucson, Arizona

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ASSEMBLIES FOR BANK DIRECTORS

The Nation's Most Trusted Source for Bank Director Education

Designed for aspiring, new, and experienced bank directors, as well as financial institution executives, the SW Graduate School of Banking at SMU Cox (SWGSB) Assemblies for Bank Directors bring together banking leaders from across the country for timely education, meaningful dialogue, and professional connection.

Held at premier destinations such as Napa Valley, Vail/Beaver Creek, Coeur d'Alene, Palm Beach, and Oahu, the assemblies offer an engaging setting to explore the issues shaping community banking. Participants learn from nationally recognized authorities and industry experts while exchanging perspectives with peers who understand the challenges and responsibilities of bank leadership.

From emerging risks to evolving regulations, each SWGSB Assembly delivers relevant insight directors can take back to the boardroom.

Setting the Standard for Bank Governance

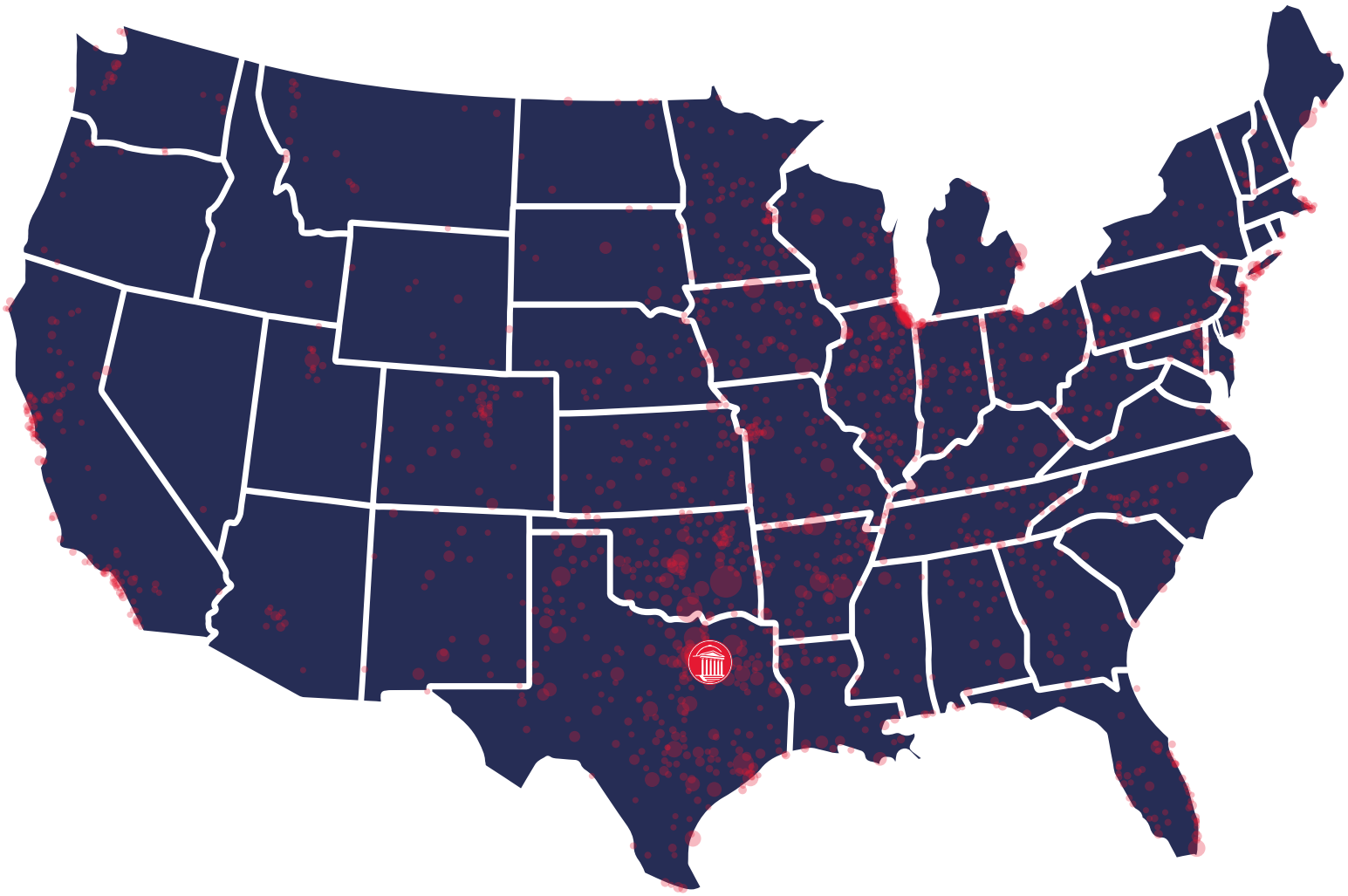
Effective bank governance requires more than keeping pace with industry change. It demands the knowledge, judgment, and perspective to ask informed questions, evaluate risk, and help guide an institution's future.

SWGSB Assemblies for Bank Directors connect participants with expert perspectives on corporate governance, risk management, regulatory expectations, and other critical banking issues. The result is a stronger foundation for board service—and relationships that extend beyond the assembly to support continued learning and leadership.

For directors pursuing SWGSB's National Certified Community Bank Director's designation, the assemblies also offer a path to recertification. Designated directors can maintain their certification by attending at least one SWGSB Assembly for Bank Directors every three years.



SWGSB Connects Banking Professionals *Across the Country.*



Since 1957, SWGSB has empowered executives with learning that extends far beyond the classroom. The professionals we educate—community bankers in all positions, other financial services professionals and affiliates, regulators, and aspiring, new, and experienced bank directors—form a valuable, lasting network from coast to coast.

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“SWGSB Assemblies for Bank Directors are valuable for aspiring and new bank directors to help them gain the knowledge and expertise to lead with clarity, conviction, and insight. They benefit experienced directors who want to hone their skills and learn from the experts about the latest topics of concern for banks.”

WILLIAM T. CHITTENDEN, PH.D.
PRESIDENT AND CEO
SWGSB AT SMU COX



Lead with a Broader Perspective

Gain CPE credit hours learning from the nation's foremost banking experts while experiencing the distinctive beauty of the Sonoran Desert. Loews Ventana Canyon Resort offers more than a meeting venue—it creates the space to step away from the everyday and see the challenges facing your bank from a fresh perspective.

Executive education unfolds against a backdrop of desert landscapes, mountain views, and wide-open skies. Between sessions, enjoy exceptional dining, explore scenic trails, relax by the pool, or simply take in the peaceful surroundings. The setting encourages thoughtful conversation, meaningful connection, and the kind of strategic perspective that emerges when leaders have room to pause, reflect, and focus.







SWGSB
at SMU Cox

163rd ASSEMBLY FOR BANK DIRECTORS SPEAKERS



WILLIAM T. CHITTENDEN, PH.D.
PRESIDENT AND CEO, SWGSB AT SMU COX



MARCI ARMSTRONG, PH.D.
Professor of Practice,
SMU Cox



MATTHEW R. EARL
Managing Partner & Principal,
RWG



KEITH HUGHEY
Founder,
J. Keith Hughey Company



LLOYD MCINTYRE
Examination Specialist,
FDIC



MERRILL J. REYNOLDS JR.
Managing Director of
Executive Education, SWSGB at SMU Cox



EDMOND J. SEIFRIED, PH.D.
Chief Economist,
SWGSB at SMU Cox



NANCY SHEPPARD
Founder & CEO,
Women2Boards



PHILIP K. SMITH
Chairman & CEO,
Gerrish Smith Tuck, PC



JAMIE SUMNER
Partner,
Arcsalus Advisors

Program Highlights

Thursday, January 28, 2027

5–6:30 p.m. Registration and Welcome Reception (with guests), Ventana Heights Terrace

Friday, January 29, 2027 *All Sessions are in the Catalina Ballroom.*

7:30–8 a.m. Breakfast (with guests), Foyer-JKL
8–8:15 a.m. Welcome and Program Announcements (with guests),
William T. Chittenden, Ph.D., President and CEO, SWGSB at SMU Cox
8:15–9:30 a.m. Session 1: 10 Impossible Things Directors Must Do,
Philip K. Smith, Chairman & CEO, Gerrish Smith Tuck, PC
9:45–11 a.m. Session 2: Beyond Good Service: Rethinking the Customer Experience in Banking,
Marci Armstrong, Ph.D., Professor of Practice, SMU Cox
11:15 a.m.–12:45 p.m. Luncheon sponsored by Commerce Street Capital and National Certified Community Bank Director Certificate Presentations (with guests), Salon C, *Merrill J. Reynolds Jr., Managing Director of Executive Education, SWGSB at SMU Cox*
12:45–2 p.m. Session 3: The KPI Connection: Policy, Portfolio, and Performance,
Matthew R. Earl, Managing Partner & Principal, RWG
2:15–3:30 p.m. Session 4: Operational Risk: Observations from the FDIC *Lloyd McIntyre, Examination Specialist, FDIC*

Saturday, January 30, 2027

7:30–8 a.m. Breakfast (with guests), Foyer-JKL
8–9:15 a.m. Session 5: Board Refreshment & Succession Planning for Community Banks,
Nancy Sheppard, Founder & CEO, Women2Boards
9:30–10:45 a.m. Session 6: Your Strategic Plan: Step Two in Realizing More of Your Bank's Potential,
Keith Hughey, Founder, J. Keith Hughey Company
11 a.m.–12 p.m. Session 7: A Bank Director's Guide to the Economy,
Edmond J. Seifried, Ph.D., Chief Economist, SWGSB at SMU Cox

Sunday, January 31, 2027

7:30–8 a.m. Breakfast (with guests), Foyer-JKL
8–9:30 a.m. Session 8: Economic Forecast, *Edmond J. Seifried, Ph.D., Chief Economist, SWGSB at SMU Cox*
9:45–10:45 a.m. Session 9: Deep Dive into Your Institution and Peer Group, *Jamie Sumner, Partner, Arcsalus Advisors*
10:45–11 a.m. Closing Comments, *William T. Chittenden, Ph.D., President and CEO, SWGSB at SMU Cox*

Schedule subject to change. All events are business casual. Evenings are at your leisure.



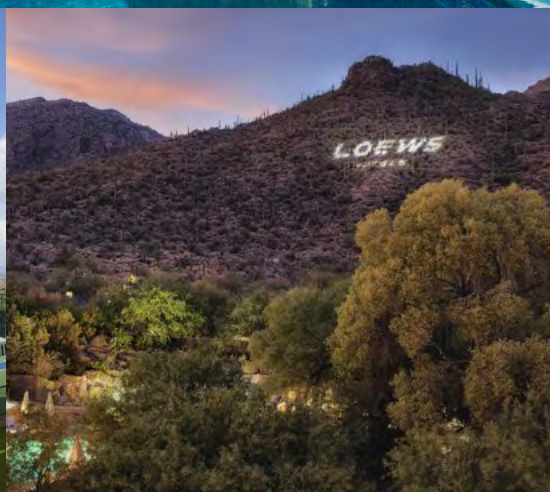
Luncheon Keynote Speaker

JEFFREY SCHMID
President and Chief Executive Officer,
Federal Reserve Bank of Kansas City









BOOK YOUR ROOM EARLY

Loews Ventana Canyon Resort
7000 N. Resort Drive, Tucson, AZ 85750 . 520.299.2020

A discounted group rate is available at the hotel. For the group rate, reference SWGSB Assembly for Bank Directors or visit swgsb.org/tucson and use the **RESERVE YOUR ROOM** link. **Cancellation Policy**: Refunds are subject to a $595 fee. Cancellations must be in writing. Refunds (less the $595 fee) will be issued only for cancellations made at least 30 days prior to the program start date of January 28, 2027. No refunds will be issued for cancellations made after December 28, 2026. There are no transfers of funds to other SWGSB assemblies or programs. Attendee substitutions from the same bank may be made up to 30 days in advance.

For more information regarding payment and refund policies, please contact SWGSB Chief Operating Officer and Managing Director David Davis at 214.768.2991 or ddavis@smu.edu.



REGISTER NOW!

JANUARY 28–31, 2027

Loews Ventana Canyon Resort, Tucson, Arizona

$1,995/attendee
$395/guest attending social functions

Fees include program materials, reception, breakfast, keynote lunch, and refreshment breaks. Hotel accommodations and travel not included. Group discounts are available for attendees from the same bank: $1,745/each for third and additional directors. Program popularity will limit attendance.

Learn more and register at www.swgsb.org/tucson

UPCOMING PROGRAMS



November 8–12, 2026
Bank Operations Institute
SMU Cox



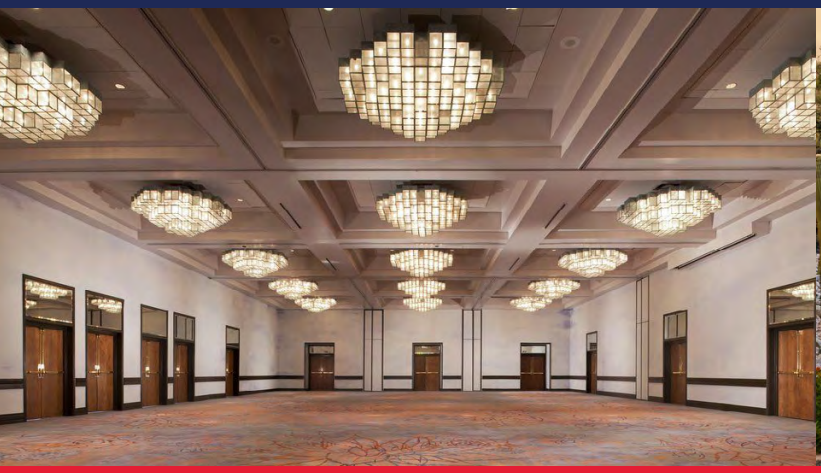
April 25–30, 2027
Commercial Lending School
SMU Cox



June 1–11, 2027
Graduate School of Banking
SMU Cox

163rd ASSEMBLY FOR BANK DIRECTORS

Loews Event Space Floor Plans

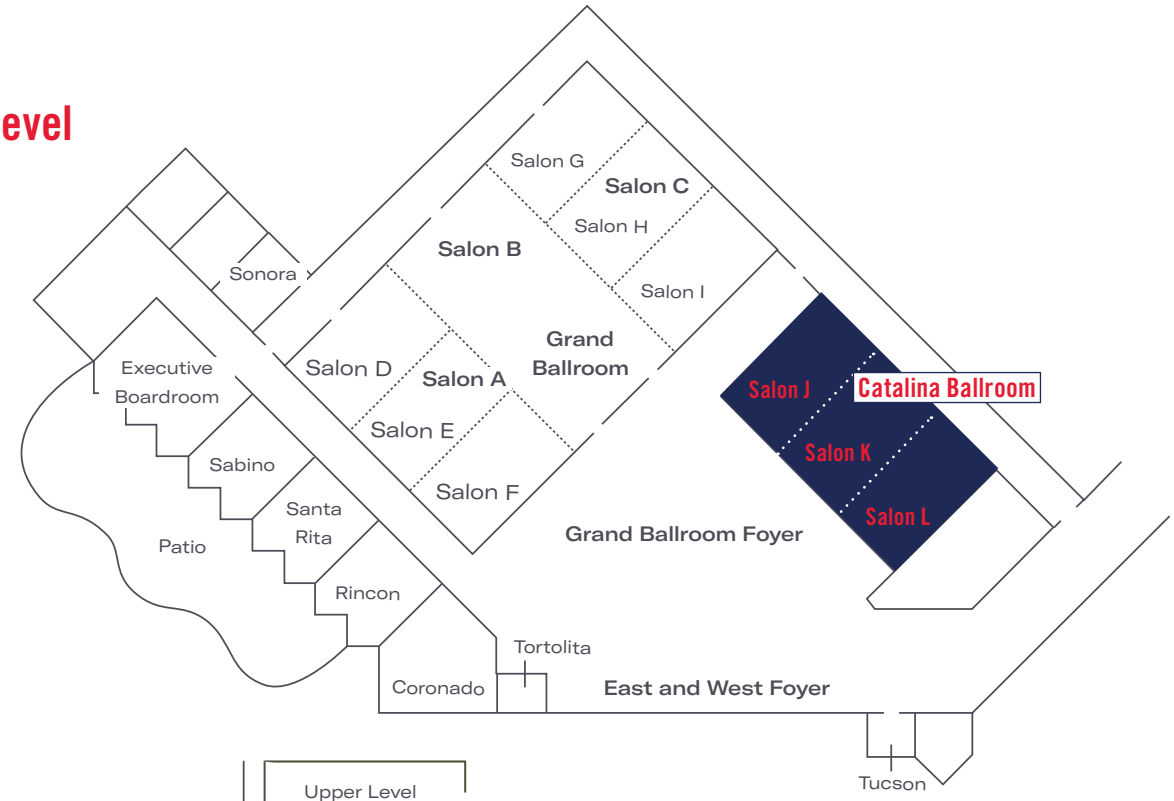


Loews Ventana Catalina Ballroom

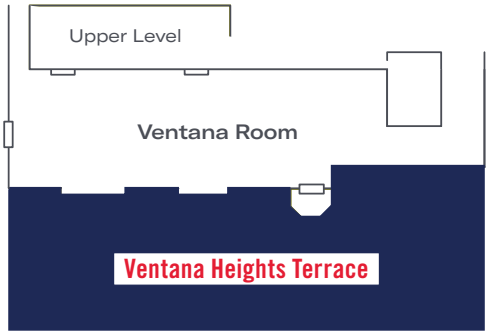


Loews Ventana Heights Terrace

Lobby Level



Second Level



Register today!

Learn more and secure your spot at www.swgsb.org/tucson

For CPE Credit—FIELD OF STUDY: Specialized Knowledge **PREREQUISITES:** A member of a bank's senior management team, a bank's board of directors, or an aspiring bank board director. **PROGRAM LEVEL:** Industry Update **DELIVERY METHOD:** Group/Live **CPE CREDIT HOURS:** Each in-person session qualifies for a maximum of 15 CPE credit hours. **REGISTRY SPONSOR ID:** #108414 **SW Graduate School of Banking (SWGSB)** is registered with the National Association of State Boards of Accountancy (NASBA) as a continuing professional education (CPE) sponsor on the National Registry of CPE Sponsors. Learn more at swgsb.org/programs. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors at NASBAregistry.org. SMU/SWGSB do not discriminate based on race, color, national or ethnic origin, sex, sexual orientation, age, or disability. For information on policies, complaints, and refunds, call 214-768-2991.