



# VBA EMERGING BANK LEADERS

## Agenda

VBA Emerging Bank Leaders Steering Committee Meeting  
December 6 from 10-11:30 am

Join Zoom Meeting

<https://us02web.zoom.us/j/81320822396?pwd=MlBqTmFaN2ZtaW5MTy9pUHhWdThFdz09>

Meeting ID: 813 2082 2396

Passcode: 469316

- I. Welcome and Member News – Amy Mellinger
- II. Icebreaker
  - Stories, Not Statistics with Alyson Van Hooser – For those who participated, what is your top takeaway?
- III. Education & Training Update – Michele Dunn
- IV. Government Relations Update – Henry Watkins
  - November Elections
  - [VBA Banker Day 2024](#)
    - Pre-Banker Day EBL Reception and Dinner
- V. Financial Literacy Update – Monica McDearmon
  - VBA Bank Day
- VI. VBA Emerging Bank Leaders Events – Megan Darmanin
  - VBA Leadership Conference Debrief and 2024 Update
  - VBA Burgers with Bruce: Dates coming soon!
- VII. Peer Sharing/Roundtable
  - What's one thing you'd like to see the Steering Committee/EBL do in 2024?
  - What is at the top of your mind at your bank as we head into 2024?
- VIII. Next Meeting & 2024 Committee Information - Megan Darmanin
- IX. Adjourn

### 2024 Meetings:

- Thursday, February 15<sup>th</sup> from 10 am – 1 pm (in-person at the VBA office)
- Tuesday, July 9<sup>th</sup> from 10 am – 1 pm (in-person at Virginia Housing Center in Glen Allen – in conjunction with VBA Internship Mid-Summer Meetup; no virtual option)
- Thursday, September 26<sup>th</sup> from 10:30 am – 12 pm (virtual)
- Tuesday, December 10<sup>th</sup> from 10:30 am – 12 pm (virtual)

# 2024 Education & Training

## SOMETHING FOR EVERYONE

VIRGINIA BANKERS ASSOCIATION

BANKING AS A LIFELONG CAREER

COMPLIANCE

HUMAN RESOURCES

ERM

LENDING & CREDIT

SECURITY

OPS & TECH

TRUST & WEALTH MANAGEMENT

RETAIL

MARKETING

ACCOUNTING

TRAINING

# SAVE THE DATE

## for 2024 VBA Events!

### Conferences and Events (In-Person)

<p><b>VBA/VA Chamber Financial Forecast</b> January 11   Richmond, VA</p> <p><b>VBA Connect   Protect Experience</b> March 11-13   Williamsburg, VA</p> <p><b>VBA/VACB Bank Directors' Symposium</b> April 16   Blacksburg, VA April 17   Richmond, VA</p> <p><b>Virginia Bankers Association &amp; Maryland Bankers Association Joint Convention</b> June 2-5   Amelia Island, FL</p>	<p><b>CFO Conference</b> August 21-23   Roanoke, VA</p> <p><b>Mid-Atlantic Bankers Conference</b> Date and Location TBD</p> <p><b>Lending &amp; Credit Conference</b> October 17-18   Charlottesville, VA</p> <p><b>Leadership Conference</b> November 14-15   Charlottesville, VA</p> <p><b>Women in Banking Conference</b> December 4-5   Richmond, VA</p>
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### Seminars & Schools (In-Person)

<p><b>Women's Mentorship Program</b> February 22 Kick Off</p> <p><b>AML/BSA 2-Day School</b> March 26-27   Glen Allen, VA</p> <p><b>Bank Supervisor School</b> May 7-8   Glen Allen, VA</p> <p><b>Commercial Banking School</b> May 13-17   Glen Allen, VA</p>	<p><b>Virginia Bankers School of Bank Management</b> Application Deadline: April 1 July 21-26   Charlottesville, VA</p> <p><b>Management Development Program</b> Application Deadline: August 16 September-November   Glen Allen, VA</p> <p><b>Treasury Management Symposium</b> September 23   Glen Allen, VA</p> <p><b>Internal Audit Seminar</b> October 1   Glen Allen, VA</p>
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### VBA Virtual Trainings & Seminars

<p><b>Commercial Lending School</b> February 6-7</p> <p><b>Advanced Commercial Lending School</b> February 13</p> <p><b>International Women's Day Fireside Chat</b> March 8</p> <p><b>NEW in 2024! Three Part Leadership Series</b> April 18   The Gift of Feedback August 26   TBD December 10   Courageous Conversations with Difficult People</p>	<p><b>VBA &amp; Brown Edwards LLC Accounting Peer Group</b> May &amp; December</p> <p><b>Compliance School</b> May 21, 23, 28, 29 &amp; 31   Lending Track June 10, 12   Deposits Track</p> <p><b>ABA   MBA   VBA DEI Summit</b> September 12</p>
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Access the VBA's full event calendar :



Trainings, dates and topics are subject to change.  
Questions? Contact Kristen Reid | [kreid@vabankers.org](mailto:kreid@vabankers.org) | 804.819.4731





VBA EMERGING BANK LEADERS



# Pre-Banker Day *Reception*

January 10, 2024 | 5:00 p.m.  
Richmond Marriott Downtown  
Salons 123

The event is  
free to attend,  
drinks are on  
your own.

RSVP  
HERE





Problem viewing this email? [Click here](#) for our online version.



## Learn More About the 2024 VBA Bank Day Scholarship Program During an Informational Meeting on December 14

**One Big Thing:** The [VBA Bank Day Scholarship Program](#) is your bank's opportunity to teach local high school seniors about banking, financial services, career opportunities in the industry and the vital role banks play in their communities.

**Scholarship Details:** From their experience, the students are required to write an essay, and thirteen scholarships (six honorable mention, six regional, and one statewide) will be awarded on the basis of the essays.

- **A total of \$26,000** will be awarded in 2024 from the VBA Education Foundation!

**How It Works:** Bank Day will be held in a hybrid format in 2024, with in-person or virtual experiences provided by your bank supplemented by banking industry content provided from the VBA.

### Your Next Steps:

1. Complete a bank interest form [here](#). After completion of this form, the VBA will send you information on how best to contact teachers and how to promote your participation in this program to the media beginning in January 2024.
2. Join an informational Zoom meeting on December 14 at 9 a.m. to learn more about plans for the 2024 program. Register in advance of this meeting [here](#) to receive Zoom meeting information.

**Questions?** [Monica McDearmon](#) can help.



## 2024 Virginia Reads One Book Program: Funding Needed in Richmond, Franklin County, Dinwiddie, Stafford, Northampton County, Pittsylvania County, Prince George, Martinsville, and Gloucester

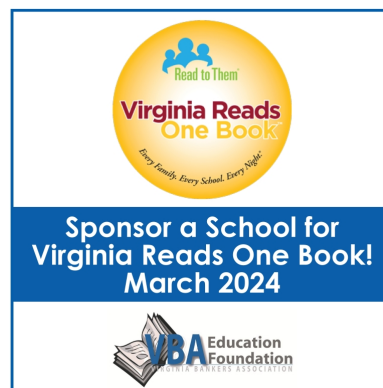
**The Big Picture:** The VBA Education Foundation is still looking for Virginia banks interested in sponsoring Title 1 schools for the 2024 statewide [Virginia Reads One Book program](#) (VAROB).

**How It Works:** Through this two-week program, students and families participate in a statewide family reading event and celebrate both family and financial literacy. The entire school community, including bus drivers, resource teachers, facilities staff, office personnel, students and their families, read the same book on the same schedule.

**Why Your Bank Should Participate:** This is your bank's opportunity to participate in this impactful program and put a book in the hands of each student at a local school.

**Your Next Steps:** Sponsorships must be secured by December 8. Learn more about the 2024 program and next steps for sponsoring schools [here](#).

**Questions?** [Monica McDearmon](#) can help.



## ABA Webinar Recording Now Available: What You Need to Know About the CRA Final Rule

**What's Happening:** Last month, the Federal Reserve, FDIC and OCC released the long-awaited final rule to modernize how they assess compliance with the Community Reinvestment Act.

- **Federal Reserve Governor Michelle Bowman** recently said, "The proposed interagency Community Reinvestment Act modernization rule is unnecessarily complex, overly prescriptive and would result in a significantly greater regulatory burden for all banks, especially community banks." Bowman was the only member of the Fed board to vote against moving forward with the CRA final rule last month. You can read Bowman's full remarks [here](#).

**Your Next Steps:** You can watch the recent ABA webinar on what banks need to know about the CRA final rule [here](#).

### Additional Resources:

- Read the final rule [here](#)
- View an interagency fact sheet [here](#)
- View an interagency overview of key objectives [here](#)
- View talking points and background information from the ABA [here](#)

**Questions?** [DeMarion Johnston](#) can help.

## What We're Listening To: *ABA Banking Journal Podcast*, Featuring Atlantic Union Bank's Jennifer Huffman

In a recent episode of the *ABA Banking Journal Podcast*, Atlantic Union Bank's Jennifer Huffman provides an overview of Atlantic Union's Solutions Banking product, which brings consumer accounts into more than 2,300 small and midsize business clients of the bank. She discusses how it fits into Atlantic Union's organic growth strategy, how the program developed and how it furthers the bank's financial inclusion and financial wellness goals.

Jennifer also discusses her career journey at Atlantic Union Bank, describes her role in the bank's Women's Inclusion Network and shares her tips for leadership and career development as one of ABA's Emerging Leader Award winners for 2023. Listen [here](#).



## Questions About Financial Literacy in Virginia?

Q1 How would you rate the Leadership Conference overall?

Answered: 27    Skipped: 10

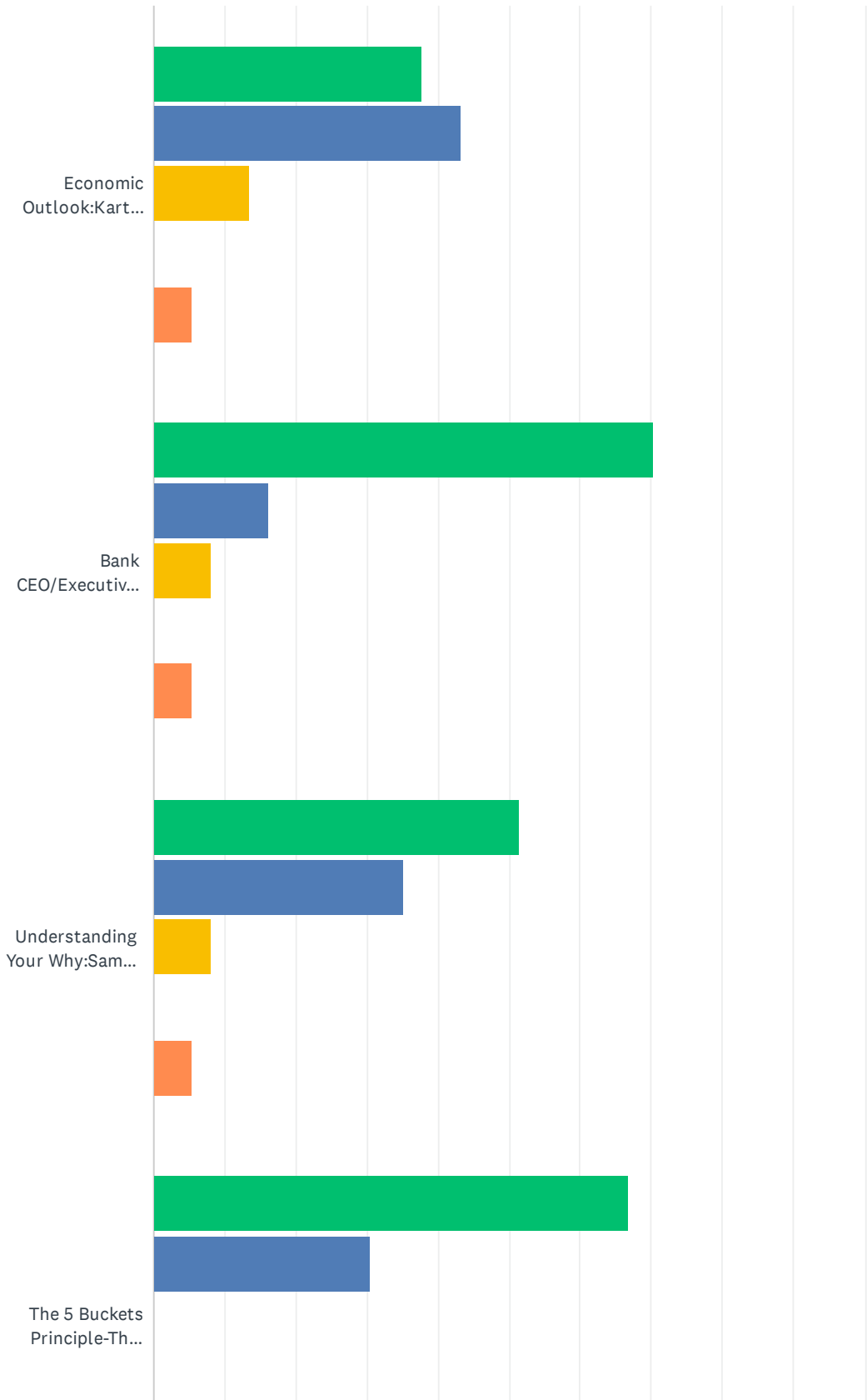
4.8★  
average rating



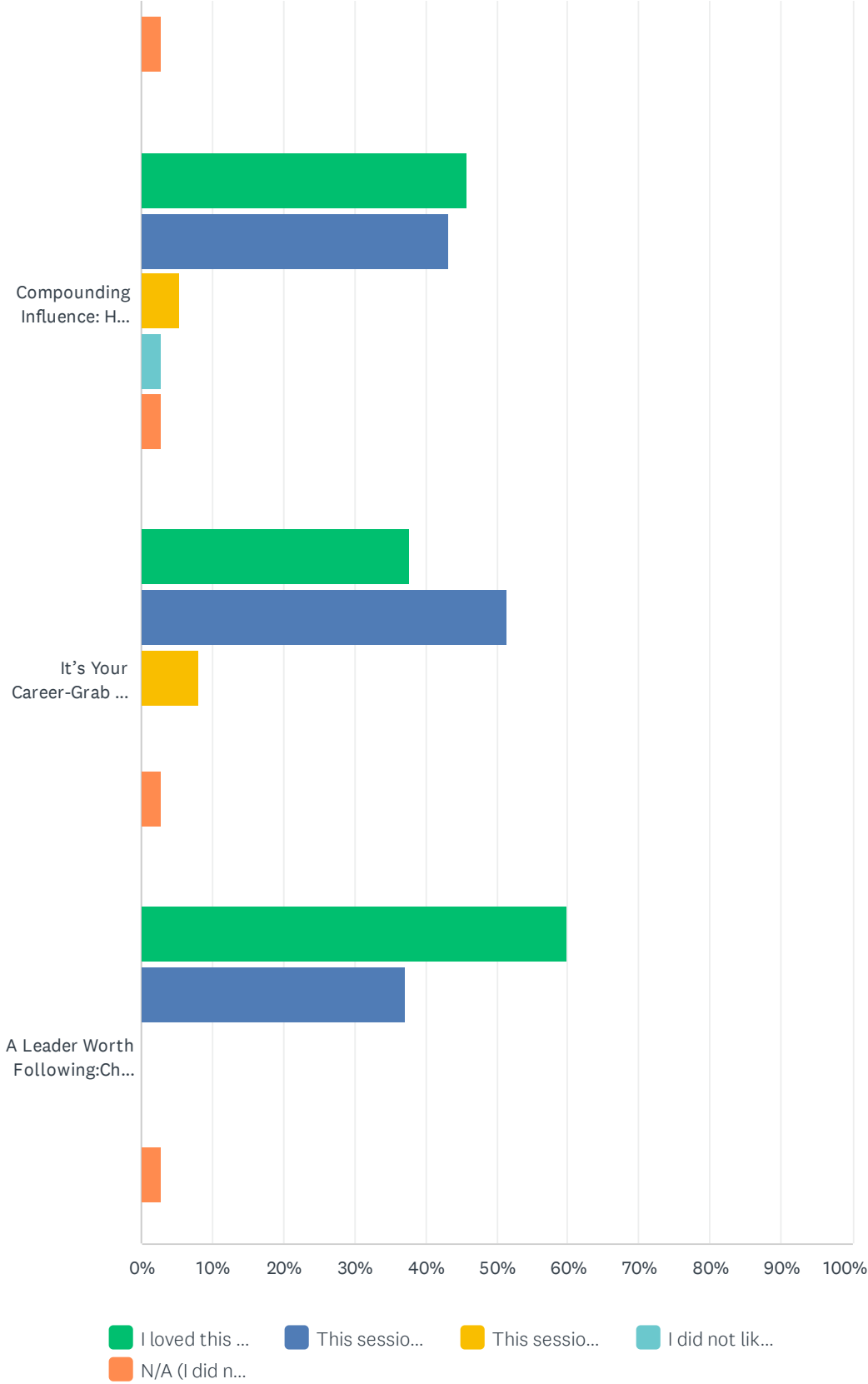
	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	3.70% 1	14.81% 4	81.48% 22	27	4.78

Q2 Please rate the following sessions:

Answered: 37    Skipped: 0



2023 Leadership Conference Survey





## 2023 Leadership Conference Survey

	I LOVED THIS SESSION!	THIS SESSION WAS GOOD.	THIS SESSION WAS JUST OK.	I DID NOT LIKE THIS SESSION AT ALL.	N/A (I DID NOT ATTEND THIS SESSION)	TOTAL	WEIGHTED AVERAGE
Economic Outlook:Kartik Athreya, EVP & Director of ResearchFederal Reserve Bank of Richmond	37.84% 14	43.24% 16	13.51% 5	0.00% 0	5.41% 2	37	3.26
Bank CEO/Executives Panel:· Litz Van Dyke, Carter Bank & Trust· Todd Hall, First National Bank· Jennifer Knighting, First Bank, Virginia· Moderated by Amy Mellinger, Powell Valley National Bank	70.27% 26	16.22% 6	8.11% 3	0.00% 0	5.41% 2	37	3.66
Understanding Your Why:Sam Poole, Vice President/Chief Retail OfficerChesapeake Bank	51.35% 19	35.14% 13	8.11% 3	0.00% 0	5.41% 2	37	3.46
The 5 Buckets Principle-The Science of Work-Life Balance:Heather Dunning, SpeakerAnthem EAP	66.67% 24	30.56% 11	0.00% 0	0.00% 0	2.78% 1	36	3.69
Compounding Influence: How to Sell Your Ideas, Grow Your Influence & Earn the Right to Be Heard By Decision-Makers:Alyson Van Hooser, President & CEOVan Hooser Associates, Inc.	45.95% 17	43.24% 16	5.41% 2	2.70% 1	2.70% 1	37	3.36
It's Your Career-Grab the Wheel and Let's Go Places!:Paul Carney, EVP, Chief HR OfficerCarter Bank & Trust	37.84% 14	51.35% 19	8.11% 3	0.00% 0	2.70% 1	37	3.31
A Leader Worth Following:Chris Barras, SpeakerSecond Story Partnership	60.00% 21	37.14% 13	0.00% 0	0.00% 0	2.86% 1	35	3.62

#	COMMENTS FOR "ECONOMIC OUTLOOK:KARTIK ATHREYA, EVP & DIRECTOR OF RESEARCHFEDERAL RESERVE BANK OF RICHMOND"	DATE
1	Really good to have Kartik's view, but maybe have a non-Fed economist at future conferences at times. He was great, but I do feel like he was defending the Fed actions at times versus being able to be 100% real.	11/27/2023 10:48 AM
2	You could tell Kartik is extremely intelligent. I found his presentation very interesting, but some of the concepts were hard to grasp. It's definitely something I'd like to be more familiar with.	11/22/2023 12:02 PM
3	The economic outlook is important but can be challenging to make entertaining. I thought Kartik Athreya did a great job keeping the crowd engaged.	11/22/2023 8:59 AM
4	Kartik was very energetic about a topic that few people can be enthusiastic about	11/21/2023 2:19 PM
5	Kartik presented information that could be difficult to understand in a way we all could understand and he incorporated comic relief as well. Great Session!	11/21/2023 1:44 PM
6	very boring and just used slides	11/21/2023 11:56 AM
7	I've been spoiled by Dr. Ed, but I was able to follow along with his presentation.	11/21/2023 10:42 AM
8	relatable	11/21/2023 10:31 AM
9	Kartik was a great speaker and presented the info so it was easy for anyone to understand. We should definitely ask him to do this session again in the future.	11/21/2023 10:25 AM
10	The speaker made a heavy topic seem light by his presentation skills and his humor.	11/21/2023 10:20 AM
11	Kartik's info was very useful and his delivery kept me engaged! He was great!	11/21/2023 10:13 AM

## 2023 Leadership Conference Survey

12	This just isn't my favorite topic, but I get the necessity of it.	11/21/2023 10:10 AM
13	Would love a copy of this powerpoint to see the charts clearer.	11/20/2023 12:39 PM
14	Very informative and he did a great job and making it engaging for a not so engaging topic!	11/20/2023 11:50 AM
15	He had a great personality for a dry topic.	11/20/2023 11:09 AM
16	Kartik provided an economic update like no other! He covered the topics in an easy-to-understand way and added humor. :)	11/20/2023 10:27 AM
17	Good session but did not expect at this type of conference	11/20/2023 9:37 AM
18	He got a little detailed for me, but appreciated the outlook on the economy	11/18/2023 11:42 AM
19	I loved his humor, energy, and content. I would have appreciated a bit more break down to make it more understandable.	11/18/2023 10:23 AM
20	Love that he brought levity to a heavy subject.	11/17/2023 12:44 PM
#	<b>COMMENTS FOR "BANK CEO/EXECUTIVES PANEL:" LITZ VAN DYKE, CARTER BANK &amp; TRUST· TODD HALL, FIRST NATIONAL BANK· JENNIFER KNIGHTING, FIRST BANK, VIRGINIA· MODERATED BY AMY MELLINGER, POWELL VALLEY NATIONAL BANK"</b>	<b>DATE</b>
1	Great panel for emerging leaders. Very engaging and all three participants were very open and seemed truly glad to be there.	11/27/2023 10:48 AM
2	Loved hearing their background and how they got to where they are now. It was great to see what traits are important to making a successful leader.	11/22/2023 12:02 PM
3	Always a highlight. Good thoughts on leadership and several key takeaways. Amy moderated tremendously!	11/22/2023 8:59 AM
4	The CEO panel was super cool to hear from them on a personal level	11/21/2023 2:19 PM
5	I thoroughly enjoyed the panel discussion. I thought the mix of presenters, their experience and roles was excellent. I enjoyed their transparency.	11/21/2023 1:44 PM
6	This panel is always my favorite. This years panelists were down-to-earth and presented open and honest answers, making it easy to relate to each of them.	11/21/2023 10:25 AM
7	I love the honest and direct answers to the questions	11/21/2023 10:23 AM
8	Didn't seem all that genuine to me. I'm also not a fan of when CEO's or execs get on stage and tout their accolades.	11/21/2023 10:20 AM
9	I loved hearing the different paths and perspectives of these bank leaders!	11/21/2023 10:13 AM
10	Always one of my favorites and this year was no different.	11/21/2023 10:10 AM
11	Always a great session. Would love more diversity!	11/20/2023 12:39 PM
12	Great feedback and perspectives!	11/20/2023 11:50 AM
13	It is always nice to hear about the journey of an Executive. Would like to have a larger scale version of what we did at Burgers with Bruce. It would be relatable to a wider audience.	11/20/2023 11:09 AM
14	I loved the cross-section of talent, experiences, and knowledge. I talked with many attendees after this session and was amazed at how many had written down multiple pieces of wisdom that they took away from this session.	11/20/2023 10:27 AM
15	I would love less preped questions and more participation from the audience questions. Or let the attendees submit questions they want answers to in advance based on why they came.	11/18/2023 11:42 AM
16	More diverse panel in the future in terms of bank sizes. They all seemed very rural and small town and similar. I would like to have heard from a broader perspective. Also more bank specific focus questions-much was on leadership and who they are and how they got to where they are. Which is valuable and needed but more on banking industry and where they are leading their banks to.	11/18/2023 10:23 AM
17	It was very engaging	11/17/2023 4:32 PM

## 2023 Leadership Conference Survey

18	Always a favorite	11/17/2023 12:44 PM
#	COMMENTS FOR "UNDERSTANDING YOUR WHY:SAM POOLE, VICE PRESIDENT/CHIEF RETAIL OFFICERCHESAPEAKE BANK"	DATE
1	Sam was great, but I was thinking it would be more about determining our individual Why.	11/27/2023 10:48 AM
2	Powerful session and one of several I have already quoted and marked as inspiration for changes in my life.	11/22/2023 8:59 AM
3	Awesome presenter - it made me think, it made me cry and it gave me homework to complete after the conference.	11/21/2023 1:44 PM
4	loved this one very interactive	11/21/2023 11:56 AM
5	His presentation was touching and a great reminder. I really enjoyed his message.	11/21/2023 10:42 AM
6	Sam knocked it out the park with his humble, emotional presentation. I love hearing from current leaders in our industry. Added bonus - anyone who can work in Michael Scott into their presentation is my people! ;)	11/21/2023 10:25 AM
7	Sam FTW!	11/21/2023 10:20 AM
8	Who doesn't love hearing Sam Poole speak? Always refreshing.	11/21/2023 10:10 AM
9	Inspiring!	11/20/2023 11:50 AM
10	It was good. I would be nice to hear his full version of the topic.	11/20/2023 11:09 AM
11	Enjoyed the interaction opportunity	11/18/2023 10:23 AM
#	COMMENTS FOR "THE 5 BUCKETS PRINCIPLE-THE SCIENCE OF WORK-LIFE BALANCE:HEATHER DUNNING, SPEAKERANTHEM EAP"	DATE
1	Talk about energy!! Wow!! Engaging and fun. I just wish the slides would be better an match what she was actually saying.	11/27/2023 10:48 AM
2	Heather was super energetic and fun!!	11/21/2023 2:19 PM
3	Loved her enthusiasm and presentation style. I heard this speaker previously but she was still very good.	11/21/2023 1:44 PM
4	very energetic, very inspiring	11/21/2023 11:56 AM
5	Heather was fabulous! I loved her energy and her tips.	11/21/2023 10:42 AM
6	Heather was hysterical. We had a different presenter from Anthem present the 5-buckets principle at our training day for the bank last month, and Heather couldn't have been MORE different. She not only shared great info, but she did it in a fun and relatable way.	11/21/2023 10:25 AM
7	Heather was dynamic and so fun! I loved how interactive she made her session and the takeaways.	11/21/2023 10:13 AM
8	Her energy was fantastic!	11/21/2023 10:10 AM
9	Loved her energy. Hate that she had to use a powerpoint that didn't make sense for her!	11/20/2023 12:39 PM
10	LOVE her energy!	11/20/2023 11:50 AM
11	Great energy. This is a topic that is heard often, but she did it with a twist.	11/20/2023 11:09 AM
12	She was so engaging and loved the topic	11/18/2023 11:42 AM
13	My favorite session-recommend ending the day with her next time.	11/18/2023 10:23 AM
#	COMMENTS FOR "COMPOUNDING INFLUENCE: HOW TO SELL YOUR IDEAS, GROW YOUR INFLUENCE & EARN THE RIGHT TO BE HEARD BY DECISION-MAKERS:ALYSON VAN HOOSER, PRESIDENT & CEOVAN HOOSER ASSOCIATES, INC."	DATE
1	Alyson is amazing! Good stuff that I can put to use right away!!	11/27/2023 10:48 AM
2	The topic was great and speaker was motivating. I think the session would have benefited from being longer. It seemed like it ended about the time it was ramping up to a major impact.	11/22/2023 8:59 AM

## 2023 Leadership Conference Survey

3	What an impactful, inspirational and motivating speaker. Alyson captured and kept your attention. She was personable and genuinely cares about others' success. BRAVO!!!!	11/21/2023 1:44 PM
4	Wow! What an astounding presentation. She was captivating from the very beginning.	11/21/2023 10:42 AM
5	Alyson has an interesting story and I loved her accent. I have a hard time imagining putting her 5 questions in practice. I have a different approach with my management team, but I loved hearing the story of her path to earning the right to be heard.	11/21/2023 10:25 AM
6	I loved Alyson's story and how she gave us actionable items to move forward.	11/21/2023 10:13 AM
7	Alyson was good, but I feel she lacked a tad of authenticity.	11/21/2023 10:10 AM
8	This was good, but could have been clearer on the steps. Like that we got a copy of her book.	11/20/2023 12:39 PM
9	Useful information and touching backstory.	11/20/2023 11:50 AM
10	She was spot on when it came to how to present to Senior Management, but she could have been less on her personal life.	11/20/2023 11:09 AM
11	Awesome eneregy...rockstar.	11/19/2023 9:37 AM
12	Loved the topic, were prefer less story and more of the skill set or her example of how she used it.	11/18/2023 11:42 AM
13	I appreciated this content. I would have liked her to spend a little more time on the process she was teaching. Although I give this a 3, I do feel the theme of influence was my largest takeaway from the entire event. She gave good tips. Wanted more on that, less on her personal story (although I appreciated her sharing and feel it added value-just a bit more consolidated so we could have more learning).	11/18/2023 10:23 AM

#	COMMENTS FOR "IT'S YOUR CAREER-GRAB THE WHEEL AND LET'S GO PLACES!:PAUL CARNEY, EVP, CHIEF HR OFFICERCARTER BANK & TRUST"	DATE
1	Just cannot get over how impressed I am that an HR person at Carter Bank and Trust has THAT background and THAT presentation capability!! Great stuff!!!	11/27/2023 10:48 AM
2	Great thoughts and another session with easy things to take back and use to improve myself.	11/22/2023 8:59 AM
3	I enjoyed the session.	11/21/2023 10:42 AM
4	Paul had some great insight on how using your network can payoff tremendously when you least expect it. I also like the idea of changing the answer to the question "what do you do?"	11/21/2023 10:25 AM
5	Great session!	11/21/2023 10:13 AM
6	I only got to hear the end, so I can't give fair feedback on this.	11/21/2023 10:10 AM
7	Could have used more energy first thing in the morning, but liked the conctect overall.	11/20/2023 12:39 PM
8	Great session!	11/20/2023 11:50 AM
9	It was my session, so I always love these topics. :)	11/20/2023 10:27 AM
10	I do not learn as well with speakers who read from the slides so he lost me a little.	11/18/2023 11:42 AM
11	Followed him on LinkedIn. Engaged.	11/18/2023 10:23 AM

#	COMMENTS FOR "A LEADER WORTH FOLLOWING:CHRIS BARRAS, SPEAKERSECOND STORY PARTNERSHIP"	DATE
1	I have seen Chris a few times now, and he is always great! This was a great ending for a leadership conference. Could not have planned out a better closing keynote!!	11/27/2023 10:48 AM
2	Really enjoyed this session to finish off the conference.	11/22/2023 8:59 AM
3	i would say my favorite!!	11/21/2023 11:56 AM
4	I thought his content was good!	11/21/2023 10:42 AM
5	Chris is an engaging speaker, so I was happy to hear from him again. I liked the pointers he provided to start the journey to being a leader worth following.	11/21/2023 10:25 AM
6	Chris really tied the whole conference together.	11/21/2023 10:13 AM



## 2023 Leadership Conference Survey

7	Love the perspective in which the data was presented.	11/20/2023 11:50 AM
8	Great topic, but I can't put my finger on why I did not think it was great.	11/20/2023 11:09 AM
9	I was not able to attend.	11/20/2023 10:27 AM
10	Influence over Impact! A nice strong finish!	11/18/2023 10:23 AM
11	I thought this was very useful and excellent. Love to hear him again sometime.	11/17/2023 12:44 PM

### Q3 If you were going to recommend this conference to a coworker or fellow Emerging Bank Leader, what would you say? Note: Responses may be used as testimonials in future marketing efforts.

Answered: 27   Skipped: 10

#	RESPONSES	DATE
1	This is the best conference for bankers looking to advance in their careers that I have ever been a part of. Well worth the investment!	11/27/2023 10:48 AM
2	The conference was extremely well ran. They provided great mix of topics that left me feeling reinvigorated. The speakers were incredibly engaging. I'm already looking forward to 2024!	11/22/2023 12:02 PM
3	A common theme to why VA Bankers attend the conference each year is to fill our cup. The content is always impactful but just as impactful is the chance to spend time with our peers, great VA Bankers who also happen to be great people. The connections I have made at the conference each year are people that always lift me up.	11/22/2023 8:59 AM
4	This conference has so many great take aways and everyone is super nice and welcoming! I had such a great experience and I hope many others go to this conference!	11/21/2023 2:19 PM
5	This is one of the first conferences where I can say that I enjoyed and gleaned helpful information and tips from each and every presenter. The conference was packed with great topics and the selection of speakers was top notch. The size of the conference was big enough to network but not overwhelming.	11/21/2023 1:44 PM
6	many wonderful takeaways and makes you also look at yourself as a manager.	11/21/2023 11:56 AM
7	If you are looking to learn more about what it takes to be a true leader or your feeling like you have moved into a role that calls for more leadership than you've had to show, or you simply feel like you need a little direction- register! You will walk away feeling energized and feeling like you know what you have to do to get to the next step, whatever that may be. I left the conference with many reminders and new tools to use - personally and professionally.	11/21/2023 10:42 AM
8	inspiring experience	11/21/2023 10:31 AM
9	If you are looking for an inspirational and motivating experience, the VBA Leadership conference is for you. From keynote speakers to VA banking leaders, these two days are filled with insights, tips and information that can be put immediately into practice - no matter where you are in your leadership journey. The networking and fun shared with other emerging leaders is the conference highlight. Raise your hand and ask your bank management to attend!	11/21/2023 10:25 AM
10	This is a great event to meet and establish networks with your banking peers.	11/21/2023 10:23 AM
11	It's a great place to get insight from people on how they got where they are and how you can too.	11/21/2023 10:19 AM
12	The best word to describe this conference is EMPOWER. Each session made me feel empowered to be better. The theme was perfect and I enjoyed the self reflection it provided and the actionable items to move forward!	11/21/2023 10:13 AM
13	Please see my testimonial that was used in advertising this year :) This is my absolute favorite conference and I always leave feeling motivated and inspired. Can't wait for next year!	11/21/2023 10:10 AM
14	The VBA's leadership conference is such a motivational and inspiring opportunity for everyone. The relationships built and connections are forever fulfilling.	11/21/2023 10:08 AM
15	Worth it.	11/21/2023 9:57 AM
16	I felt very motivated returning back to work. Everyone was so welcoming, and the speakers kept my attention the whole time.	11/20/2023 4:23 PM
17	If you could only attend one VBA Conference. The Leadership Conference is the Best!	11/20/2023 1:20 PM

## 2023 Leadership Conference Survey

18	This conference provides great sessions on leadership and personal development while allowing you to connect with bankers from around the state.	11/20/2023 12:39 PM
19	Useful information that you can apply right away! Great networking and fun!	11/20/2023 11:50 AM
20	Have you ever felt like you have imposter syndrome? If yes, this conference is for you. The Leadership Conference allows you to network with your Bank community peers and hear topics that allow you to build confidence and grow your skills.	11/20/2023 11:09 AM
21	This is one time each year that you can learn so much in a short amount of time spent. The quality and caliber of speakers and the people you will meet are worth the ROI of allocating your precious time and small investment of your money.	11/20/2023 10:27 AM
22	yes this is an amazing leadership conference.	11/20/2023 8:58 AM
23	This conference provides the perfect opportunity for both professional development and networking with fellow bankers throughout Virginia.	11/20/2023 8:40 AM
24	It is a primer or a refresher to ELI (I graduated in May 2023)	11/19/2023 9:37 AM
25	Great opportunity to build your skills, learn, and connect with other people in your field.	11/18/2023 11:42 AM
26	This experience is a wonderful opportunity to connect with banker friends and establish new connections! It's a learning, and fun event that you will leave feeling energized and refreshed! If you have a growth mindset, this is the place to be.	11/18/2023 10:23 AM
27	The conference is very informative and it provide the right guidance to get to the next level.	11/17/2023 4:32 PM

## Q4 What were you hoping to get out of this conference? Did the VBA provide the experience you were looking for?

Answered: 27   Skipped: 10

#	RESPONSES	DATE
1	As a vendor, I was hoping to talk to some prospects I had been trying to track down. Not only was that easily accomplished, but I also learned a great deal of immediately useable information as well!!	11/27/2023 10:48 AM
2	I got pretty much everything I was hoping to get out of this conference. It was great to network with other bankers from across the state. The topics and speakers were reinvigorating. The presentations gave me ideas that I can bring back to my bank.	11/22/2023 12:02 PM
3	Thoughts to help me reframe my mental approach to my day to day and motivation. The conference definitely delivered.	11/22/2023 8:59 AM
4	Takeaways, tips and suggestions to further my career, enhance my leadership skills and an opportunity to network with others.	11/21/2023 1:44 PM
5	100%	11/21/2023 11:56 AM
6	I was hoping to just feel energized and engaged about a topic I enjoy (leadership). The VBA absolutely provided the experience I was hoping for. I think the size of the conference is perfect and I loved that we could get set up in the morning and not switch between rooms. The presenters were impactful and entertaining. I left feeling a sense of purpose, re-energized, and focused on using the new tools I learned about.	11/21/2023 10:42 AM
7	networking connections. yes.	11/21/2023 10:31 AM
8	The VBA gives us the forum to connect with our peers at every event, but the leadership conference offers the best experience to do this.	11/21/2023 10:25 AM
9	I was hoping to get useful tools to take back and implement in my everyday role to better my leadership skills. I feel I got some tools/steps to use.	11/21/2023 10:23 AM
10	I was hoping for confidence that I can aim for higher career goals and that is exactly what I got from this conference. I'm capable of more than I give myself credit for.	11/21/2023 10:19 AM
11	I was hoping to feel energized and inspired. It did provide both of those. Great job -- thank you!!!	11/21/2023 10:13 AM
12	Networking, rejuvenation, motivation to do more. Yes, the VBA gave me all of this and more.	11/21/2023 10:10 AM
13	Always my favorite. Terrific job.	11/21/2023 10:08 AM
14	Motivation; yes they did!	11/21/2023 9:57 AM
15	Learning, communicating with fellow bankers. Absolutely.	11/20/2023 4:23 PM
16	I have gained tools that I can act on now.	11/20/2023 1:20 PM
17	Leadership tools and training. Yes.	11/20/2023 12:39 PM
18	For me, it was to learn more about banking as it is a new industry to me. I didn't get as much of that as I hoped but still had a wonderful time and walked away with lots of nuggets of information to apply!	11/20/2023 11:50 AM
19	I was hoping to connect with fellow peers, build within my leadership skills, and build confidence. NAILED IT!	11/20/2023 11:09 AM
20	I was hoping to continue to build my network of great bankers in Virginia and you helped me meet my goals.	11/20/2023 10:27 AM
21	yes	11/20/2023 8:58 AM



## 2023 Leadership Conference Survey

22	All things leadership development. Yes!	11/20/2023 8:40 AM
23	Yes, to sharpen my tools and get ready for 2024.	11/19/2023 9:37 AM
24	VBA did a great job. The structure, time frames, networking, and staff are fantastic. Looking to meet people and learn which I accomplished.	11/18/2023 11:42 AM
25	Connections, refreshers and a reset. I feel I left with a positive energy and ready to apply what I learned.	11/18/2023 10:23 AM
26	I was expecting to steps on how to be a leader, but instead I received steps on how to influence other and contribute to make sure that what i am doing is not just for me, but also for those on my team.	11/17/2023 4:32 PM
27	Grow personally and professionally. Yes.	11/17/2023 12:44 PM

## Q5 What can we do differently, or continue to provide, to encourage you to attend again next year?

Answered: 26 Skipped: 11

#	RESPONSES	DATE
1	As always, I loved the executive panel. Next time, I would like to hear them talk some more on their decision-making process. Hearing how a CEO makes those important decisions is always interesting to me.	11/27/2023 10:48 AM
2	I can't think of anything I would change. I'll be back next year, and hopefully bring a few more bankers with me.	11/22/2023 12:02 PM
3	Continue to look to member banks for speakers. Having several key sessions be lead by local bankers was very impactful and helps to shine a light on the good people in our industry. It also helps make the content relatable to our experience.	11/22/2023 8:59 AM
4	I can only say keep doing what you're doing!! the breaks were perfectly timed and the speakers were amazing	11/21/2023 2:19 PM
5	Amazing job all around - Amy was a wonderful moderator that kept the sessions moving but provided encouraging feedback after each. She was AWESOME. Chandler reached out prior to arrival and continued to be instrumental in the success of this event. Thank you to the entire EBL Steering Committee for a GREAT Conference.	11/21/2023 1:44 PM
6	just how it is	11/21/2023 11:56 AM
7	I think you did a great job. I'm not sure that I could recommend anything different. The accommodations were comfortable and affordable, the speakers were great, the communication leading up to the event was appropriate, the food was delicious, parking wasn't an issue, other eateries were within walking distance, Great job!	11/21/2023 10:42 AM
8	Great job. Repeat the formula..	11/21/2023 10:31 AM
9	Keep the CEO panel, for sure. I like the idea of having more emerging leaders that are involved with our group to present sessions.	11/21/2023 10:25 AM
10	I really liked that I didn't have to leave the hotel for meals. That was helpful for me since this was my first conference.	11/21/2023 10:23 AM
11	Maybe a discount for returning attendees because I would really love to go again	11/21/2023 10:19 AM
12	I loved the format -- wouldn't change a thing!	11/21/2023 10:13 AM
13	Keep doing what you are doing and I will keep showing up!	11/21/2023 10:10 AM
14	Continue the CEO round table, maybe take it a step lower to middle managers to hear their insights and what is taking them to the next level. What are some things that got you here but won't get you there?	11/21/2023 10:08 AM
15	Continue to invite excellent speakers.	11/21/2023 9:57 AM
16	This was my first experience with the VBA. I enjoyed my experience, so nothing at this time. I will be attending again in the future.	11/20/2023 4:23 PM
17	We are on a rotation so that others can attend. I am grateful for the opportunity. I might be able to join when our Fellow is present.	11/20/2023 1:20 PM
18	Would love a structured/guided networking opportunity for those that are less comfortable networking on their own. It would also be helpful to have an activity where people in similar roles/departments are grouped together to connect.	11/20/2023 12:39 PM
19	Nothing. I felt it was really well planned and executed!	11/20/2023 11:50 AM
20	Breakout sessions would be great. Introductions of each person and their rolls to build rapport	11/20/2023 11:09 AM

## 2023 Leadership Conference Survey

	with each other.	
21	Keep lining up great speakers on relevant topics.	11/20/2023 10:27 AM
22	Nothing. Proximity-aside, I always try to attend.	11/20/2023 8:40 AM
23	It was just right.	11/19/2023 9:37 AM
24	I would love a couple less speakers and more facilitators. Or speakers who are more engaging. I learn best with something to do or when they engage more versus mostly read. I would love a breakout session. Maybe offer some small group topics that I can pick to attend based on what I am hoping to learn. I feel some people have leadership issues they want to address so having a smaller facilitated group could be helpful. I would also like a small group activity assigned with random people outside my bank to learn and build comradery. However, I know some people don't like to talk so incorporating an activity could be helpful.	11/18/2023 11:42 AM
25	I would have appreciated a segment on Industry Hot Items. Such as how AI, Risk/Fraud, and DEI. The agenda was very heavy in effective leadership/worklife balance training which is awesome and usually my favorite part of these conferences. However, I did wish to learn more about what our Industry is doing today and going into 2024 from a fresh perspective. Also, this conference is structured very speaker/presentation style. I believe if it evolved to a more facilitation styles such as breaking us out into small groups to work with other bankers, and doing activities that prompt us to think deeply-there would be opportunity to take away more skills. I didn't feel challenged.	11/18/2023 10:23 AM
26	Not sure it is feasible but I believe it would be impactful to have some senior leaders (CEO, CFO, CBO etc.) attend the conference to network with the younger emerging leaders.	11/17/2023 12:44 PM

## Q6 Where and when should the VBA hold future Leadership Conferences?

Answered: 26 Skipped: 11

#	RESPONSES	DATE
1	I like this time of year because it does not really compete with anything else. The venue was great (minus the smoky haze). I think having the conference shift every year to accommodate everyone would be good, so like Staunton, then Richmond, then Williamsburg, then NOVA, etc. is good. Staunton is great for those western banks, but spreading it throughout the state would help everyone at some point.	11/27/2023 10:48 AM
2	Hotel Roanoke or The Homestead in Hot Springs	11/22/2023 12:02 PM
3	Northern Neck maybe? The Tides Inn is a good spot. Blacksburg is also a favorite location.	11/22/2023 8:59 AM
4	Hotel 24 South was top tier	11/21/2023 2:19 PM
5	Richmond, Williamsburg	11/21/2023 1:44 PM
6	mid year, maybe around Richmond area	11/21/2023 11:56 AM
7	I'm flexible, though I know that is not really helpful. I liked the location.	11/21/2023 10:42 AM
8	Virginia Beach	11/21/2023 10:31 AM
9	Richmond, Blacksburg	11/21/2023 10:25 AM
10	Spring or Fall are better for weather. Since this was my first conference, I would want to attend a few more events before making any recommendations.	11/21/2023 10:23 AM
11	Come to Roanoke!	11/21/2023 10:19 AM
12	Roanoke, Charlottesville	11/21/2023 10:13 AM
13	The looming question....It truly doesn't matter when and where this is. I will be there.	11/21/2023 10:10 AM
14	I like late October early November timeframes, rotation as you have been doing is great flexibility for those to travel.	11/21/2023 10:08 AM
15	Richmond, Virginia Beach. Someplace larger	11/21/2023 9:57 AM
16	Richmond	11/21/2023 9:57 AM
17	I enjoy Richmond but was thankful to go to a new place. Staunton was great.	11/20/2023 1:20 PM
18	Earlier in November Blacksburg	11/20/2023 12:39 PM
19	End of October/Beginning of November. Central location is best, but making sure we hit each region is important to show everyone they matter.	11/20/2023 11:09 AM
20	Northern VA, Blacksburg	11/20/2023 10:27 AM
21	Charlottesville,	11/20/2023 8:58 AM
22	Lynchburg, Roanoke or Norfolk.	11/19/2023 9:37 AM
23	Time of the year is fine. I like it rotates so you can explore different areas and make it convenient at times for those who cannot travel. I would only encourage the VBA to consider night life to make sure there is something for people to do after the conference. Stanton, I think had one place open after 9, but was my first time there.	11/18/2023 11:42 AM
24	Virginia Beach Oceanfront, Williamsburg Kingsmill Marriott, Massanutten/Luray area. Also recommend scheduling live music from 7-9 or 8-10pm to follow dinner. Loved that and wanted more!	11/18/2023 10:23 AM
25	The conference should also be held in the Northern VA area.	11/17/2023 4:32 PM



