



**BANKING DEMANDS LEADERSHIP.
GSB BUILDS LEADERS.**



GRADUATE SCHOOL OF BANKING – 2024 SESSION IS JULY 29-AUGUST 9

Applications are coming in steadily for the 2024 session of the Graduate School of Banking and we encourage interested bankers to apply now. Join us – or send members of your team – for an exceptional learning and networking experience in beautiful Madison this summer.

If you're a graduate, you know first-hand the value that GSB brings to your career and we hope you'll share your experience with colleagues. If you're considering educational opportunities for yourself or others, consider GSB, where bankers learn to make better strategic decisions, manage complex financial scenarios, and lead with confidence in a constantly evolving industry.

Courses at GSB go in-depth into all areas of banking – and impactful, real-world

projects add to the learning experience as students use their own bank's data to complete them. FISim, GSB's proprietary bank management simulation, allows students to apply learned concepts in a virtual bank using the industry's most advanced, robust (and fun!) simulation experience.

Our alumni nationwide credit their GSB experience with helping them become not only better bankers, but better leaders. We encourage you to invest in this outstanding opportunity for yourself, or your most promising emerging leaders.

The application deadline for 2024 is June 15; however, we encourage applicants to enroll early and explore scholarship opportunities. ■



**ENROLL TODAY AT
GSB.ORG**



Graduate School of Banking
at the University of Wisconsin – Madison

GSB SPOTLIGHT PROFILE: MICHAEL WEAR



Michael Wear
*Owner and Principal,
39 Acres Corporation,
Omaha, Nebraska;
Faculty Member and
Section Leader
for Loan Portfolio
Management, GSB-
Madison, Wisconsin*

A Full-Circle Career

2024 marks the 30th year Michael Wear has been educating bankers, and he has no plans to stop any time soon.

This year, he will cross the 8,000 mark of total students he has taught since 1994 as a community banker and consultant at banking associations nationwide and at GSB. Through his teaching, he estimates that he has helped hundreds of businesses originate billions of dollars underwritten, creating thousands of jobs. Still, there is something even more important to him.

"I always wanted to help others, and then as I got older, I was able to help my industry," he says. "My banker education might be my lasting legacy."

As a 12-year-old working on the family farm until age 16, Wear might not have envisioned himself as a banking professional helping banks and communities thrive while enabling customers to build their dream lives, but he identifies a few key times in his life that set the foundation.

"My grandfather made me log my exact hours, and he paid me minimum wage, which was \$2.35 an hour," Wear says. "He never paid me a dime of overtime. He said, 'a good day's work for a good day's pay,' I've carried that with me throughout my life."

The second major influence was at age 16 when he ended his farm employment and took his hard-earned savings to purchase a moped as transportation to two job interviews: one at a bank and one at a Burger King. He jokes, "I chose wisely. I started as a part-time teller/janitor; emphasize the janitor part!" Wear was at that first bank for 11 years, working his way through Creighton University, Omaha, Nebraska.

With a diploma in hand, and after flirting with the possibility of a career in investing (he laments a lost opportunity to invest in Berkshire Hathaway early on), he decided to remain a community banker. He moved up through consumer lending into commercial lending in his 20s and 30s.

"I grew the portfolio by just helping businesses and helping people," Wear says. "I was never a great salesperson. I was also a 16 golf handicap! I worked hard just helping people solve problems." That is when, at his boss's urging, he started teaching bankers. By the time Wear reached his 50s, after moving up the ranks to a commercial lender, he advanced to senior risk management. As a senior vice president, he was charged with originating a credit administration department at Great Western Bank, Omaha, Nebraska.

He credits these 11 years with helping him transition into portfolio risk management, which allowed him to build the family business. 39 Acres Corporation is named in homage to his ancestors who emigrated to the U.S. from Ireland. After his father's passing in 2003, Wear bought the stock and now conducts his teaching under the corporation's umbrella.

When a GSB student in 2004, Wear never imagined himself teaching alongside the instructors he held in the highest regard as educators and mentors. In 2010, Gary Maples, a colleague of Wear who was teaching at GSB and planning to retire, told Wear he thought his knowledge and experience at teaching would make him ideal to step into the role. Wear taught his first consumer lending class for GSB that year and took over for Gary in 2011. "I've been section leader ever since," Wear says. "It's been absolutely one of my most rewarding personal and professional experiences."

He adds, "I really enjoyed being a student at GSB. Instructors like Tom Farin and Tom Hershberger remain a couple of my absolute favorites. It was an honor to later work side-by-side with them as peers on GSB's Curriculum Advisory Committee. That is full circle. You go from being a wet-behind-the-ears banker, not knowing what the heck you're doing, then learning the craft from great bankers like Gary Maples and George Ruth in regional commercial lending schools—to now being a peer instructor and faculty member alongside some of your heroes in banking."

Wear says being involved with GSB as a faculty member, section leader, curriculum advisory committee member, and faculty representative for the board of trustees is an honor. "It is an absolute pleasure to work with these folks and to help the students," he says.

Wear says his greatest joy in teaching at GSB is sharing the stories of his experiences. "All my stories that I share are real," he quips. "If you do this long enough, you don't have to make anything up. And the students love it because it humanizes these lessons learned. It's like a 12-step program... 'Hi, I'm Mike, and I've lost money on loans!'"



"GSB Spotlight: Michael Wear" continued on page 4 ...

STRATEGIC MARKETING SCHOOL

2024 DATES ANNOUNCED!



September 30 – October 3, 2024

Fluno Center for Executive Education,
Madison, WI

The GSB Strategic Marketing School will return to Madison September 30 – October 3, and enrollment is open now. This popular school from the Graduate School of Banking includes a mix of lecture, small group exercises and individualized application sessions to incorporate practical, hands-on content. The program's curriculum features two core areas of study—the business of banking and sales and marketing management:



BUSINESS OF BANKING CURRICULUM

- Introduction to the Business of Banking
- Bank Performance Analysis
- Regulatory Environment
- The Future of Community Banking

STRATEGIC MARKETING CURRICULUM

- Strategic Marketing Planning
- Data Management and Research
- Marketing Metrics & Goal Setting
- Relationship Building Skills
- Marketing Budgeting and ROI
- Content and Digital Marketing
- Customer Acquisition Strategies
- Culture and Employee Engagement
- Customer Experience Management



ENROLL TODAY AT [GSB.ORG](https://www.gsb.org)

DEADLINES FAST APPROACHING FOR SPRING SPECIALTY SCHOOLS – DON'T DELAY!



Programs are filling quickly! Now is the time to enroll for our Spring specialty schools, including:

DIGITAL BANKING SCHOOL

Enrollment deadline is **February 16**

HUMAN RESOURCE MANAGEMENT SCHOOL

Enrollment deadline is **March 16**

BANK TECHNOLOGY MANAGEMENT SCHOOL

Enrollment deadline is **March 22**

THE BUSINESS OF BANKING

**ONLINE PROGRAM AVAILABLE THROUGHOUT 2024
FOR A SINGLE REGISTRATION FEE**

GSB graduate and faculty section leader Mike Wear will lead this affordable, convenient online program that's ideally suited to those who are new to banking – both frontline staff and those newly hired to leadership positions who gained their experience in other industries. Learn the language of banking, including an understanding of key ratios, to gain a clearer understanding of how the bank functions as a business. This program is outstanding value – and offers a great way to onboard new employees throughout the year. The live program will be held January 30 and 31; however, whenever you register you'll gain access to program for the rest of the year ... and you can share it with anyone at the bank, anytime, through December 31.

Learn more and secure your registration now.



GSB CREATES FRIENDS FOR LIFE

Bankers who attend GSB programs speak often of the terrific networking and lifelong friendships that are created on campus. A group of classmates from the GSB Class of 2008 has lived out that promise – showcasing that friendships formed at GSB absolutely can and do last the test of time. This fun-loving group of classmates has gathered many times since completing the program -- often with their significant others – vacationing together and strengthening their bond of friendship. These photos are from the group’s most recent get-together in Fall 2023. Have you gotten together with GSB friends? If so, we encourage you to share your photos with us (info@gsb.org) or on social media, and tag GSB. We love to see our alumni making the most of these important connections. ■

RIGHT: Pictured left to right: Marvin Dement, Kathy Duffer, Kirk Warnke, Joe Moorman, Ed Westmeyer, Tom Mews, Kate Martin, Darrell Blocker



...continued from page 2, “GSB Spotlight: Michael Wear”

He continues, “I’ve combined all the lessons I’ve learned in banking: the good, the bad and the ugly. And we talk about all three.”

Wear admits that a good amount of humility is required to share these stories but emphasizes the asset of vulnerability in building trust with the students and personalizing the instruction.

“Bankers want to hear your stories,” he says. “No one wants to hear from an instructor who can only talk about what should happen in an ideal world. When you can be more transparent and show humility, it really does help them understand and learn.”

Wear admits that though he’s made mistakes over the years, he has also learned from others and had tremendous mentors throughout the years. He recalls his grandfather and the strong work ethic he

instilled in him during his formative years. It is these lessons that drive him to teach and mentor bankers.

“You work hard, thoroughly and diligently through the years, you can have a wonderful career in banking... and an even more wonderful career helping thousands of bankers in the banker education arena,” he says. “I am, hopefully, proving that you can overcome a lot of obstacles and make it a wonderful career and help a ton of people. That’s the best thing any person can do on this earth, helping others.”

When not teaching, Wear enjoys traveling and camping with his college sweetheart and wife of nearly 35 years, Monica. He is also an avid golfer, photographer, and beer home brewer. ■

RECRUITMENT NOW UNDERWAY FOR NEW GSB PRESIDENT AND CEO

Graduate School of Banking has exclusively retained The QTI Group to conduct the search for its new president & chief executive officer. The QTI Group is a comprehensive human resources advisory services firm headquartered in Madison, WI. For details about the opportunity please visit the QTI Executive Search website. The deadline to apply is March 8. ■



RETIREMENT CELEBRATION FOR KIRBY DAVIDSON — AUGUST 8, AT GSB SESSION



GSB is planning a retirement celebration in honor of Kirby Davidson, GSB's president and CEO, who recently announced that he'll be retiring at the end of 2024; the event will be held in the evening on Thursday, August 8. Plans are currently in development and formal invitations will follow. Our Trustees, Banker Advisory Board and faculty will receive invitations; however, we know others may wish to join – so to ensure we don't miss anyone, please complete this [form](#) if you'd like to be added

to the invitation list; this will help us in the planning process, and is appreciated. ■

**BANKING TODAY IS AGILE.
THANKFULLY,
SO ARE OUR
ONLINE
SEMINARS.**



UPCOMING GSB ONLINE SEMINARS

January – March 2024

GENERAL

The Business of Banking

HR MANAGEMENT

Onboarding Your New Hire - An Experience or an Afterthought?

The Employee Experience - Your Competitive Advantage

Talent Management - Having the Right People in the Right Seats. Coaching Up or Coaching to Exit?

Hiring for the Right Fit and Beyond

LENDING

Business Financial Statements and Tax Returns - Components of Business Financial Statements & Tax Returns

CRE Lending - Developing a Cash Flow and Key Ratios

Personal Tax Returns and Cash Flow - Focus on Sole Proprietorships, Rental Property and Farms

Business Financial Statements and Tax Returns - Cash vs. Accrual Accounting Refresher

CRE Lending - Cap Rates and Factors Beyond Debt Coverage and Loan-to-Value

Personal Tax Returns and Cash Flow - Focus on Pass-Through Entities and Schedule K-1s

SBA Loan Programs - What's New in 2024

Business Financial Statements and Tax Returns - Navigating and Analyzing a Business Tax Return

CRE Lending - Issues with Property Types & Lease Structures

Personal Tax Returns and Cash Flow - Focus on Global Cash Flow as an Underwriting Tool for Businesses and Owners

Business Financial Statements and Tax Returns - Developing and Analyzing Key Financial Ratios

CRE Lending - Developing a Global Analysis of Property Holdings

Personal Tax Returns and Cash Flow - Advanced Personal Cash Flow Issues, Including Capital Gains

Credit Risk Management in a Recession

SBA Lending - The Need for an SBA Loan Policy

Strategic Loan Growth in a Rising Rate Environment

Commercial Lending - Improving Commercial Loan Pricing and Profitability

Commercial Lending - Introduction to Commercial Lending

CRE Appraisals - Overview of Appraisal Rules/Guidelines and the Review Process

SBA Lending - How SBA Reviews Your SBA Loan Portfolio

SBA Lending - SBA Loan Programs and When to Use Each One

Business Financial Statements and Tax Returns - Developing and Analyzing a Statement of Cash Flows

Commercial Lending - Four Keys to Loan Structuring

CRE Appraisals - Appraisal Approaches to Value De-mystified

SBA Lending - Avoid Costly Mistakes in the SBA Loan Closing Process

Business Financial Statements and Tax Returns - Developing and Analyzing the Uniform Credit Analysis (UCA) Model

Commercial Lending - Best Practices for Lines of Credit, Term Loans and Other Credit Facilities

CRE Appraisals - Key Appraisal Components Beyond the Approaches to Value

SBA Lending - Common Issues in SBA Loan Files

Business Financial Statements and Tax Returns - Advanced Cash Flow Issues - Working Capital and Fixed Asset Expenditures

Commercial Lending - Loan Agreements and Covenants

CRE Appraisals - Overview of Evaluations and Other Valuation Options

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UPCOMING GSB ONLINE SEMINARS

January – March 2024

SBA Lending - Costly Mistakes When Servicing the SBA Loan

MANAGEMENT

So We're Digital - Now What?

Implications of ChatGPT and other Large Language Models for Financial Institutions

Why Pricing Matters to Your Organization's Health

Five Cultural Changes that Must Become Business as Usual

Negotiation Competence for Leaders in the Workplace

Navigating Earnings Challenges: How to Thrive in 2024

Community Bank Management in the Current Operating Environment

Vendor Management - How Model Risk Fits In

How do you Strike a Balance Between Growth and Operational Efficiency?

The Great Money Migration

How to Incorporate Business Continuity Management Into Your ERM

How Can AI Help My Bank?

Refining Deposit Strategy in 2024 and Beyond

Artificial Intelligence/Machine Learning Readiness for Financial Institutions - Take Meaningful Steps

Treasury Management - A Powerful Tool to Increase Deposits and Fee Income

Adopting New Negotiations Tactics to Win the Battle for Deposits

TECHNOLOGY

Two Sides of the Same Coin - How and Why IT Should be Separated from IS

Today's Ransomware Threat - Don't Lose Your Data (And Your Business)

MARKETING

Money Saving, Money Making Marketing Ideas

RELATIONSHIP BANKING

Transformative Branch Conversations

About The GSB Online Seminar Series
The GSB Online Seminar Series offers a convenient, cost-effective way to access quality educational opportunities. GSB seminars are designed to meet the dynamic learning needs of today's busy financial professional and are delivered by some of today's top industry experts. All sessions are recorded, so if you're unable to attend one of the live presentations, it's no problem! When you register for a GSB Online Seminar, you'll have access to the live presentation as well as a recording of the live session in case you are unable to attend the entire program. There is no additional fee to view the recording, it's included in your registration fee. It's your choice to attend the live session, view the recording—or do both—based on your schedule. With the GSB Online Seminar Series you'll benefit from:

- Nearly 100 relevant, bank-specific courses that deliver must-know information
- A variety of live, interactive courses offered throughout the year—each recorded for scheduling flexibility
- Additional On-Demand seminars on popular topics available anytime, anywhere, to fit your schedule. Instructor contact information is provided so you have the ability to ask questions as you go through the recordings.
- Competitive pricing—one fee allows multiple attendees to participate through a single connection and includes all handouts and materials
- State-of-the-art technology that ensures a quality learning experience
- The faculty and expertise of the nation's most respected graduate banking school

For additional information, please visit gsb.org