



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



## 80TH ANNIVERSARY SESSION STARTS JULY 28!

The GSB staff are excitedly preparing to welcome more than 500 bankers and instructors to Madison later this month for the 80th annual GSB session. While we celebrate eight decades of educational excellence, we're pleased to offer up some exciting new additions this year, including:

- Virtual meet and greet sessions for incoming Freshmen to get acquainted ahead of session
- Pilot course in Marketing offering blended learning model and delivering an even more hands-on campus experience
- Welcome reception for all students on Monday, July 28 at UW Union South
- Senior Women's Leadership Panel – featuring prominent alumni and lessons from their esteemed careers
- Women's Networking Luncheon for Freshmen and Juniors
- Distinguished Speaker Tracy Walder, former CIA officer, FBI special agent, educator, and author, for an evening keynote

Additionally, GSB's class officers and fellow students have organized several networking events, including all-student outings to Madison Mallards baseball and Madison Forward soccer games; plus, multiple state club events to facilitate relationship building. ■



## THANK YOU 2025 GSB SPONSORS!

Special thanks to the following organizations for their support of GSB:

- [Federal Home Loan Bank of Chicago](#), Chicago, IL
- [Federal Home Loan Bank of Cincinnati](#), Cincinnati, OH
- [Federal Home Loan Bank of Des Moines](#), Des Moines, IA
- [University of Massachusetts-Amherst, Isenberg School of Management](#), Amherst, MA
- [University of Nebraska School of Business](#), Lincoln, NE
- [Midwestern Securities](#), Peoria, IL
- [Wipfli LLP](#), Minneapolis, MN

## GSB ALUMNI SPOTLIGHT PROFILE:

# TIM DIVELY: FROM INSURANCE IT TO BANKING TRANSFORMATION



Tim Dively  
Digital Services  
Consultant, Clifton  
Larson Allen (CLA)  
Charlotte, North  
Carolina

Tim Dively admits he might have been “naive enough to think that I can help move the (banking) industry forward.” But after spending five years as a community bank CIO and witnessing firsthand how COVID accelerated digital transformation, his optimism seems well-founded. Now, as a digital services consultant at CliftonLarsonAllen (CLA) in Charlotte, North Carolina, Dively brings something extra to the banking advisory world: he’s actually done the work that he’s consulting on.

“What I saw out there were people that may have been knowledgeable on all the things you could do at your bank, but very few of them had actually done it before,” he explains.

That practical experience, combined with his passion for community banking, drives his mission to help institutions navigate an increasingly complex digital landscape while maintaining their unique character.

Dively spent most of his career in the insurance industry, working in IT operations and cybersecurity. But when a CIO position opened at his community bank, he took a chance on change and landed the role.

He started at Peoples State Bank in Wausau, Wisconsin in 2017 and found a new professional home in community banking. After five years there, he felt called to work that would allow him to make a great impact on the industry, which led to his current role in consulting as national digital director of data, automation, AI, & cybersecurity for financial services at CLA.

“After the change of pace that we all went through during COVID, I found my professional passion as it related to moving an institution forward. I realized I could ... [help] other banks move forward.”

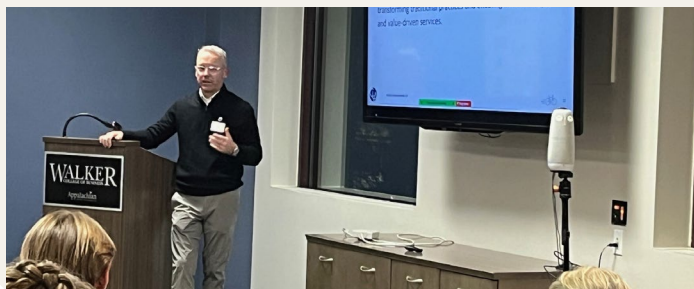
### Building Something Different

Dively and his team can build APIs, create AI tools, integrate systems, and develop data warehouses and analytics platforms. But his team addresses a common problem in the industry: banks are “inundated with ‘you need to do this. You should do this. You have to do that,’” he says, often leading to the implementation of solutions for problems they don’t actually have.

“We tend to focus on people, process and technology as part of our consulting,” he says, emphasizing that organizational change management is just as important as the technology itself. His love for community banking runs deep. “It’s the level of service, the relationships, dedication to the community,” he explains. At CLA, he continues this mission at a different scale, supporting what the firm calls “the heartbeat of America.”



*As a consultant, Tim Dively presents and participates in events nationwide.*



### Overcoming the Communication Challenge

Despite his technical expertise, Dively’s biggest career challenge wasn’t mastering new technologies. It was learning to communicate their value to traditional bankers, especially in the context of digital transformation. “I wasn’t framing things in this new world order of digital data and cybersecurity to the traditional bankers to help them realize the value and the benefit of doing some of these things in the new way.”

Learning to speak their language became crucial to his success, requiring him to focus on return-on-investment discussions in ways that resonated with traditional banking perspectives.

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# POPULAR FINANCIAL MANAGERS SCHOOL ACCEPTING WAITLIST APPLICATIONS

Due to high demand, we've reached the enrollment capacity in the Financial Managers School, co-sponsored by GSB and the Financial Managers Society. We are currently accepting waitlist applications for the school, which is scheduled September 22–26, 2025 in Madison, Wisconsin. Applications will be considered in the order they're received, so we encourage interested participants to apply as soon as possible to gain an advantageous spot on the waitlist.

If we're unable to offer you a spot in this session, you'll have the option to hold a spot for the next FMS session in 2026 or receive a full refund of your registration fee. ■



## BANK CYBERSECURITY SCHOOL IS FILLING QUICKLY



October 13-17, 2025 | Madison, Wisconsin

*Whether you're an experienced Information Security Officer or new to the field, this program equips you with the insight and tools to stay ahead of today's evolving threats. Apply today while limited seats remain.*

Held on campus at the University of Wisconsin–Madison, this intensive week-long specialty school bridges two essential areas: the business of banking and cybersecurity with an exceptional curriculum that includes these and other key components to help you defend your institution:

**Business of Banking:** Understand the financial structure, profitability, and regulatory pressures shaping your institution.

**Cybersecurity Fundamentals:** Learn how to assess risk, prepare incident responses, and navigate new compliance laws.

**Information Security Management:** Discover how to build a security culture by aligning people, processes, and technology.

**Digital Forensics:** Learn how to investigate cybercrime, track insider threats, and analyze data trails that support internal investigations or litigation. ■



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### The GSB Game-Changer

However, Dively recognized his limitations from the outset. When offered the CIO role at Peoples State Bank, he responded: "I will do this if you will commit to letting me enroll in the Graduate School of Banking." His new boss agreed and Dively enrolled, graduating in 2022 as part of the class of 2021 (due to COVID).

The decision proved transformative. "I will tell you that of my master's degree and my bachelor's degree, this program was the most applicable and useful curriculum."

What impressed Dively most was how GSB connected all aspects of banking operations. The program showed him how everything, from people management and organizational culture to technical areas like asset liability management and loan portfolio operations, works together as an integrated system. Rather than treating these as separate silos, GSB demonstrated the interconnected nature of banking, helping him understand how decisions in one area ripple through the entire institution.

This comprehensive understanding proved invaluable even for topics outside his daily responsibilities. While much of the curriculum covered areas he wouldn't handle day-to-day, gaining that more profound knowledge helped him excel in his role because he better understood the people and departments he was supporting.

To a new banker or someone on the fence about attending, Dively says: "GSB is one of those programs that is staying in front of all of the trends. It's such a tremendous program that, whether you are at a rural ag bank or at a larger institution, there's so much for you to learn and bring back to your organization.

"It's life changing. That's not an understatement at all," he adds.

### Today's Banking Challenges

From his unique vantage point, Dively identifies several critical challenges facing community banks today. The first is acknowledgment of an uncomfortable truth: "Bankers have historically lagged, from a technology perspective, behind other industries."

However, he argues this technological gap represents an opportunity rather than just a problem. "If our differentiator in community banking is truly going to be around the relationships that we have, we have to start doing a better job of looking at the data better to understand our customers' preferences, behaviors and expectations."

Perhaps more pressing is what Dively calls the "morbid" reality of deposit concentration. Most institutions find themselves in a precarious position where a small percentage of customers account for the majority of their deposits. As these key depositors age, banks face the inevitable challenge of replacing that funding source—a problem that requires proactive planning rather than reactive scrambling.

This demographic challenge requires banks to think beyond traditional transactional relationships. Dively advocates for understanding "banking as a verb"—focusing on when and how customers use digital services, where they send money, and what channels they prefer.



*Tim Dively with his wife Katie and sons Brandon and Bryce.*

"Understand that and let that data drive your strategy, instead of relying on our traditional gut understandings."

### The Path Forward

Dively's work with boards and executive teams often involves frank conversations about risk and responsibility. "I will often say to a board that 'you guys all understand that you are personally liable for decisions that the bank makes. You're also personally liable for decisions that the bank chooses not to make because you don't have a comprehensive understanding of the new technology available for you to consider out of ignorance,'" he explains. "It does take the air out of the room a little bit, but that's the reality of where we are."

His approach isn't about suggesting banks adopt every new technology, but rather ensuring they can make informed decisions. "I'm not saying that you do it or you don't do it, but let's start getting ourselves to the point where we can consider whether or not it aligns with our strategy and our goals."

For Dively, the future of community banking lies in striking a balance between innovation and the industry's core strengths. Banks need to embrace data-driven insights and digital efficiency while maintaining the relationship-focused service that defines community banking. It's a complex challenge, but one that he tackles with the practical wisdom of someone who has navigated this transformation from both sides of the consulting relationship.

His advice to others considering similar career paths reflects the same practical optimism that has driven his journey: sometimes being naive enough to think you can make a difference is exactly what an industry needs.

### At Home in North Carolina

Two years ago, Dively and his wife Katie traded the snow of Wisconsin for the sunshine of Charlotte, North Carolina. When he's not working, he and Katie enjoy exploring their new state, volunteering through their church and traveling to visit their two sons, Bryce (28) and Brandon (29). CLA is generous in allowing employees to use their time for volunteering, and Dively enjoys sharing his expertise in technology and cybersecurity with organizations that need extra support.

BANKING TODAY IS AGILE.

**THANKFULLY,  
SO ARE OUR  
ONLINE  
SEMINARS.**



## UPCOMING FALL GSB ONLINE SEMINARS

A Beginners Guide to Asset/  
Liability Management

Antiwork: How a Savvy, Angry  
Generation is Rebelling Against  
YOUR Company and What to Do  
About It

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

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

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

Characteristics of Strong Risk  
Assessments and Tools to Monitor  
and Report Results

Commercial Lending – Five Keys  
to Better Credit Memos and Loan  
Packages

Commercial Lending – Global Cash  
Flow Mechanics, Including Living  
Expenses

Commercial Lending – Loan  
Agreements and Covenants

Construction Lending –  
Administering and Monitoring  
Commercial Construction Loans

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

CRE Appraisals – Overview of  
Evaluations and Other Valuation  
Options

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

CRE Lending – Developing a Cash  
Flow and Key Ratios

CRE Lending – Issues with Property  
Types & Lease Structures

Emotionally Intelligent Leadership

Employee Retention Strategies in a  
Dynamic Labor Market

Five Social Media Tips to Advance  
Your Bank's Brand

Fundamentals of Interest Rate  
Swaps and Caps

Grow Deposits & Relationships  
with Transformative Branch  
Conversations

Interviewing Skills for Better Hires

Managing Liquidity and Interest  
Rate Risk

Net Interest Margin Volatility

New Deposit Products Yielding  
Durable Competitive Advantage

Optimizing Interest-Bearing  
Deposit Strategies

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

Public Finance and Banking

Responsibilities of the Information  
Security Officer

SBA Lending – Common Issues in  
SBA Loan Files

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

SBA Loan Programs – What's New?

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## UPCOMING FALL 2025 GSB ONLINE SEMINARS

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Securing Office 365 – A Roadmap

Six Keys to Effective Commercial  
Business Development

Sound Practices for Liquidity Risk  
Management

Strategic Planning for Your Community  
Bank – It's all About Your Strategy

Strategies and Planning for Closely  
Held and Family Banks

Three Key Risk Assessments in Your  
ERM Program: ERM, IT and Internal  
Controls

Understanding and Interpreting  
Interest Rate Expectations

Using Your BIA and Data Flow  
Diagrams to Understand Risk

Vendor Management 2025 – How to  
Make Better Vendor Management  
Decisions

### 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.

For additional information, please  
visit [gsb.org](https://gsb.org)



## NEARLY \$175,000 IN SCHOLARSHIPS AVAILABLE ANNUALLY

The Graduate School of Banking is pleased to offer a variety of scholarships to assist bankers in advancing their educations and careers. Some applications are available directly from [this page](#); other scholarship applications are through our association partners. Applications for Graduate School of Banking scholarships available on the GSB website must be submitted no later than March 1st; Human Resource Management School scholarship applications are due by February 1st and each state association sets their own scholarship criteria and deadlines. ■

