# NORTHWASTIAN Eusletter

Vol. 11 No. 21

Des Moines, Iowa

**September 13, 1982** 

## Feds Want Reports on Problem Loans

A FTER a brief hassle with David Stockman's Office of Management and Budget, which is supposed to review regulations issued by executive agencies of the federal government, the federal regulators and OMB struck a compromise on timing of the newly-formed regulations that will require additional reporting in call reports.

The Federal Financial Institutions Examination Council proposed new rules during the summer (prior to the Penn Square debacle) which were aimed at disclosing more information about the financial condition of each bank, and on a more current basis (quarterly) than is available presently through the more routine exams conducted about every 18 months.

A major hassle developed between the FFIEC and the banking industry when that body failed to abide by the closing date it set for comments from interested parties. Previously, FFIEC had selected a July date for closing comments, but at the request of industry groups for proper time to submit accurate data, that comment period was extended to Monday, August 30. The American Bankers Association and Independent Bankers Association of America both had planned to have official comments from their two groups in the hands of the FFIEC by the announced closing date.

However, the regulatory council arbitrarily ignored the cutoff date and announced its new regulations August 25, five days early, without giving either ABA or IBAA the opportunity to have their positions heard. The regulation for phase one of the proposed three-phase changes went to OMB, which objected, and the above reviewed compromise then was agreed upon September 7. All that was accomplished, actually, was to delay until December 31, 1982, the startup of the first reporting change. The three-step changes include these:

1. Reporting data quarterly from Schedule K, starting with December 31, 1982. This would require information on past-due loans, non-accruing loans, renegotiated loans, and lease financing receivables past due. Effective date would now be December 31, 1982, and effective date for public disclosure of general information on categories of problem loans and degree to which they are overdue would now be June 30, 1983.

2. Reporting data quarterly from Schedules J and L, starting with March 31, 1983. Schedule J reports ostensibly would furnish the agencies with rate sensitivity information and changes. An ABA spokesman said this information already is available in practically all banks

because any sound bank manager has such information for his own use. "What it does is force banks into a formal asset/liability management situation," the spokesman said, "but the problem is that while banks have this information now, it is not necessarily in the same form that the FFIEC now wants it. The March 31, 1983, compliance date just does not allow enough time for such compliance. The cost is considerable for many banks." He added that "banks are not reluctant to give needed information to regulators so they perform their duties properly, but they do object to the additional public disclosures which can be misinterpreted..'

3. Further changes, not yet written, would be imposed and become effective with reports filed March 31 1984

ABA and IBAA reacted strongly to the arbitrary violation of the comment period cutoff date of August 30. IBAA in its Washington Weekly Report of September 3 stated that 700 letters in opposition had been filed with FFIEC before the feds promulgated the rules anyway, but they were ignored. IBAA also points to "One particularly objectionable feature of the Council proposal (which) is public availability (upon request) of past due loan information-information whose highly technical nature could easily be misconstrued by non-bankers or the



## **ASK JERRY TRUDO**

to make MNB work for you. Toll free: 1-800-332-5991

**Merchants National Bank** 



A 'BANKS OF IOWA' BANK

Digitized for FRASER https://fraser.stlouisfed.org Federal Reserve Bank of St. Louis



media. Public disclosure is the stuff of consumer-oriented policy issues, not proposals which purport to address the supervisory needs of reg-

ulatory agencies."

An ABA spokesman told the NORTHWESTERN BANKER on September 8 that ABA objects on three counts: 1. Cost to banks. 2. The limited time frame which banks have in which to implement the new regulations. 3. The detrimental effect of public disclosure due to potential misunderstanding of what the reported figures actually mean. The spokesman also said the FDIC has agreed to work with an ABA Task Force in implementing its regulations to make them as easy and as palatable as possible for banks.  $\square$ 

#### **Iowa News**

ANKENY: Kenneth W. Keniston has been named president of the Ankeny National Bank, purchased recently by Hawkeye Bancorporation. Mr. Keniston was formerly vice president at the State Bank & Trust Company, Council Bluffs, also a member of Hawkeye Bancorporation.

DES MOINES: Paul Gergen has resigned, effective September 15, as executive vice president of American Federal S&L here. On that date he will become co-chairman of Kansas American Bank (formerly Mark Plaza State Bank) in Overland Park, Kan., a Kansas City suburb. Jim ing and investment fields.

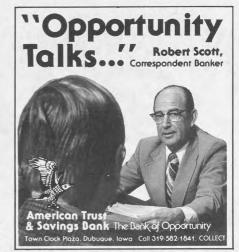
Henson is chairman. Mr. Gergen joined American Federal in May, 1981, after serving three and onehalf years as president of University Bank & Trust, Ames.

DES MOINES: Under a federal judge's order, Hawkeye-West Bank and Trust of Des Moines will have to cut out the "West Bank" portion of its name. It was ruled that the bank's name infringes on the West Des Moines State Bank's "West Bank" trademark. Hawkeye-West must destroy all documents bearing the "West Bank" phrase and must file a plan by Sept. 13 detailing its compliance with U.S. District Judge Harold Vietor's order.

KEOKUK: Chris J. Pappas will join State Central Savings Bank October 1 as executive vice president, it was announced last week by William Logan, president. Mr. Pappas formerly was senior vice presidentcommercial loans at Bankers Trust Company, Des Moines.

#### Nebraska News

DONIPHAN: Steve Beachler, president of the Bank of Doniphan, has resigned to become president of Century Management Corporation, a new company to be located in Grand Island. Prior to serving as president in Doniphan, he served another Grand Island bank for 18 years in the marketing, correspondent bank-



OSCEOLA: The First National Bank has announcd the promotion of Royce Schaeffer to vice president and Janet Neujahr to cashier. Ms. Neujahr replaces Sue Greenwood who recently resigned.

#### Minnesota News

HAYWARD: Farmers State Bank of Hayward has changed its named to Americana State Bank of Hayward, effective September 2, according to Michael J. Pint, commissioner of banks.

MINNEAPOLIS: James S. Doak has joined First Bank as a vice president and senior equity officer in the asset management department. He is currently head of the equity research division.

MINNEAPOLIS: Robert E. Dahl has joined Northwest Bancorporation in its loan administration divsion as vice president, loan pool manager, a new position. Mr. Dahl has been serving as executive vice president of First Northwestern National Bank of Billings, Mont., a Banco affiliate bank.

Don't gamble when choosing a correspondent bank. Come to the professionals.



OF DES MOINES, N.A. . MEMBER FDIC . (515) 245-7111 ILIATED WITH UNITED CENTRAL BANCSHARES, IN TOLL FREE NUMBER (800) 362-1615



William J. Coughlin

#### **Provider of Executive Perquisites to** Officers of Financial Institutions

If the banking giants were to move into your town tomorrow, how would you fare? Call us to learn how to take care of you and your future...no matter who owns the bank!

The Coughlin Organization

913 Midland Financial Bldg., Box 1296, Des Moines, IA 50305 Iowa WATS 1-800-532-1145 Phone 515-244-0856

Digitized for RASER nttps://fraser.stlouisfed.org ederal Reserve Bank of St. Louis

## BANCA



### **Applications**

- □ C.I.F.
- ☐ Proof of Deposit
- □ D.D.A.
- □ Savings
- N.O.W.
- ☐ Commercial Loans
- ☐ Bond Management

- □ Installment Loans
- □ Real Estate Loans
- C.D.'s
- ☐ General Ledger
- ☐ Just Ask
- ☐ Word Processing
  ☐ Asset & Liability Management

The total information system for community banks from CADO Systems

SAVE MONEY by buying your Equipment – Service – Supplies

DATA BUSINESS EQUIPMENT, INC.

## **OUR "EASY TO USE" OPERATOR MENUS**

2.

9. New Note

10. Change Note

11. Transaction

#### BANCADO DEPOSIT ACCOUNT SYSTEM MENU - BANDACADO COMMUNITY BANK

	CIF
	1. New/Change
	2. Inquiry
	3. Alphabetic Search
	4. Customer List
	DEPOSIT ACCOUNT AC
	9. New Account
1	10. Change Account
1	11. Transaction
Ì	12. Activity Summary
Ì	13. New/Change Stop Payr
ı	14. Year-End Maintenance
ĺ	15. Proof Entry
Ì	16. Post Proof Items

17. Clear Proof Files

18. Proof Pocket Summary

19. Account Type Summary

#### **INQUIRIES** 5. Customer/Account Inquiry

#### 6. Display Ledger 7. Print Ledger 8. Display Last Entry

30. Change Bank Control
97. BANCADO Utilities
98. Just Ask II
99. Change Applications

#### **CUSTOMER NOTICES**

COUNT ACTIVIT	Y	REPORTS
nt	20.	Transaction Journal
ount	21.	Trial Balance
	22.	Closed Account List
nmary	23.	New Account List
Stop Payment	24.	Call Report
aintenance	25.	Overdraft Lists

- 26. Stop Payment Lists 27. Proof Lists
- 28. Service Charge List 29. Check Register 30. Change Print Size
- ENTER NUMBER OF REQUIRED FUNCTION:

40.	Statements
	0 (+ +1-+)

- Overdraft Notices 42. Interest Checks
- 43. 1099's

#### 44. Audit Statements

#### BANCADO COMMERCIAL LOAN MENU - BANCADO COMMUNITY BANK

CIF	INQUIRIES	UTILITIES
New/Change	5. Customer/Note Inquiry	96. BANCADO Utilities
Inquiry	6. Customer Ledger	97. Record Display

2. Inquiry	6. Customer	Ledger
3. Alphabetic Search		
4. Customer List		

COMMERCIAL LOAN ACTIVITY

#### REPORTS CUSTOMER NOTICES

99. Change Application

98. Just Ask II

20. Transaction Journal 40. Advance Notices 21. Trial Balance 41. Late Notices 22. Participation Register 42. Annual Interest Notices

12. Activity Summary 23. Past Due Report FLOOR PLANNING 13. Change Accrual Date 24. Paid Out Report

25. New & Extended Report 14. Change Variable Rate 15. Change Call 26. Forecast 27. Call Report

28. F/S Due Report 29. Participants Trial 30. Change Print

50. Maintenance 51. Inquiry 52. Reports

UTILITIES

98. Just Ask II

96. BANCADO Utilities

99. Change Applications

**CUSTOMER NOTICES** 

42. Delinquency Notices

43. Annual Interest Notices

40. Advance Notices

41. Late Notices

53. Statements

ENTER NUMBER OF REQUIRED FUNCTION:

#### ENTER NUMBER OF REQUIRED FUNCTION:

#### BANCADO

#### **DEPOSITS**

1. Checking, Savings, Club, N.O.W. 2. Certificate of Deposit

#### 5. General Ledger 6. Just Ask II

7. Backup/Restore 8. CADO Utilities

#### 3. Installment Loans 4. Commercial Loans

LOANS

## BANCADO CERTIFICATE OF DEPOSIT MENU — BANCADO COMMUNITY BANK

#### CIF

- 1. New/Change
- 2. Inquiry
- 3. Alphabetic Search
- 4. Customer List

#### C.D. ACTIVITY

- 9. New Certificates 10. Change Certificate
- 11. Transaction
- 12. Activity Summary
- 13. Change Accrual Date

- 14. Year-End Maintenance 15. Force Interest Payment

#### INQUIRIES

- 5. Customer/C.D. Inquiry 6. Customer Ledger
- 7. Calculate Penalty

- REPORTS 20. Transaction Journal
- 21. Trial Balance
- 22. Cashed C.D. Report
- 23. New Certificate Report
- 24. Call Report
- 25. Forecast
- 26. Check Register
- 27. Edit List
- 28. Payment Forecast
- 30. Change Print Size

#### UTILITIES

- 96. BANCADO Utilities
- 97. Record Display
- 98. Just Ask II
- 99. Change Applications

#### **CUSTOMER NOTICES**

- 40. Notices
- 41, 1099's
- 42. Checks

#### INSTALLMENT LOAN ACTIVITY

- 10. Change Loan
- 11. Transaction
- 12. Activity Summary

CIF

3. Alphabetic Search

1. New/Change

4. Customer List

2. Inquiry

- 14. Earnings Maintenance

13. Change Accrual Date

#### REPORTS 20. Transaction Journal

- 9. New Loan
  - 21. Trial Balance
    - 22. Payoff Forecast

BANCADO INSTALLMENT LOAN MENU - BANCADO COMMUNITY BANK

5. Customer/Loan Inquiry

INQUIRIES

6. Customer Ledger

- 23. Past Due Report
- 24. Paid Out Report
- 25. New & Extended Report
- 26. Performance Reports
- 27. Call Report
- 28. Allocation Report
- 29. Delinquency Report
- 30. Delinquent Earnings

#### ENTER NUMBER OF REQUIRED FUNCTION: ENTER NUMBER OF REQUIRED FUNCTION:

## **CUSTOMER COMMENTS**

NCR and some off-premise «Ilooked at Burroughs, banking systems. CADO. was the most cost-effective,

"SOMEONE WHO KNEW BANKING SAT DOWN AND DID WHAT NEED-ED TO BE DONE."

"NOT LIKE ON-LINE SYSTEMS THAT TANGLE YOU UP IN SOMETHING YOU DON'T FULLY UTILIZE."

"Your service is the BEST."

The BIG companies didn't take as good, care of us as You people do.

"Your system has every report we need plus others that make TURNING a bank much easier and more efficient,

### N.C.R. Model 775 Proof Encoder



Why not let us save you hundreds of dollars per year by renting this reconditioned all field proof encoder from us?

- . M.I.C.R. encoding for \$ Amount
- M.I.C.R. encoding for Account Number
- M.I.C.R. encoding for FR-ABA
- Endorsement Feature

- "Line Lock" Feature
- Complete Audit Trail
- M.I.C.R. encoding for transaction code
- Non-Volatile memory

BANK ON SHARP . . .

# With Our New Electronic Bank Teller Machine



SERVICE is the HEART of our business

Digitized for FRASER
https://fraser.stlouisfed.org/
Federal Reserve Bank of St. Louis

#### We Feature:

- Fully trained service technicians
- Factory manufactured parts
- Experienced personnel (over 170 years worth) (Both systems and service)
- Lower operating costs

#### DATA BUSINESS EQUIPMENT, INC.

1220-2nd Ave. Des Moines, Iowa 50314 (515) 288-3000

627-1st Ave. S.W. Cedar Rapids, Iowa 52405 (319) 366-6000 Offices
312 South Floyd
Suite 309
Sioux City, Iowa 51101
(October 1st)

## **CALL ON THE "PERFORMANCE TEAM"**

where common transactions are handled uncommonly well.



FIRST NATIONAL LINCOLN

13th & M Street . Lincoln, Nebraska 68501 . Member, F.D.I.C.

MINNEAPOLIS: Donald L. Sodman has been elected vice president in the individual marketing, individual services department, and James S. Carlock was elected vice president in the loan administration department of Northwestern National Bank.

ST. CLOUD: John Herges and Mike Cleland have been named vice presidents in the commercial loans department of the First American National Bank. Mr. Herges was also named manager of that department. He takes the place of Warren Williams, who recently was named president of Citizens State Bank of Brainerd.

ST. PAUL: Joseph R. Kingman III will become president and chief operating officer of American National Bank, effective October 1. Mr. Kingman most recently served as vice chairman of First Bank-Minneapolis. James W. Reagan will continue as chairman and chief executive officer of American National Bank and president and chief executive officer of American Bancorporation, Inc.

ST. PAUL: The board of American National Bank and Trust Company recently announced the promotion of Ernest W. Jensen to vice president, credit review.

#### **South Dakota News**

MITCHELL: Boyd D. Hopkins, Jr., has been elected president and chief executive officer of Live Stock State Bank. He succeeds Boyd B. Hopkins, Sr., who has been elected chairman. He had served as president since 1961. Boyd Hopkins, Jr., joined the bank in 1972 and has served as executive vice president since that time.

SIOUX FALLS: Allan M. Severson was recently elected president, chief executive officer and director of the Northwestern National Bank. Mr. Severson, currently serving as president and chief executive officer of the First National Bank of Aberdeen, fills the position vacated by C.P. "Buck" Moore, who recently was appointed region 6 president of the Northwest Bancorporation. Mr. Moore will remain as chairman at Northwestern National.

#### **Montana News**

MISSOULA: Joseph J. Friend has been elected acting president of Missoula Bank of Montana, and Ed Campbell was elected vice president and chief credit officer. Mr. Friend replaces Ronald F. Bloomquist, who recently resigned after having served as president of the bank since 1974.

VALIER: Alan L. Pearson was recently elected president of Valier Bank of Montana. A native of Fairfield, he entered the banking industry in 1975 at Citizens Bank of Montana in Havre and has been serving as vice president and agriculture department manager of that bank since 1980.

#### **Wyoming News**

CASPER: It was recently announced that Richard Tempelman has been elected to the position of vice president and manager of the Wyoming National Bank instalment lending department. He replaces Tom Grove, who will be leaving Wyoming National Bank of Casper to

### AG BANKING SPECIALISTS **SINCE 1968**

(515) 394-3145 NEW HAMPTON, IA 50659 (712) 779-3744 MASSENA, IA 50853

**BUTI CAREERS, INC.** THE ORIGINAL AGRICULTURAL RECRUITER

become president of the Wyoming Bank of Rawlins. Mr. Tempelman joined the bank earlier this year as assistant vice president and manager of direct lending.

CHEYENNE: Flovd H. Irlbeck has joined Wyoming Bancorporation as vice president-operations administration. He will report to Ralph L. Owen, senior vice president. He previously was with Omaha National Bank from 1971-1982.

JACKSON: Jackson State Bank has announced the naming of John W. Graves as vice president in charge of the real estate loan department. He brings with him to the bank 14 years of experience in real estate.

JACKSON: Mel Hutchings has resigned as president and as a director of First Wyoming Bank, N.A., Jackson Hole. He joined the bank in 1971, the year the bank opened, and has served as president since 1975. Glenn Deming has been named executive vice president and director, to replace Mr. Hutchings. A veteran of 16 years in the banking business, Mr. Deming served 10 years with First National Bank of Black Hills, Rapid City, S.D. He joined First Wyoming Bank in Sheridan in 1978 as senior lending officer and transferred to First Wyoming in Casper in the same position.

## SPRENGER, Getting it done for you.







Bill Sprenger Frampton Rowland John Messina



ttps://fraser.stlouisfed.org ederal Reserve Bank of St. Louis

#### **WANT ADS**

Rates are \$5.00 per line per insertion. Add \$3.00 for file letters per insertion. Identity of file letter advertisers cannot be revealed.

#### POSITION AVAILABLE

WANTED. Ag loan officer for \$60 million central lowa bank. Prefer 2-3 years bank experience, ag grad. Write file QBT, c/o Northwestern Banker. (PA)

Immediate opening for agriculture representative and assistant cashier in Northeast Iowa. \$17M bank located in nice rural community. Applicant needs to be a hard worker and possess or acquire insurance licenses. Opportunity for advancement. New facility. Excellent salary. Fringe benefits. Write file QBS, c/o Northwestern Banker. (PA)

MANAGING OFFICER—for a \$12 million bank in Western Nebraska. Must have operational as well as credit experience. Agricultural background helpful. Excellent salary and fringe benefits. Send resume and snapshot, in complete confidence, to Mel Adams, Box 209, Ogallala, Nebraska 69153. (PA)

MARKETING OFFICER—\$70 million Minnesota bank. Send resume to file QBX c/o Northwestern Banker. (PA)

CEO—\$30 million dollar ag bank chain. Eastern Nebraska. Experience required in all phases of banking. Must be extremely skilled, competent, and likeable. Send resume to file QBV, c/o Northwestern Banker. (PA)

Position open in NE lowa \$20 million bank for person with some ag lending experience. Would be making on-farm visitations and assist in processing ag loans. Should be knowledgeable in all facets of bank operations. All replies kept confidential. Salary open depending on experience and qualifications. Write file QBU, c/o Northwestern Banker. (PA)

#### STUDENT LOAN REPRESENTATIVE

State agency opening in the Guaranteed Student Loan Division for individual to service lender and college personnel. Degree and lending experience preferred. Requires considerable travel, vehicle provided. State Merit classification, Program Planner II in salary range of \$19,094 to \$23,712. Send resume to: Executive Director, lowa College Aid Commission, 201 Jewett Building, Des Moines, lowa 50309. (PA)

AN EQUAL OPPORTUNITY EMPLOYER

#### SEE THE SUMMIT!!!

Three-Bedroom and Two-Bedroom, two bath townhomes available for sale or rent. Most have covered hot tubs on the deck. Prices range from \$114,000.00 to \$128,000.00. Financing available. Contact:

DWAYNE SMITH Paradise Properties, P.O. Box S Dillon, Colorado 80435 Phone: 303/468-5846

#### POSITIONS AVAILABLE

Auditor/CPA for major western lowa bank . . . . Salary open

CEO for larger South Dakota bank, Ag related Salary open

CEO for community bank in eastern Nebraska Salary open

Cashier for larger eastern lowa bank. Requires 5 or more years of solid operations experience and data processing knowledge . . . . . . . . . . . . . . . . . . Salary to \$28,000

Office Manager with Ag background for central lowa bank \$25,000

Write or call in confidence to Malcolm Freeland, Freeland Financial Service, Inc., 1032 Carriers Bldg., Des Moines, Iowa 50309. Phone 515/282-6462. Employer pays fee.

35-45% Discount on Lamps For Your Micrographic Equipment

SITLER'S SUPPLIES INC. Box 10 - 702 E. Wash. Washington, Ia. 52353 Phone: Iowa 800/272-6459 or 319/653-2123

Do you have a dress code problem in your bank? Call us today to find out how only \$1.00 per day per employee will correct it.



#### FOR LEASE

Want to lease for 1 year? NCR 7750 proof machines. Two available. Option to continue lease at reduced rate. Call person to person, Bill Dinges, Bank of Breckenridge. Phone 303/453-2521. (FL)

#### SERVING PROFESSIONALLY

Banking, Financial & Business Personnel lowa and Nationwide

#### CAPITAL PERSONNEL SERVICE

714 U.C.B. Building, 515-283-2545 Des Moines, Iowa 50309

#### FOR SALE

1 Diebold Walk-Up Window. 1 Burroughs S-500 Proof Machine - 2 years old. 1 Burroughs S-100 Proof Machine. Contact: Okey-Vernon First National Bank, Corning, Iowa 50841. Phone: 515/322-3101. (FS)

#### **BANKS FOR SALE**

Two multi-bank holding companies w/hi perf. banks, Colo. & Wyo. Two one-bank holding companies w/hi perf. banks, Colo. and Idaho. Exceptional growth potential. High returns possible on investments. Principals only. Write file QBW, c/o Northwestern Banker. (FS)

#### POSITIIONS AVAILABLE

Director of savings and operations . . . . Salary to mid \$50's

Please write or call in confidence to: Brad Boe, finance specialist, Management Recruiters, 7625 Metro Boulevard, Suite 350, Minneapolis, Minn. 55435. Phone 612/835-4466.

# TIME TEMPERATURE QUALITY SIGNS Designed Manufactured Installed P.O. Box 263 Grand Island, Nebraska 68801 (308) 384-0111

#### BANKERS AVAILABLE

Executive in \$15 million bank with 20 years exp. and college degree. Licensed for all lines . . . . . . . . Salary open

Cashier with four year experience, college grad. ..\$23,000

Write or call Malcolm Freeland, Freeland Financial Service, Inc., 1032 Carriers Bldg., Des Moines, Iowa 50309. Phone 515/282-6462. Employer pays reasonable fee.

#### INTERNAL AUDIT MANAGER

\$1.5 billion Iowa multi-bank holding company is seeking qualified career-minded individual for newly-created position of internal audit manager. Highly visible corporate position reporting to Board of Directors. The successful candidate will have CPA and minimum of 5 years Big 8 accounting with emphasis on bank audits. Heavy in-state travel. Excellent employee benefit program with salary commensurate with experience. An Equal Opportunity Employer. Please respond in writing stating experience and salary history to:

BANKS OF IOWA, INC. P.O. Box 10317 Des Moines, IA 50306

(PA)

I would like to sell my majority bank stock.

I would like to buy majority bank stock.

Please Contact: J. Mason Henry

Charles E. Walters Co., Inc.

39 Ginger Woods Road, Valley, Nebraska 68064 Phone: (402) 553-6400

#### POSITIONS AVAILABLE

COMMERCIAL LOAN—senior position available with \$100MM plus suburban bank. Excellent fringe benefit package. \$45,000

AGRI LOAN—middle management position with advancement opportunities. Prefer Ag degree and 2-3 yrs. bank experience. \$23,000

CASHIER—#3 position in \$30MM rural bank. Supervise operations and assist with Ag loans. \$25,000

AGRI LOAN—responsibility for all Ag credits in \$25MM rural bank. Should be civic minded and business development oriented. \$26,000

TRUST OFFICER—head small but growing department in rural bank. Prefer Law degree and some bank experience. \$24,000

SENIOR LENDER—supervise Commercial and Ag portfolio in \$100MM community bank. Some administrative experience required. \$38,000

Inquiries held in confidence. Resume' and salary re quirements requested.

#### TOM HAGAN & ASSOCIATES

of Kansas City 2024 Swift - Box 12346 North Kansas City, MO 64116 816/474-6874

"Serving the Banking Industry Since 1970"

Vol. 11 No. 21 Northwestern Banker Newsletter (USPS 873-300) is published weekly by the Northwestern Banker Company, 306 Fifteenth Street, Des Moines, Iowa 50309, (515) 244-8163. Subscriptions \$1.00 per copy, \$15.00 per year. Second class postage paid at Digitized for FDes Moines, Iowa. Address all mail subscriptions, changes of address (Form 3579), manuscripts, mail items to above address.