

NORTHWESTERN Banker Newsletter

Vol. 12 No. 21

Des Moines, Iowa

September 12, 1983

Survey of Businessmen Shows:

Price Is Not Owner's Main Concern

IN THE current issue of *Commercial Lending Newsletter*, published by Robert Morris Associates, is an interesting review of a survey recently conducted by the National Federation of Independent Business. It is of special interest to community banks because it was conducted among small businessmen. The report from the RMA membership letter follows:

* * *

THE interest rate charged on a loan is *not* the most important aspect in a small business-bank relationship, despite record high nominal and real rates. This was one of the findings of surveys the National Federation of Independent Business (NFIB) conducted of its membership in 1980 and 1982. The surveys asked small firms to characterize their desired banking relationship and to rate the performance of their principal banks in terms of ten aspects of a relationship. All of the characteristics except "offers the cheapest money" represented nonprice dimensions of a banking relationship.

Most important

"Knows you and your business" was most frequently ranked very important (67% in both surveys),

followed by "reliable source of credit" (55%). "Offers the cheapest money," the third most frequently noted characteristic in the desired banking relationship, was ranked very important by 50% of the firms.

Least important

Those characteristics least frequently reported as very important to the desired banking relationship were "providing helpful business suggestions" and "comes to you with ideas for improving bank services." These rankings suggest that the consulting aspect of the banking relationship is viewed as less important than continuity and availability of credit.

Ratings of principal bank performance differed markedly from the ratings of desired characteristics in a banking relationship. Banks most frequently received good ratings on accessibility ("convenient location" and "easy access to a loan officer"). "Reliable source of credit," "one person handles credit needs," "knows you and your business," and "offers a wide range of banking services," also received good performance ratings, although significantly lower than accessibility.

The two characteristics least frequently rated as very important to

the banking relationship ("provides helpful business suggestions" and "offers ideas to improve bank service") were also least frequently rated good on performance.

Other findings

The NFIB surveys also looked at the characteristics of small business borrowers, the sources of small business loans, the characteristics of these loans, credit availability for small business, and bank competition for small business loans. Major findings included:

- Most firms were able to satisfy their financing needs.

- Problems with credit availability were related to characteristics of the firm that in turn are correlated with the risk of default.

- Small firms do not always pay more than the prime rate. Few respondents paid more than 2 points over the prime rate.

- The average rate paid was rarely more than 150 basis points above the prime rate. When the prime was rising (falling), the difference narrowed (widened).

- Differences in rates paid by market size (urban-rural) and branching laws existed in 1980 but were substantially eliminated by 1982.

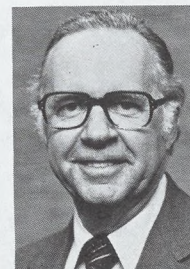
- Small firms were most likely to be solicited by a bank in metropolitan areas, statewide branching states, and in communities

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

For any correspondent banking need . . . overline assistance, data processing services, investment counseling . . . just give us a call. We're the professionals who put the response in correspondent banking.



OF DES MOINES, N.A. • MEMBER FDIC • TOLL FREE NUMBER (800) 362-1615
AFFILIATED WITH UNITED CENTRAL BANCSHARES, INC.



Cyrus D. Kirk, Vice President

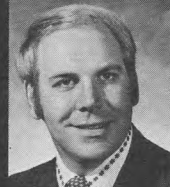


Norwest Bank Des Moines, N.A.
Call (515) 245-3131 or toll-free (800) 362-2514
Member FDIC



Bob Buenneke

*Teamwork:
one of the reasons
we're first in Iowa.*



Gary McClimen

with more than four banks.

• Banks in unit banking states and rural banks generally performed better than branching states and metropolitan banks on the characteristics most desired in a banking relationship.

Single copies of the study, *Credit, Banks, and Small Business*, are available free from the National Federation of Independent Business, Capital Gallery East, Suite 695, 600 Maryland Ave., S.W. Washington, D.C. 20024. □

IRA-Keogh Seminars

Collin Fritz, a widely-known banking consultant and attorney, has announced the dates for his fall series of IRA-Keogh Seminars. He will provide a review of IRA procedures and rollovers, then discuss current changes in TEFRA and review the Technical Correction Act and new forms and reporting forms. After lunch, Mr. Fritz will discuss marketing and the investment opportunities that can aid customers. After an Update on Keogh and SEP Plans, the seminar will adjourn.

The September and October schedule includes three dates in Nebraska, two in Montana and two in South Dakota. These will be followed by four dates in November and early December. Additional seminars are being arranged in other

states and will be announced soon, he said. The first series includes the following:

Sep. 19—Ogallala, Neb., Holiday Inn

Sep. 20—Kearney, Neb., Ramada Inn

Sep. 21—Lincoln, Hilton Hotel
Oct. 4—Billings Mont., Northern Hotel

Oct. 5—Missoula, Mont., Red Lion Village Inn

Oct. 19—Rapid City, S.D., Howard Johnson's Motor Lodge

Oct. 20—Sioux Falls, S.D., Howard Johnson's Motor Lodge

Reservations may be made through the Nebraska, South Dakota and Montana Bankers Association offices for the respective seminars.

Iowa News

An IDEA Annuity Workshop will be held Wednesday, September 28, at the Howard Johnson's at 4800 Merle Hay Road in Des Moines.

Registration begins at 8:30 a.m. with the morning session consisting of a review of the new IDEA Annuity programs, administrative procedures and forms and completing application and related forms. After a noon lunch, investment procedures and forms and marketing aids and ideas will be explored. Adjournment will be at 4:00 p.m.



ASK TERRY MARTIN

to make MNB
work for you.

Toll free
1-800-332-5991

Merchants
National Bank 
Member F.D.I.C. A 'BANKS OF IOWA' BANK

A registration fee of \$30 covers refreshments, lunch and materials. Contact Jeanette M. Ellington, Iowa Bankers Insurance and Services, Inc., 400 Financial Services Building, 508 Tenth Street, Des Moines, Iowa 50308.

* * *

The Central Iowa Chapter of Bank Administration Institute is rescheduling its regular monthly dinner to September 29 at the Holiday Inn, Capitol Plaza at 1050 6th Ave., Des Moines.

Social hour will be from 5:30 p.m. to 6:30; dinner following. Dinner meeting topic is "Consumer Bankruptcy," with speaker Don Neiman of Neiman, Neiman, Stone and Spellman. Cost per person \$13.50.

* * *

A Permanent Life Licensing School, which includes the general section will be held October 3-4 at the office of Iowa Bankers Insurance and Services, Inc., 400 Financial Services Building, 508 Tenth Street in Des Moines. Insurance licensing examinations can be taken on Wednesday, October 5.

Study materials will be handed out at the school, however, it is

Recipe for success...



*Correspondent Banking
at American Trust*

Bernie Miller, Correspondent Banking Officer, has over 30 years of banking experience, and the recipe for success.



Help yourself by calling Bernie Miller at 319/582-1841

American Trust & Savings Bank

Member FDIC and FRS

The Bank of Opportunity Town Clock Plaza, Dubuque, Iowa 52001

WE CAN HELP COMPUTERIZE LOAN PAPERWORK WITHOUT USING A COMPUTER.

How would you like a calculator on your desk that would figure loans in minutes and determine which type of loan was best for your customer?

Here is a programmable calculator that can be inter faced to a printer. NOW, your installment loans can be automatically typed! Reduce error, speed paper work and automate your Loan Dept.

Fill in the back side, fold, staple and mail. We will call for an appointment!

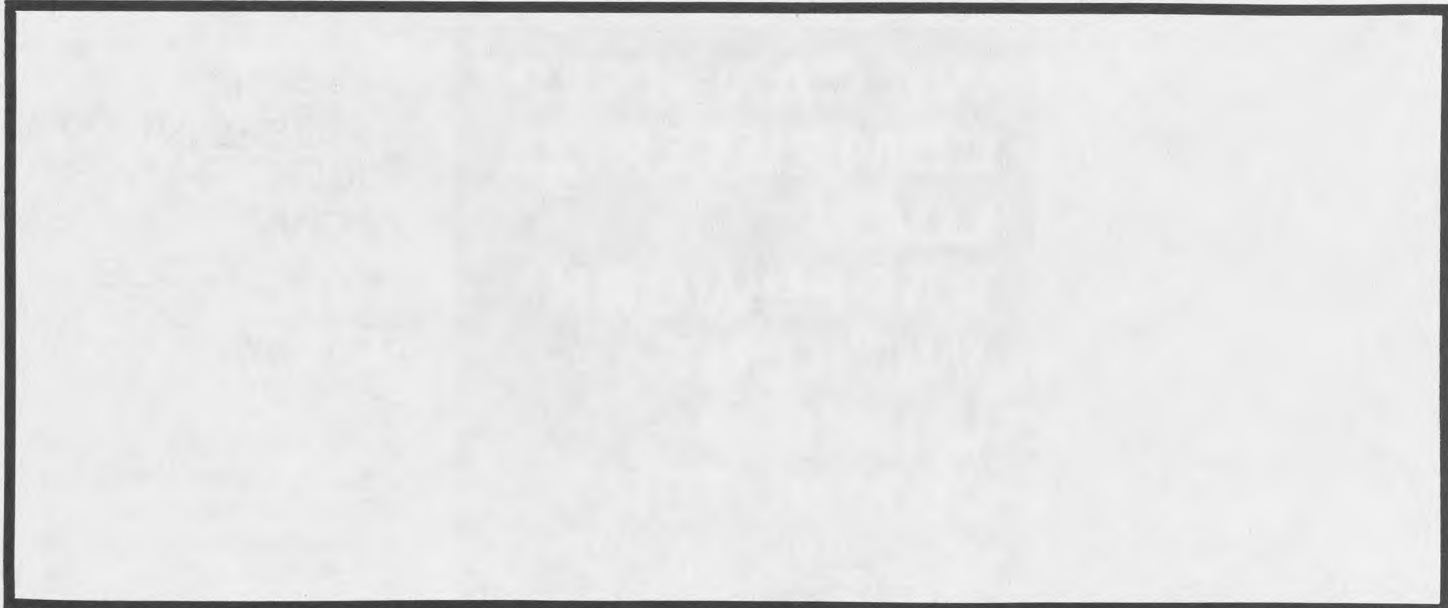
CHECK THESE NEW PROGRAMS NOW AVAILABLE

- Buy-Rate
- C.D. Penalty
- Compound Interest
- IRA
- IRA Withdrawal
- Money Market Yield
- Principal Reduction
- Actuarial Pay-Off
- Amortization
- Commercial Note
- Construction Loan
- Dealer Reserve
- Farmer's Skip
- Irregular Payment
- Loan Accruals
- Loan Extension
- Revolving Credit
- Rule of 78ths
- Teacher's Skip
- Yearly Interest
- Single Payment
- Installment Loan
- Balloon Loan
- Principal Reduction
- Wrap-Around Mortgage
- Mortgage Discount
- Mortgage Modification
- Buy-Down
- Mortgage Yield-Price
- APR Checker
- Real Estate Mortgage
- FHA Mortgage
- PMI Mortgage
- G.E.M. Loan
- Adjustable-Rate Mortgage
- Single Payment Mortgage
- Real Estate Amortization
- Quick-Solve



ELECTRONIC OFFICE SYSTEMS

Digitized for FRASER
<https://fraser.stlouisfed.org>
Federal Reserve Bank of St. Louis
1124 Locust Street, Box 65, Des Moines, IA 50301 (515) 244.4155



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL
FIRST CLASS PERMIT NO. 6841 DES MOINES, IOWA

POSTAGE WILL BE PAID BY:

ELECTRONIC OFFICE SYSTEMS
P.O. Box 65
Des Moines, Iowa 50301



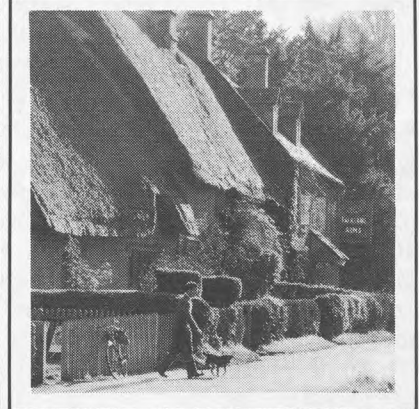
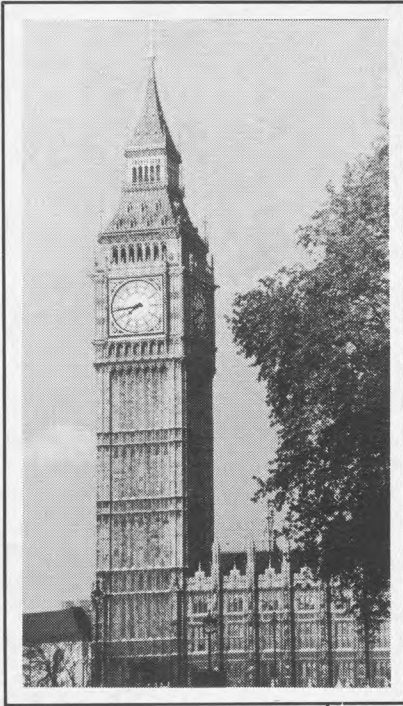
- Please send me additional information
- Please call and make arrangements for a demonstration

NAME _____ PHONE# _____

BANK _____

ADDRESS _____

An Open Invitation to London



1983 International Financial Seminar

December 1-10, 1983

The first NORTHWESTERN BANKER International Seminar has been announced by Ben Haller, Jr., publisher of THE NORTHWESTERN BANKER. This gathering of banking executives and associates will present the opportunity to enjoy London in early December, the height of the colorful theatre and holiday season, while participating in professional study sessions under the auspices of London School of Economics. Technical visits and discussion periods at participating banks, Building Societies, and Lloyds of London also are planned, as well as social activities with British counterparts.

A Dickensian Holiday atmosphere will prevail through this exciting and educational week with a stop at "The Olde Curiosity Shop," and lunch at the Dickens Inn as part of the planned activities. Face to face meetings with your British peers will present a view of the financial world from the other side of the Atlantic. Without a doubt, the holiday spirit and the lights and decorations of world famous retailers such as Herrods, FortnumMason, and Simpsons will be tempting to Christmas shoppers and browsers alike.

Land Arrangements

The program will include deluxe hotel accommodations at London's Britannia Hotel for six nights, plus two nights at the traditional White Hart Inn in the Cathedral City of Salisbury, a wonderful welcome to the Holiday season. Breakfast each morning, special dinners, receptions, sightseeing and a unique and profitable educational experience make this a never to be forgotten travel adventure for all. The land package is just \$549 per person, based on double occupancy of rooms and the seminar fee is \$175 per participating financial executive.

Travel Arrangements

Air fares are now being finalized for Holiday Season travel, and your flights will be on regularly scheduled airlines. Your prompt response will bring you full details and air fare quotation from your home city.

Tax Deductible Educational Expenses

Treasury regulations permit appropriate tax deductions for educational expenses undertaken to maintain or improve skills required for one's employment or profession, and Certificates of Attendance will be presented to active participants.

International Financial Seminar

c/o Travel & Promotions, Ltd.
8527 University Blvd. Suite 7
Des Moines, Iowa 50311
December 1-10, 1983

- Yes, I'm interested in the International Financial Seminar in England.
- Enclosed is my check for the Seminar Registration Fee of \$175.
- Please send complete details with air fare from (home city) _____.

Name(s) _____

Address _____

City _____ State _____ Zip _____

Home Phone _____ Office Phone _____

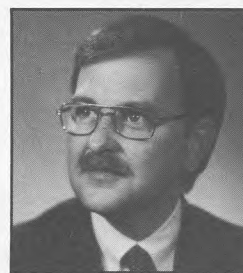
Loan participation through us can help improve your bottom line

For that reason, banks in Iowa depend on Correspondent Banker Dick Flesvig

First Bank Saint Paul



Member First Bank System
Correspondent Banking Division
332 Minnesota Street
Saint Paul, Minnesota 55101 (612) 291-5577



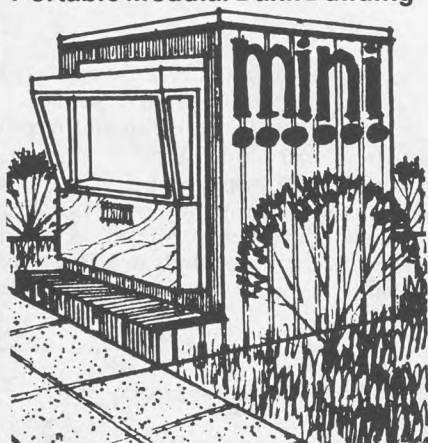
recommended that you obtain an Iowa Agents' Manual to use for study prior to attending the classes.

DES MOINES: Community Bankers Insurance Agency, Inc., will hold an informational meeting at Howard Johnson's Motor Lodge, 921 Sixth Ave., on September 13 at 10:00 a.m. to present "Insurance You Can Bank On." This is an Iowa Independent Bankers program for member banks to provide low cost personal insurance coverage to their depositors.

Nebraska News

BLAIR: John E. Queen has been named president of the Blair Bank. He has been with the bank since February of this year. Prior to that he served as vice president and senior loan officer of the First National Bank in Council Bluffs. He also spent seven years with the Omaha National Bank in the commercial lending division.

Portable Modular Bank Building



General Bank Equipment & Systems, Inc.

GBES INC.

RR 45, Box 115
Hiway 73, 3 1/2 Miles North of Int. 680
Omaha, Nebraska 68152
(402) 453-3000
Lease • Rent • Buy

CORRECTIONVILLE: Ruth Jones Nelson, controlling shareholder of the Corn Belt State Bank, recently announced the sale of the bank to a group of investors associated with Mike L. Keim of Omaha. The sale is subject to approval by regulatory authorities. Mr. Keim has been an officer and director of several Nebraska and Iowa agriculturally related businesses, including four Iowa banks. No change is expected for the bank.

GRAND ISLAND: First National Bank and its three affiliates, all operating under their holding company, Bankshares of Nebraska, Inc., will be merged with Norwest Corporation, Minneapolis, under terms of a preliminary agreement announced September 2. Bankshares owns the First National, First Savings Company of Grand Island, First Savings Company of Kearney and Bankshares of Nebraska Life Insurance Company of Phoenix, Ariz. On June 30, Bankshares had assets of \$140 million; Norwest assets were \$19 billion.

LINCOLN: The proposed merger of First National Lincoln with Omaha National Bank under the name of a new holding company titled First-Tier has been cancelled. William C. Smith, president of First National Lincoln Corp., and Duane W. Acklie, a director and largest stockholder of the holding company, issued separate statements recently indicating a resolution of differences over the proposed consolidation. Prior to that peace-making move, Mr. Acklie and his wife had published a tender offer to purchase up to 736,000 shares of FNLC stock at \$40 a share in opposition to the proposed consolidation. Mr. Smith said the agreement calls for FNLC to discontinue any similar discussions for at least the next year.

Minnesota News

SAINT PAUL: Elected at First Bank Saint Paul were, Joseph O. Weissenborn, senior vice president-controller and member of the management committee, and Terrence J. Quinn, senior vice president and head of group I-commercial banking. Mr. Weissenborn had been serving as vice president and previously was employed by Seattle-First National Bank. Mr. Quinn served the bank from 1974-78, returning last year as a vice president after having been associated with Eastern Heights State Bank and 3M.

SOUTH SAINT PAUL: Robert J. Verkennes has been promoted to vice president of Norwest Bank South St. Paul, N.A. He joined the bank in 1973 as a management

During the convention join us on the **S.S. Epicure** — Des Moines' paddlewheel restaurant on the river.
Call **271-1414**
for information and reservations.

LaVal, Ltd. is available for "on location" catering for your bank's important functions with the finest foods, ideas, and service available.
515-279-9399

Ag Banking Personnel

Let us help you. Call the ag lending personnel specialists without cost or obligation. Confidential. Employers pay us to hire the best.



Linda: 515/394-5827 Jeannie: 515/263-9598 if
New Hampton, Ia. 50659 no answer, 712/779-3567
Massena, Iowa 50853

agri CAREERS, INC.
THE ORIGINAL AGRICULTURAL RECRUITER

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.

trainee and most recently served as assistant vice president.

Illinois News

Over 400 bankers and extension advisors from throughout Illinois are expected to be on hand for the Illinois Bankers Association's Annual Agricultural Credit Conference to be held September 21-22 at the Ramada Inn in Champaign.

The Conference agenda will include presentations on topics ranging from the Payment-in-Kind (PIK) program to the use of micro-computers in ag lending to the state of the economic recovery and the outlook for financial markets. Speakers will include John R. Campbell, Dean of the College of Agriculture at the University of Illinois; Bill Wallis, executive director of the Illinois Farm Development Authority, and Dr. John Marten, economist with *Farm Journal* magazine.

According to Conference chairman Erman "Wink" Schairer, "This is THE big meeting for Illinois ag lenders, and we think that an exceptional program has been put together." Mr. Schairer is senior vice president of Woodford County Bank, El Paso.

Montana News

The Montana Bankers Association AIB Education Committee has planned a one-day teller/staff conference to be held two consecutive Saturdays; September 17 at the Great Falls Sheraton and September 24 at the Billings Sheraton.

The conference will address managing challenging customers, check kiting, endorsements and rob-

bery. Registration will begin at 8:30 a.m. with the conference adjourning at 4:00 p.m.

Early registration is recommend-

ed. This year's agenda is completely different from previous teller/staff conferences with new and updated information.

Keystone Resort to Host Independents

THE 10TH ANNUAL Convention of the Independent Bankers of Colorado will be held September 22-24 at Keystone Resort. Headlining the list of speakers are Senator Jake Garn (R., Utah), Richard C. Breeden, deputy counsel to the Vice President of the United States, and Paul Muller, legislative assistant to Colorado's Senator Bill Armstrong, Commissioner Doby and Jim Herrington, IBAA president. A tentative program schedule follows:

A.M. Thursday, September 22

8:00 Registration at hotel.
9:30 Golf at the Ranch golf course.
Tennis at the Gardner Tennis Club.
Recreation activities.

P.M.

6:30 Cocktails and western barbecue at the Mountain House.

A.M. Friday, September 23

8:00 Registration.
9:00 First business session.
President's report.
Introduction of Independent State Bank Staff.
•Commissioner Doby.
•Paul Muller representing Senator Armstrong.
•Richard Breeden, director, Vice President's Task Force on Financial Reform.

P.M.

1:00 Lunch.
Speaker: Jim Herrington,

IBAA president.

Honoring of IBC charter members.

2:45 Breakout sessions.

Community development projects.

Marketing for smaller banks.

Microcomputer usage.

Asset/liability management.

Mary Gilliland program for spouses on costumes in early Colorado.

7:00 Exhibitor's cocktail-buffet party.

8:30 Dinner and dance.

11:15 Auction for prizes.

A.M. Saturday, September 24

8:30 Registration.

9:30 Second business session.

"State of Banking in Colorado" with Don Kinney and a panel of Colorado media experts.

Senator Jake Garn, chairman, Senate Banking Committee.
Organization meeting of the new board of directors.

P.M.

12:00 Lunch.

1:00 Recognition of past presidents.

Installing of new officers and directors.

Address by new IBC president.

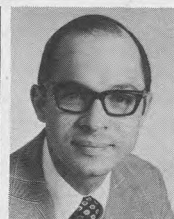
2:45 Adjourn the convention. □

**SPRENGER,
ROWLAND
AND MESSINA**

Getting it done for you.



Bill Sprenger
234-2625



Frampton Rowland
234-2485



John Messina
234-2486



Commerce Bank of Kansas City^{NA}

MEMBER FDIC

Telephone (816) 234-2000

BANK SALES AND PURCHASES

EDDIE A. WOLF

Eddie Wolf Bank Sales
7202 Maple Drive, Des Moines, Ia. 50322
Phone: 515/278-2271

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.

Ellerbroek's
CAREER APPAREL

523 N. Main St., Carroll, Ia., 51401 712-792-2748

SERVING PROFESSIONALLY

**Banking, Financial & Business Personnel
Iowa and Nationwide**

CAPITAL PERSONNEL SERVICE

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

POSITION AVAILABLE

AG LENDER AND OPERATIONS for 35 million bank in central Nebraska. Would like to have 2-5 years ag lending and operations experience. Responsible also for IRA and Keogh accounts. Salary open, with experience. Please send resume to file UBT, c/o Northwestern Banker. (PA)

ASSISTANT CONTROLLER—Four-year accounting degree, a CPA or working toward a CPA. Would like 1 to 2 years experience with a public accounting firm. Send resume to Diane Good, National Bank of Waterloo, 100 E. Park Ave., Waterloo, IA 50704. (PA)

COMMERCIAL LOAN OFFICER—Excellent opportunity for an individual with strong commercial lending skills. Send resume to: J.T. Gowan, President, First National Bank, Chaska, MN. 55318. (PA)

AG LOAN OFFICER—Nebraska bank with two ag officers, needs additional individual to assist with ag lending. Experience helpful, but not required. Reply to file UBZ, c/o Northwestern Banker. (PA)

**MARKET RESEARCH
COMMUNITY ATTITUDE SURVEYS**

...Since 1937

Central Surveys, Inc.
P.O. Box 100
Shenandoah, Iowa 51601
(712) 246-1630

BANKERS AVAILABLE

CEO with proven high performance record in community bank seeks new opportunity. Salary \$45,000

Commercial Lenders with experience ranging from three to 20 years. Salary to \$50,000

Senior Ag Lenders with experience ranging from 5 to 20 years. Salary to \$40,000

Junior Ag Lenders with one to five years experience. Salary to \$25,000

Administrative Officers with major banking experience. Salary to \$50,000

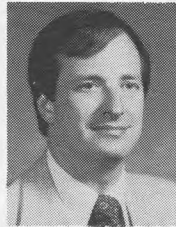
Installation Lenders with over five years banking experience. Salary to \$25,000

Operations people with over five years experience. Salary to \$30,000

If you are considering an additional officer, we have dozens of qualified applicants listed in most job categories. Write or call Malcolm Freeland c/o Freeland Financial Services, Inc., 1032 Carriers Bldg., Des Moines, IA 50309. Phone 515/282-6462. Employer pays reasonable fee.



Marketing
Bank Services
Since 1974



MATT SCOTT

Serving Banks
in Iowa and Minnesota

**INDEPENDENT
SERVICE COMPANY**

P.O. Box 171 • Albert Lea, MN 56007
507/373-8216

FOR SALE

RENT, RENT, Single pocket NCR 775 as low as \$95.00 per month. Other bank equipment available. Call Bill, Bankers Elec. Equip. 308/384-5995. (FS)

IBM 32 Pocket, 803 Proof Machine. Make offer. Contact: Carol Horn, First National Bank, St. Joseph, Mo. Phone: 816/279-2721. (FS)

Five Paradyne, 2400 loop modems, Model 2624-3. These are IBM 3600 financial systems. No diagnostic cards included. Phone: (406)587-0641 ask for Steve Wheeler. Inquiries may be directed to First Security Bank, Box 910, Bozeman, MT 59715. (FS)

BANK PLACEMENT SPECIALISTS

(Our 34th year)

Call experienced professionals to locate the right candidate for your vacancy ... or the right "move-up" for yourself.

**CORPORATE RECRUITERS
MIDWEST BANKING DIVISION**
202 S. 71st Street 402/393-5515
Omaha, Nebraska 68132

**One and two bedroom
condos on Main Street
in Frisco, Colorado at
pre-construction prices.**

Call: 1-800-922-2590

Dwayne Smith
Paradise Properties
Box S
Dillon, Colorado 80435 (FS)

Estate Appraisals**Purchase of
Collections****Sale of Rare Coins**

Reliable and respected service
for over 20 years

Used by bankers
throughout the midwest

**Ben E. Marlenee
Coins**

913 Locust
Des Moines, Iowa 50309
515-243-8064

POSITIONS AVAILABLE

CEO for western Illinois community bank. Requires minimum of five years experience with emphasis on ag lending. Salary to \$36,000

EXECUTIVE position with northern Iowa bank. Must be good administrator, lender, and civic leader. Salary \$40,000

Commercial Lender for \$60 million community bank located in town of 5,000. Must have demonstrated lending ability to small business. Salary to \$40,000

Commercial Lender for major eastern Iowa bank. Requires minimum of five years experience. Salary \$36,000

Commercial Lender for southeastern Iowa bank. Requires sufficient experience to head department in either bank. Salary \$36,000

Ag Lender for southern Minnesota community bank. Excellent opportunity for person with experience in either bank or PCA. Salary to \$30,000

Ag Lender for community bank in northeast Iowa dairy region. Will consider either bank or PCA experience. Salary to \$25,000

Commercial Lender for major Iowa bank. Requires three or more years experience and college degree. Salary to \$32,000

Ag Lender for north central Iowa bank. Requires degree and two or more years experience. Salary to \$25,000

Ag Lender for northwest Iowa community bank. Requires experience with bank or PCA. Insurance licenses a plus. Salary \$25,000

CEO to head small suburban bank in Nebraska. Salary open.

Bank Farm Manager to head department in major midwest bank. Salary open.

Compliance specialist to head department for large midwest bank. Salary open.

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

AG LOAN OFFICER

Norwest Bank Worthington, Worthington, MN now has an outstanding opportunity for a person with strong business development skills and desire to build a career in the ag financial service industry.

Candidates should have an ag background with 3-8 years solid ag banking experience or farm credit system experience. A land grant university degree with emphasis on agriculture, accounting, business and or finance is preferred. This individual must have superior communication and interpersonal skills.

If you are willing to work hard, get the job done and enjoy working in a rural market, you will enjoy a competitive salary, complete benefits, and professional growth opportunities. Please forward your resume to: Terrence O'Toole, Senior Vice President, Norwest Bank Worthington, P.O. Box 231, Worthington, MN 56187. (PA)

POSITIONS AVAILABLE

OPERATIONS—handle reports, personnel, asset/liability, management for \$60MM community bank. Degree preferred. \$32K

REAL ESTATE LOAN—manage estate loan function (mostly residential) for medium size holding company. \$30K

AGRILOAN—affiliate of major holding company seeks experienced ag lender to handle all ag credits and some commercial. \$30K

COMMERCIAL LOAN—\$60MM suburban bank seeks junior commercial lender with two-three years bank lending experience. \$28K

EXECUTIVE OFFICER—large community bank desires senior commercial lender with administrative experience. Second position. \$40K

AGRI-REP—junior management position with \$30MM rural bank. Requires degree and one-two yrs. bank experience. \$18K

INSTALLMENT LOAN—\$30MM rural bank with \$4MM installment portfolio. Some real estate lending duties involved. \$20K

To inquire about a position, forward resume' and salary requirements or contact:

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. 12 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, \$18.00 per year. Second class postage paid at Des Moines, Iowa. Address all mail subscriptions, changes of address (Form 3579), manuscripts, mail items to above address.