

# Gregory A. Smith

North Barnett Lane  
Fox Point, WI 53217

## ***Education***

- The University of Chicago Booth Graduate School of Business, Chicago, IL** 1988-1990  
MBA with honors, Concentrations in Accounting, Finance and International Business  
James Kemper Foundation Scholar
- Princeton University, Princeton, NJ** 1981-1985  
BA in Economics with honors

## ***Professional Experience***

- Marshall & Ilsley Corporation (NYSE: MI), Milwaukee, WI** 2006-2011  
Chief Financial Officer and Senior Vice President (Marshall & Ilsley Corporation)
- *Led corporate finance organization:* Leadership responsibilities included strategic planning, acquisitions, investor relations, accounting, financial control environment, internal/external reporting, forecasting, capital planning, treasury, investment portfolio, asset/liability management, balance sheet management (\$65 billion peak), liquidity and tax. Approximate headcount managed: 200.
  - *Key financial advisor to Board of Directors and CEO:* Advised Board of Directors and senior management on strategy, financial issues, industry trends, strategic business topics and capital management strategies. Intensive focus on regulatory changes and their implications. Maintained regular dialogue with Board Audit Committee covering disclosure, accounting, tax, finance, control and risk issues. Active with Board Risk and Retirement Committees. Elected to be only employee Director of Southwest Bank (St. Louis).
  - *Implemented transformational strategies:* Primary architect of Metavante “sponsored spin-out” unlocking \$4 billion of shareholder value with an independent Metavante stock and substantial capital re-allocation to the bank. Enhanced franchise with three bank and three asset management acquisitions. Led comprehensive strategic review with external/internal team. Key architect of M&I’s 35% premium sale to BMO for \$4 billion.
  - *Directed and implemented cross-functional projects:* Actively drove cost discipline, sponsored business model improvements and managed internal strategic projects. Sponsored analytical and process improvements in liquidity planning, interest rate risk modeling, contingency funding, capital adequacy assessment and capital planning. Created cross-functional teams to develop risk management analytics.
  - *Active engagement with external and internal constituencies:* Maintained on-going dialogue with institutional investors, stock analysts (20+), banking regulators, external auditors and rating agencies. Represented M&I in local and national markets, including quarterly conference calls, analyst events, press interviews and customer economic briefings. Hosted employee town halls in Milwaukee and regional offices (maximum headcount: 14,000 employees). Assisted business leaders in strengthening customer relationships. Successfully completed two common equity offerings raising \$1.4 billion, as well as numerous investment grade fixed income issuances.
  - *Integration Advisor (BMO Harris Bank, July 2011 – December 2011):* M&I was acquired by BMO in July 2011. Assisted M&I’s acquirer with integration, including client and employee retention efforts. Guided BMO senior management regarding M&I management and finance team social issues. Developed specific business line synergy targets with multi-disciplinary group drawn from acquirer, acquiree and external third party experts. Actively involved in purchase loan accounting and finance integration teams.

## ***Current Professional Experience***

**American Bankers Association / Stonier Graduate School of Banking**, Philadelphia, PA 2013 - Present  
Associate Curriculum Director, Instructor and Advisor for the Wharton-based program..

**Lubar School of Business, University of Wisconsin Milwaukee**, Milwaukee, WI 2012 - Current  
Adjunct Professor, Executive in Residence

- Teach and plan two courses for upper level business majors: receive top tier teaching evaluations.
- *Management Analysis*, capstone course in strategic management. Key topics: leadership, defining strategy, building vision and mission, internal/external analysis, formulating strategy, mergers and acquisitions, new ventures and corporate governance.
- *Financial Institutions and Markets*, covering traditional money and banking curriculum. Key topics: financial intermediation by banks and other financial institutions, financial instruments and their markets, the term structure of interest rates and central bank monetary policy. Teach both undergraduate and graduate students.

**Barnett Financial Advisors**, Milwaukee, WI 2012 – Current  
Independent strategy consultant specializing in the financial services industry..

## ***Prior Investment Banking Experience***

**Credit Suisse First Boston**, Chicago, IL 2004-2006  
Managing Director, Investment Banking – Financial Institutions and Processors

- *Client-focused senior strategic executive*: Advised clients on strategic and analytical topics including potential acquisitions, business line divestitures and strategic partnerships. Client base included: banks, financial processors, diversified financial companies and asset management companies.
- *Results-oriented team leader*: Presented to Boards of Directors and senior management teams on topics including: strategic alternatives, merger and acquisition tactics, fairness opinions, capital structure, financing alternatives and industry strategic landscape.
- *Broad financial expertise*: Provided capital markets services and underwriting capabilities to regional banks assessing opportunities in the equity and fixed income markets.

**UBS Investment Bank**, Chicago, IL 2000-2004  
Managing Director, Investment Banking – Financial Institutions and Processors

**Donaldson, Lufkin & Jenrette**, Chicago, IL 1989-2000  
**Shearson Lehman Hutton**, New York, NY and Chicago, IL  
Investment Banking – Financial Institutions and Processors  
Senior Vice President (1998 – 2000) Associate (1990 – 1994)  
Vice President (1994 – 1998) Summer Associate (1989)

## ***Other Interests and Experiences***

**Milwaukee Symphony Orchestra**, Milwaukee, WI 2009 - Current  
Board Member, Treasurer, Finance Committee Co-Chair, and Annual Fund, past Individual Giving Chair

National Association of Corporate Directors, Member  
Guest lecturer on business topics at University of Wisconsin Milwaukee and Marquette University.

Married with three children (14, 11 and 9).  
Enjoy running, swimming and family travel.  
Completed three marathons.

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