



APPENDIX A

Biographies

Hubert Bell, Jr.

Mr. Bell graduated with honors from the University of Houston in 1978, earning a Bachelor of Arts in Accounting. While attending the University of Houston, Mr. Bell was an academic scholarship recipient; a regular on the Dean's List; and a member of the following honor societies: Beta Gamma Sigma, Phi Kappa Phi, and Phi Theta Kappa. Following graduation, he successfully completed the Certified Public Accountants Examination and accepted a position with the accounting firm of Arthur Andersen & Co., where he became senior auditor.

Mr. Bell subsequently left the firm to attend the University of Texas School of Law and earned his Juris Doctor in 1983. Since graduation from law school, Mr. Bell has worked for the Texas Railroad Commission and the Texas Banking Department. At the Texas Banking Department, he was directly involved in various banking issues including administrative enforcement actions, bank chartering, determining permissible bank activities, bank closings and administrative hearings, including appeals to district appellate courts.

In late 1988, he established a general civil practice in Austin that is primarily engaged in general business and corporate representation, civil litigation, banking, bankruptcy, commercial and real estate transactions, and director and officer liability matters. He has handled claims exceeding \$20 million.

In 1983, Mr. Bell was nominated by the Governor and confirmed by the Texas Senate to serve on the Finance Commission of Texas.

Mr. Bell has written articles on various legal issues and has spoken at seminars sponsored by the University of Texas Law School, Texas Association of Bank Counsel, American Institute of Banking, and the South Texas College of Law. Mr. Bell is a member of the bar of the State of Texas and is admitted to practice in Federal Court in the Western and Southern Districts of Texas. He is a member of the Committee on Admissions of

the Supreme Court of Texas, Board of Law Examiners, and the College of the State Bar of Texas.

He is also a member of various professional organizations including the Corporation, Banking and Business Law Section of the State Bar; the American Institute of Certified Public Accountants; Texas Association of Black Counsel; Austin Black Lawyers Association; and others.

Arne Berggren

Arne Berggren is President of Eusticon AB, and is a financial and strategic consulting advisor for the banking authorities in several Asian and European countries, and for several large financial institutions within his native Sweden. Mr. Berggren is an advisor in the area of systemic bank restructuring for the Monetary and Exchange Affairs Department of the International Monetary Fund. As an advisor to The World Bank, Mr. Berggren has also participated in a number of missions to Korea, Thailand, Brazil, Mexico, Lithuania, Russia, Turkey, Bangladesh, the Philippines and Azerbaijan.

While with the Swedish Ministry of Finance (from 1989 to 1993), Mr. Berggren was the special advisor in the area of financial institutions and markets, as well as the in-house investment banker, and was involved in all measures undertaken by the Government to strengthen the Swedish banking system. Mr. Berggren developed the strategy and processes for evaluating the condition of Swedish banks and managed the teams of investment bankers and advisors who were engaged for this project. Mr. Berggren was personally involved with the restructuring of Nordbanken and the creation of the asset management companies of Securum AB and Retriva AB.

While with the Swedish Bank Support Authority (from 1993 to 1995), Mr. Berggren negotiated the sale and/or the financial support packages for problem Swedish banks and also established their in-house workout organization.

Mr. Berggren is also on the Board of Directors for the venture capital company of EntreTech Capital Partners AB.

John F. Bovenzi

John F. Bovenzi is the Director of the Division of Resolutions and Receiverships at the Federal Deposit Insurance Corporation. In this position, he oversees the FDIC's bank and savings and loan closing and receivership management activities. These responsibilities include making payments to insured depositors and disposing of the failed institution's assets. He was appointed to this position in November of 1992 by then-Acting Chairman, Andrew C. "Skip" Hove, Jr.

From 1989 through most of 1992, Mr. Bovenzi served as the Deputy to the Chairman. In that position, he served as an advisor primarily to Chairmen William Seidman

and the late William Taylor. Mr. Bovenzi assisted them in administrating and implementing day-to-day operations of the FDIC and the Resolution Trust Corporation. Prior to this appointment, Mr. Bovenzi served for two years as Deputy Director of the FDIC's Division of Research and Statistics. Before that, he was Special Assistant to an FDIC Director, the late C.C. Hope, Jr. Mr. Bovenzi joined the FDIC in 1981 as a financial economist.

Mr. Bovenzi has written and published a number of articles regarding various banking issues, and has given numerous Congressional testimonies regarding the FDIC's activities. Mr. Bovenzi holds a B.A. degree in economics from the University of Massachusetts and MA and Ph.D. degrees in economics from Clark University.

David Cooke

Mr. Cooke is widely recognized within the international financial community as an expert in bank regulation. Before joining Barents as a Director in its Financial Sector Regulatory Practice, he served as an advisor to USAID, the U.S. Treasury Department, The World Bank, and the International Monetary Fund. He has worked with banking systems in the U.S., Central and Eastern Europe, and Latin America. His varied assignments have included advising central banks on problem bank resolution, deposit insurance, asset disposition strategies, bank diagnostics, and financial supervision.

From 1992 to 1995, Mr. Cooke served as President of the Commercial Mortgage Asset Corporation (COMMAC), a company specializing in the securitization of commercial real estate loans originated by commercial banks and other financial institutions.

From 1989 to 1992, Mr. Cooke served as Executive Director of the Resolution Trust Corporation with responsibility for the agency's organization, staffing, and operation. Mr. Cooke oversaw the RTC's takeover of nearly 700 financial institutions and the development of innovative initiatives for managing and disposing of \$400 billion in assets.

From 1986 to 1989, Mr. Cooke worked for Chairman L. William Seidman of the Federal Deposit Insurance Corporation, rising to the position of Deputy—serving as senior policy advisor and directing key management committees.

Earlier, Mr. Cooke served the FDIC in a number of capacities, such as Senior Bank Examiner and Chief Bank Analyst responsible for developing and implementing off-site surveillance programs used to monitor all insured banks. He has held senior policy positions responsible for supervisory and corporate policies including positions on risk-based deposit insurance and other deposit reform issues. During the early 1980s he advised the FDIC Chairman on emerging developments in the thrift industry and failure resolution programs.

Mr. Cooke has also served as an adjunct professor specializing in finance and real estate at a number of internationally recognized universities.

Mr. Cooke has a B.S. in business from the University of Maryland and an M.B.A. from George Washington University.

Jonathan Lee Fiechter

Jonathan Lee Fiechter is the Director, Special Financial Operations for The World Bank. Prior to this position, he was the Director of the Financial Sector Development Department of The World Bank. That Department provided policy advice and technical assistance to client countries seeking to strengthen their financial sectors. Mr. Fiechter joined the World Bank from the Office of Thrift Supervision. While at OTS, Mr. Fiechter held a series of progressively responsible positions, including serving as head of the agency from 1992 to 1996.

Mr. Fiechter began his professional career at the U.S. Department of Treasury as an international economist in 1972. In 1978, he joined the Office of the Comptroller of the Currency, the U.S. Agency responsible for supervising national banks, where he was Deputy Comptroller for Economic Research. Mr. Fiechter has also served as a Director of the Federal Deposit Insurance Corporation, the Resolution Trust Corporation, and the Neighborhood Reinvestment Corporation, and as Chairman of the Federal Financial Institutions Examination Council.

Mitchell L. Glassman

Mitchell L. Glassman began his career in banking in 1973. He came to the FDIC in 1975 as a Liquidator-at-Large and was assigned to the Deposit National Bank in Kansas City, Missouri. He later served as a field liquidator of numerous failed banks in Illinois and Wisconsin. In 1978, Mr. Glassman returned to Kansas City as Assistant Liquidator at the Swope Parkway National Bank, Kansas City, Missouri. He served in a similar capacity at the United States National Bank in San Diego, California, the largest bank to have failed during the period. In 1982, he was then assigned to Tampa, Florida as the Liquidator-in-Charge of a large and complex real estate portfolio at the former Metropolitan Bank and Trust Company. In 1983, when the Division of Liquidation decentralized and established six regional offices, Mr. Glassman moved to Dallas, Texas to help establish the new Dallas Regional Office, and served as Senior Liquidation Specialist (Commercial Loans).

In 1984, he was named Deputy Regional Director of the Dallas Region. He also served as the Managing Liquidator for the \$1.2 billion First National Bank of Midland, Texas. In 1985, Mr. Glassman moved to Kansas City, Missouri to help establish the new Kansas City Regional Office. He has overseen the closing and liquidation of over 250 commercial bank failures nationwide and the closing of the \$1.2 billion Federal Land Bank of Jackson, Mississippi.

In February 1989 Mr. Glassman accepted the newly created position of Associate Director for the Assistance Transactions Branch of the Division of Liquidation. Mr. Glassman also served as the Chairman of the NCNB Texas Bank One Oversight Committees.

These committees administered over \$14 billion in assets. Mr. Glassman administered and negotiated all Division of Liquidation Service Agreements nationwide.

In January 1993, Mr. Glassman became the new Deputy Director of the Division of Liquidation. He currently serves as Deputy Director (Operations) of the Division of Resolutions and Receiverships. Mr. Glassman holds a BBA from the University of Missouri at Kansas City and is a graduate of The Stonier Graduate School of Banking at Delaware University, Newark, Delaware.

Robert H. Hartheimer

Bob Hartheimer joined Friedman Billings Ramsey Group, Inc. (FBR) in January 1996 as a Managing Director of Investment Banking. Mr. Hartheimer is a senior member of the firm's Financial Services group calling on banks, thrifts and specialty finance companies and at the same time is responsible for the initial public offerings for Styling Technologies Corporation and Credit Management Solutions, Inc.

Prior to joining FBR, Mr. Hartheimer served as Director, Deputy and Associate Director of the Division of Resolutions at the Federal Deposit Insurance Corporation, Washington D.C. As Director of the 300-person Division of Resolutions, Mr. Hartheimer was responsible for the sale of all failing banking institutions, renegotiations of FSLIC assistance agreements and the sale of capital instruments held by the FDIC and FSLIC. During his four years at the agency, Mr. Hartheimer was responsible for the sale of over 200 failed banks aggregating \$58 billion in assets. During his tenure, the FDIC took over and managed five banking institutions. Mr. Hartheimer was responsible for hiring new CEOs of these institutions overseeing the bank's restructuring and selling them to the public. Innovative transactions by the FDIC such as the \$332 million public offering of Crossland Federal Bank and the breakup and record sale of 20 First City Banks were directed and initiated by Mr. Hartheimer.

For the nine years prior to the FDIC, Mr. Hartheimer was an investment banker specializing in financial institutions at both Smith Barney & Co. Inc. and Merrill Lynch & Co. Inc. During this period of time, Mr. Hartheimer worked with virtually every type of financial institution on a wide variety of transactions including mergers, public offerings, mortgage securities and credit card receivable sales.

Mr. Hartheimer has a B.A. from Hamilton College and an M.B.A. from the Wharton Business School at the University of Pennsylvania.

John G. Heimann

John G. Heimann is Chairman of Global Financial Institutions for Merrill Lynch & Co., Inc., with senior responsibility for financial institutions worldwide. He is also a member of the firm's Office of the Chairman and Executive Management Committee.

Mr. Heimann, who came to Merrill Lynch in 1984 as Vice Chairman of Merrill Lynch Capital Markets, served from 1988 to 1990 as Chairman of the Executive Committee for Merrill Lynch Europe/Middle East and, from 1991 to present, as Chairman of Global Financial Institutions.

Mr. Heimann began his career at Smith Barney & Co. in 1956. He joined E.M. Warburg Pincus & Co. in 1967 as Senior Vice President and Director. In 1975, he served as Superintendent of Banks for the State of New York, and the following year held the position of Commissioner for the New York State Division of Housing and Community Renewal. While serving as U.S. Comptroller of the Currency from 1977 to 1981, he was also a member of the Board of Directors at the Federal Deposit Insurance Corporation and the Federal National Mortgage Association, as well as Chairman of the Federal Financial Institutions Examination Council. He then served as Chairman of the Executive Committee at Warburg, Paribas Becker before being named Deputy Chairman for Becker Paribas Incorporated in 1982.

Mr. Heimann serves as Director to Merrill Lynch National Financial and Merrill Lynch Capital Markets Bank Limited, and as Chairman of Merrill Lynch International Bank. He is Chairman of the Financial Services Council, and a Vice Chairman of the Board of Trustees of the National Policy Association. He is also a Member and Treasurer of the group of Thirty; Member of the Board and Executive Committee of the Institute of International Finance; Member of the Advisory Committee of the Toronto International Leadership Centre for Financial Sector Supervision; and a Trustee of Hampshire College.

He is co-Chairman of the British-North American Committee, a Member of the International Capital Markets Advisory Committee for the Federal Reserve Bank of New York, and the Council of Foreign Relations. He also belongs to the Citizens Committee for New York City, New York City Housing Partnership. He is a Director of The American Ditchley Foundation.

Mr. Heimann served as Chairman of New York State's Committee on Transnational Banking Institutions; Chairman of New York State's Executive Advisory Commission on Insurance Industry Regulation Reform; Special Advisor to the Governor on Temporary Commission on Banking, Insurance, and Financial Reform; and a Member of the Yale School of Management Advisory Panel on the Financial Services for 1988.

Mr. Heimann was named "Housing Man of the Year" by the National Housing Conference in 1976. He was a distinguished Lecturer for Columbia University's School of Internal Affairs in 1979, also having received the Chancellor Medal from Syracuse University the year prior. The Bank Administration Institute honored him with a key for distinguished service in 1980, and he received the Alexander Hamilton Award from the Department of the Treasury the following year. In 1986, he accepted the Brotherhood Award from the National Conference of Christians & Jews and the Pacesetter Award from the National Association of Bank Women, Inc.

Mr. Heimann graduated from Syracuse University in 1950 with a B.A. in Economics. In 1979, he received a Doctor of Laws from St. Michael's College in Vermont.

Paul Horvitz

Paul Horvitz has been Professor of Banking and Finance at the University of Houston since 1977.

He received a B.A. degree from the University of Chicago, an M.B.A. degree from Boston University, and in 1958 he received the Ph.D. in Economics from M.I.T.

Dr. Horvitz was a Financial Economist at the Federal Reserve Bank of Boston from 1957 to 1960, Assistant Professor of Finance at Boston University from 1960 to 1962, and Senior Economist and Associate Director of Research at the Office of the Comptroller of the Currency from 1963 to 1966. In 1967, he joined the FDIC as Assistant Director of Research, becoming Director of Research in 1969, and Deputy to the Chairman for Policy in 1976.

Dr. Horvitz has authored or edited several books and numerous articles on banking and finance in professional and trade journals. He is currently a co-editor of the Journal of Financial Services Research. He has been a consultant to several government agencies and a number of financial institutions and trade associations, and has been an expert witness in litigation between financial institutions and government agencies. From 1983 to 1989 he was a Public Interest Director of the Federal Home Loan Bank of Dallas. Dr. Horvitz was a charter member, and remains a member of the Shadow Financial Regulatory Committee. He was a Director of Pulse EFT Association from 1990 to 1996, and is currently a Director of Bank United.

Doyle Mitchell

B. Doyle Mitchell is President of Industrial Bank, N.A., the second largest minority-owned commercial bank and the third largest minority financial institution in the country, according to the June 1996 issue of Black Enterprise. Under his leadership, the bank formed a bank holding company, IBW Financial Corporation, to facilitate expansion into Prince George's County, Maryland. He was also recognized by then Secretary of Treasury, Lloyd Bentsen, as a pioneer in the banking industry at the signing of the Interstate Banking Bill that was enacted in September 1994.

Mr. Mitchell was born and raised in the banking community of Washington, D.C. that his grandfather and father helped to create. At the age of 16, he began working summers in the bookkeeping department of the bank. In 1980, he enrolled in Rutgers University in New Brunswick, NJ., continuing his summer employment at the bank during his undergraduate years. He received a B.S. in Economics with a concentration in Finance and Accounting, and began a full-time career at Industrial, working in the accounting, loan, audit, and operations departments of the bank. During this period, he also earned his Retail Banking Diploma from the American Institute of Banking and completed the Business of Banking School sponsored by the American Bankers Association. By 1989, he was appointed Assistant Vice President, Commercial Loans, and was

named to the Board of Directors in 1990. Mr. Mitchell became Vice President in 1991, and succeeded his father as president in 1993. He is a Certified Financial Planner.

Like his grandfather and father, Mr. Mitchell has a clear direction for the bank. As the District customers began to move to the Maryland suburbs, the bank needed to follow. Mr. Mitchell took advantage of a Resolution Trust Corporation opportunity and purchased two bank branches in Prince George's County.

Mr. Mitchell serves on the Board of Directors of the Luke C. Moore Academy, the Neighborhood Economic Development Corp., the MAAT Center for Human Development, the District of Columbia Chamber of Commerce, the D.C. Water and Sewer Authority, Bowie State Board of Visitors, and American Institute of Banking. He also sits on the Montgomery County/Prince George's County CEO Round Table of the Greater Washington Board of Trade, and is a member of the National Coalition of Minority Business. He also serves on the Board and is President of the U Street Theatre Foundation (Lincoln Theater).

James Montgomery

James F. Montgomery is past Chairman and Chief Executive of Great Western Financial Corporation and its principal subsidiary, Great Western Bank, a Federal Savings Bank. He was elected a Director and President of the company in 1975, Chief Executive in 1979 and Chairman of the Board of Directors in 1981.

Named "Outstanding Chief Executive Officer" in the savings and loan industry for six years by *The Wall Street Transcript*, Mr. Montgomery is a widely recognized leader in the financial services business.

Mr. Montgomery's experience in the financial services industry spans nearly 40 years. He began his business career in 1957 with the accounting firm of Price Waterhouse and Company in Los Angeles. In 1960, he joined Great Western as Assistant to the President before leaving the company in 1964 to serve as Director and President of United Financial Corporation and its subsidiary, Citizens Savings and Loan Association. Mr. Montgomery rejoined Great Western in 1975 as President.

Mr. Montgomery is a Director of the Federal Home Loan Mortgage Corporation, known as Freddie Mac, one of the nation's largest purchasers of home mortgages in the secondary market. A stockholder-owned corporation chartered by Congress, Freddie Mac helps maintain a continuous flow of funds to mortgage lenders in support of home ownership and rental housing.

Mr. Montgomery served as Chairman of the America's Community Bankers of America, the national trade association for savings institutions, in 1996. He is a past Director of the California Chamber of Commerce and a former advisor to the Federal Reserve System in Washington, D.C.

Mr. Montgomery served many terms as a Director of the Federal Home Loan Bank of San Francisco. Strongly committed to civic affairs, Mr. Montgomery served as a

Director of the Neighborhood Housing Services of America and the Local Initiative Support Corporation, a nationwide, non-profit organization that helps finance the construction or renovation of rental housing for low-income families. In addition, he was named the first recipient of the John Wayne Cancer Clinic's "Duke Award" for his outstanding service in the fight against cancer and his humanitarian service to the community.

Mr. Montgomery earned a bachelor's degree in accounting from the University of California, Los Angeles.

Joseph H. Neely

Joseph H. Neely became a Member of the Board of Directors of the Federal Deposit Insurance Corporation on January 29, 1996.

A native of Grenada, Mississippi, Joe Neely attended University of Southern Mississippi where he attained a Bachelor of Science degree in Business Administration, majoring in Finance. He continued his studies as a Graduate Fellow of the University of Southern Mississippi and earned a Masters of Business Administration degree.

Upon graduation, Neely served for two years as an instructor of Accounting and Economics at Hinds Community College in Raymond, Mississippi. He began his banking career in 1977 with the Grenada Sunburst Banking System, serving in the lending area of the bank. In 1980, he joined the Merchants National Bank of Vicksburg where he served as Senior Vice President. In April 1992, Governor Kirk Fordice appointed Mr. Neely Commissioner of the Department of Banking and Consumer Finance for the State of Mississippi. In July 1995, President Clinton appointed Mr. Neely to the FDIC Board of Directors. After confirmation by the United States Senate in December 1995, Mr. Neely was sworn in as a Director in January 1996.

Mr. Neely is a graduate of the American Bankers Association's Stonier Graduate School of Banking, the School of Bank Marketing, and the School of Bank Management and Strategic Planning. He has lectured at the Stonier Graduate School of Banking, the Graduate School of Banking at Louisiana State University, and the Alabama and Mississippi Schools of Banking. In addition, Mr. Neely regularly addresses banking groups and associations throughout the country on a variety of current industry issues.

Mr. Neely has served in numerous civic leadership positions and has been active in community affairs throughout his career.

Gail Patelunas

Ms. Patelunas joined the FDIC in 1990 to work on resolving failed financial institutions. One of the initial members of the Division of Resolutions, she gained increasing responsibility and became Acting Director for the year prior to its merger with the Division of Depositor and Asset Services in December 1996. Gail is currently a Deputy Director of asset management in the succeeding Division of Resolutions and Receiverships.

Prior to joining the FDIC, Ms. Patelunas worked as a Financial Analyst with the Board of Governors of the Federal Reserve, Division of Banking Supervision and Regulation. Ms. Patelunas was also a Bank Stock Analyst for Kidder Peabody and a Senior Manager in KPMG Peat Marwick's bank-consulting group.

Ms. Patelunas has a B.S. in business administration from Rochester Institute of Technology and an M.B.A. from the University of Maryland, graduated from the Stonier Graduate School of Banking and is a Chartered Financial Analyst.

Diana Reid

Diana W. Reid is a Managing Director-Senior Advisor of Credit Suisse First Boston, an international corporate and investment banking firm. Ms. Reid currently raises private placement debt and equity focusing on real estate and mortgage assets, companies or funds including recent innovative structures of catastrophic risk bonds, collateralized loan bonds, and unrated commercial mortgage-backed securities. Prior to her move to the Investment Banking Department in 1996, Ms. Reid managed the firm's real estate capital markets, sales and trading activities. She was named a Managing Director in February 1994.

Ms. Reid joined The First Boston Corporation in 1983 as a Vice President in mortgage trading, responsible for coverage of mortgage originators. She traded rated conventional mortgages from 1988 to 1991, forming the mortgage capital markets desk to structure and price new issue offerings of conventional mortgage loans, home equity loans and manufactured housing contracts.

Ms. Reid is a member of the Commercial Real Estate Finance division of the Mortgage Bankers Association and a member of the Executive Board of the Commercial Real Estate Securitization Association (CSSA). Ms. Reid received her B.S. from California State University in 1975 and her M.B.A. from the University of Virginia in 1980.

William H. Roelle

Bill Roelle joined General Electric Capital Corporation in 1996. He is the Managing Director, Business Development, Office of Executive Vice President for General Electric Capital Corporation.

Prior to joining G.E. Capital Corporation, Mr. Roelle was the Advisor to the Minister of Finance (Poland). In this capacity, he advised the Minister of Finance on Bank Privatization and related issues.

Between 1969 and 1995, Mr. Roelle held various executive positions with the Federal Deposit Insurance Corporation and the Resolution Trust Corporation. Among them, Deputy to the Director of the Federal Deposit Insurance Corporation wherein he served as an Advisor to the Board of Directors. Senior Vice President and Chief Financial

Officer, Resolution Trust Corporation, responsibilities included but were not limited to: Chairman of the Executive Committee, Director of Resolutions and Operations, Corporate and Field Accounting, Information Resource Management. As of December 31, 1993, the RTC had assumed control of 743 institutions with assets of \$450 billion and had resolved 680 institutions with assets of \$390 billion. Earlier in his career with the FDIC, he was the Associate Director, Division of Bank Supervision, wherein he was responsible for failing bank sales and assistance transactions, including assisted mergers.

Mr. Roelle served in the United States Marine Corps for four years and is a graduate of the University of Maryland and holds a B.A. in Economics.

Thomas A. Rose

Thomas A. Rose was selected as the Division of Resolutions and Receiverships' Senior Deputy Director in July 1996. In that capacity, he oversees the general operation of the Division. Mr. Rose joined the Division from the Legal Division, where he served as Deputy General Counsel for the FDIC's Liquidation Branch since 1985. As Deputy General Counsel for the Liquidation Branch, Mr. Rose worked closely with the Division and developed national policies relating to closed bank and thrift legal operations.

Mr. Rose began his career with the FDIC in October 1982 and held the positions of Senior Attorney, Counsel, and Assistant General Counsel prior to his appointment as Deputy General Counsel for the Liquidation Branch. Prior to his career with the FDIC, Mr. Rose worked for the Department of Commerce, the Small Business Administration, and a private law firm, Rengier, Musser & Stengel.

Mr. Rose completed his undergraduate studies in political science at Villanova University in 1970, and obtained a law degree from the Villanova University School of Law in 1973.

John E. (Jack) Ryan

John E. (Jack) Ryan is Regional Director of the Office of Thrift Supervision – Southeast Region. As the region's highest ranking federal thrift regulatory official, he is responsible for the examination, supervision and regulation of the savings and loan industry in the District of Columbia, Maryland, Virginia, North Carolina, Florida, Georgia, Alabama, Puerto Rico and the Virgin Islands.

During 1994 and 1995, Mr. Ryan was on leave of absence from the OTS and served as the Acting CEO of the Resolution Trust Corporation.

Before being appointed Regional Director, Mr. Ryan served as Senior Executive Vice President and Chief Regulatory Officer of the Federal Home Loan Bank of Boston. He also served as its Acting President for a period of seven months in 1989. Mr. Ryan spent 25 years as a commercial bank and bank holding company regulator for the Federal

Reserve System. For eight years, Mr. Ryan served as Director of the Division of Banking Supervision and Regulation for the Federal Reserve Board in Washington, D.C., reporting directly to the Board during the terms of Chairmen Burns, Miller and Volcker.

The Southeast region (Atlanta Regional Office) of the OTS is responsible for 265 thrift institutions with aggregate total assets of more than \$61 billion.

Theodore J. (Ted) Samuel

Ted Samuel has more than 25 years experience in the financial services and real estate industries. This experience has spanned several institutions, geographic areas and functional responsibilities. At the current time, Mr. Samuel is managing a personal investment corporation engaged in real estate and loan venture capital. Prior to that activity, he was Chairman and Chief Executive Officer of both Niagara Portfolio Management Corporation and Niagara Asset Corporation. These entities are subsidiaries of Key Bank of New York and were solely engaged in the management of the residual assets of the former Goldome Bank. The management of these assets was under contract with the FDIC. The Niagara Companies liquidated substantially all of Goldome's assets totaling more than \$2 billion. Mr. Samuel was formerly with NationsBank, where he was Executive Vice President in the Special Asset Bank. This group handled the First Republic Bank asset liquidation agreement for the FDIC, and Mr. Samuel was responsible for a real estate loan workout portfolio exceeding \$3 billion. This was the first large asset liquidation contract developed by the FDIC for use in failed bank situations. Mr. Samuel also assisted the Resolution Trust Corporation in pooled sales and collection activities.

Prior to these responsibilities, Mr. Samuel presided over TJS Advisory Corporation, a firm focused on bank building leasing and sales; served as head of real estate loan underwriting for NationsBank; headed the real estate credit group for Mellon Bank; and worked with a financial conglomerate serving in mortgage banking, lending, venture capital and loan workout roles. He was also the treasurer of a workout NYSE REIT during the 1974 real estate recession. Mr. Samuel holds a B.S.B.A. and an M.A. in Finance and Real Estate from Ohio State University.

H. Jay Sarles

H. Jay Sarles is Vice Chairman and Chief Administrative Officer of Fleet Financial Group. He is responsible for strategic planning and acquisitions, Fleet's administrative functions, and the financial services line of business including Fleet Equity Partners, Fleet Mortgage, and Fleet's credit card operations. In addition to serving as Vice Chairman and Chief Administrative Officer for Fleet Financial Group, Sarles also is chairman of Fleet Bank, N.A. and chairs Fleet Financial Group's Diversity Council. He reports to Terrence Murray, Chairman and Chief Executive Officer.

Since joining Fleet in 1968, Mr. Sarles has held a variety of positions. He oversaw the company's commercial real estate business in the 1970s. In 1980, Mr. Sarles was named Vice President of Fleet Financial Group and in 1986 was promoted to Executive Vice President. In 1991, he was appointed President and Chief Executive Officer of Fleet Banking Group, parent company of the former Bank of New England units in Massachusetts and Connecticut. He was named a Vice Chairman of Fleet Financial Group in 1993.

Active in several philanthropic and professional endeavors, Mr. Sarles is currently Chairman of the Metropolitan Boston Housing Partnership and a member of the Board of Trustees of Lifespan, a Providence-based health care system.

Mr. Sarles received his B.A. degree from Amherst College in Massachusetts and attended the Program for Management Development at Harvard Business School.

L. William Seidman

L. William Seidman is the Chief Commentator on cable network's CNBC-TV and publisher of *Bank Director* magazine. He has consulted with numerous organizations, including the Deposit Corporation of Japan, Tiger Management, J.P. Morgan, Inc., The World Bank, BDO Seidman, and The Capital Group, and is currently a member of the Board of Directors of Fiserv, Inc. and Intelidata, Inc. Prior to that, he served as the 14th Chairman of the Federal Deposit Insurance Corporation from 1985 to 1991. He became the first Chairman of the Resolution Trust Corporation in 1989 and served in that capacity until 1991. While at the RTC, he supervised the creation of an 8,000 person agency handling over \$500 billion in assets from failed savings and loans.

At the time of his presidential appointment, he was completing his third year as Dean of the College of Business at Arizona State University, Tempe, Arizona, one of America's largest business colleges. When he left, the Seidman Institute of Research was created in his honor.

While in Arizona, he was Chairman of the Governor's Commission on Interstate Banking and wrote a business column for the *Phoenix Gazette*.

Mr. Seidman served on the White House staff of President Gerald Ford as Assistant for Economic Affairs from 1974 to 1977. In this role, he helped to develop a series of proposals in deregulation of transportation and other industries. He served President Reagan as co-chair of the White House Conference on Productivity in 1983 and 1984.

On the business side of his career, Mr. Seidman was Vice-Chairman and Chief Financial Officer of the Phelps Dodge Corporation from 1977 to 1982. He was Director of Phelps Dodge Corporation, The Conference Board and United Bancorp of Arizona.

In the 1960s he founded Sumercom, a TV, radio and newspaper company, where he was CEO until 1974 when the company was sold.

Mr. Seidman was managing partner of Seidman and Seidman, Certified Public Accountants (now BDO Seidman) from 1968 to 1974. Under his stewardship, the firm

expanded from a small family enterprise to become one of the 10th largest public accounting firms in the nation. Mr. Seidman also served as Chairman (1970) and Director of the Detroit Bank of the Federal Reserve Bank of Chicago from 1966 to 1970.

As an educator, he is known as the father of Grand Valley State University, Allendale, Michigan. Grand Valley State is a state university which has grown to 15,000 students. He is also the founder of The Washington Campus, a consortium of major universities teaching in Washington, D.C.

Mr. Seidman is the author of two books: *Productivity: The American Advantage* (with Steven L. Shancke), Simon & Schuster, 1989, and *Full Faith and Credit*, Random House, 1993.

Mr. Seidman holds an A.B. from Dartmouth (Phi Beta Kappa), and LL.B from Harvard Law School, and is an honors graduate with an M.B.A. from the University of Michigan. He served in the United States Navy from 1942 to 1946, earning battle stars and the Bronze Star Medal on a destroyer in the Pacific Ocean.

Stanley C. Silverberg

Stanley Silverberg has been an independent consultant since 1987, when he retired from the FDIC. Much of his early consulting activity dealt with failing bank and thrift institutions and deposit insurance. During the late 1980s and early 1990s, he advised the Federal Home Loan Bank Board, consulted with the FDIC in connection with establishing the RTC, advised banks, thrifts and investor groups on acquisition of failing depository institutions, and worked on several law suits arising from bank failures. Mr. Silverberg also consulted with virtually all the bank and thrift trade associations on bank failure issues and deposit insurance.

When bank and thrift failures slowed, Mr. Silverberg began consulting on banking issues in developing countries, principally for The World Bank and the International Monetary Fund. Addressing such issues as bank liberalization, privatization, insolvent banks, and deposit insurance provided an opportunity to draw on many years of U.S. bank experience. During the past several years, Mr. Silverberg has consulted in about 15 countries, ranging from Argentina to Zambia.

Mr. Silverberg worked at the FDIC for almost 20 years, the last eight as Director of Research and Strategic Planning. At the FDIC, he played an important role in guiding the FDIC's research and statistics programs and played a major role in developing FDIC policies on deposit insurance, handling bank failures, and supervisory and liquidation issues. He played a lead role in developing the FDIC strategy for handling failing savings banks and the lead staff role in the Continental Illinois case.

Prior to joining the FDIC in 1967, Mr. Silverberg worked as an economist for Bank of America, and for the Treasury Department in the Office of the Comptroller of the Currency and in the Office of the Secretary. Mr. Silverberg received a B.A. from the University of Wisconsin and an M.A. and Ph.D. in economics from Yale University.

Sandra L. Thompson

Sandra L. Thompson is the Assistant Director, Asset Marketing for the Franchise and Asset Marketing Branch of the Federal Deposit Insurance Corporation. In this position, she oversees the marketing and sales activities for the FDIC's asset inventory. Prior to assuming this position in March 1997, Ms. Thompson was the Manager of Securitization and Mortgage-Backed Securities Administration for the Division of Depositor and Asset Services, and was responsible for the administration of FDIC and RTC issued securities and equity partnership transactions.

Ms. Thompson worked at the RTC from September 1990 until its closing in December 1995, as Assistant Vice President, Securitization Management. In this position, Ms. Thompson directed the Asset Management and Sales Division's securitization and equity partnership program for over \$54 billion of loans and other assets.

Prior to Ms. Thompson joining the RTC and the FDIC, she was an Investment Banker at Goldman Sachs, & Co. in New York City where she worked on private label mortgage-backed securitizations for banks, thrifts and insurance companies. She holds a Bachelor of Business Administration Degree in Finance from Howard University.

Lawrence J. White

Lawrence J. White is Arthur E. Imperatore Professor of Economics at New York University's Stern School of Business. During 1986–1989 he was on leave to serve as Board Member, Federal Home Loan Bank Board, and during 1982–1983 he was on leave to serve as Director of the Economic Policy Office, Antitrust Division, U.S. Department of Justice.

He received a B.A. from Harvard University (1964), an M.Sc. from the London School of Economics (1965), and a Ph.D. from Harvard University (1969).

He is the author of *The Automobile Industry Since 1945* (1971); *Industrial Concentration and Economic Power in Pakistan* (1974); *Reforming Regulation: Processes and Problems* (1981); *The Regulation of Air Pollutant Emissions from Motor Vehicles* (1982); *The Public Library in the 1980's: The Problems of Choice* (1983); *International Trade in Ocean Shipping Services: The U.S. and the World* (1988); *The S&L Debacle: Public Policy Lessons for Bank and Thrift Regulation* (1991); and articles in leading economic and law journals. He is editor or co-editor of seven volumes: *Deregulation of the Banking and Securities Industries* (1979); *Mergers and Acquisitions: Current Problems in Perspective* (1982); *Technology and the Regulation of Financial Markets: Securities, Futures, and Banking* (1986); *Private Antitrust Litigation: New Evidence, New Learning* (1988); *The Antitrust Revolution* (1989; 2nd ed., 1994); *Bank Management and Regulation* (1992); and *Structural Change in Banking* (1993).

He also served on the Senior Staff of the President's Council of Economic Advisors during 1978–1979, and was Chairman of the Stern School's Department of Economics, 1990–1995.

James R. Wigand

James R. Wigand is the Deputy Director for Franchise and Asset Marketing, Division of Resolutions and Receiverships, FDIC, and oversees the resolution of failing insured financial institutions and the sale of their assets. Prior to assuming this position in January 1997, Mr. Wigand was Assistant Director, Capital Markets, Division of Depositor and Asset Services, and was responsible for the administration of FDIC and RTC issued securities and the sale of securities from failed thrifts.

Mr. Wigand worked at the RTC from December 1989 until its closing in December 1995, most recently as Assistant Vice President, Operations and Asset Management. In this position, Mr. Wigand oversaw the Asset Management and Sales Division's programs for asset management, seller financing, equity partnerships, management information systems, receivership operations, and internal review.

Prior to joining the RTC, Mr. Wigand worked in the Division of Liquidation, FDIC, the Federal Savings and Loan Insurance Corporation's Operations and Liquidation Division, Ferris & Company, and the U.S. General Accounting Office.

Mr. Wigand holds a B.S. degree in zoology from the University of Maryland and an M.B.A. with a specialization in finance from the University of Chicago Graduate School of Business.

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