

# FDIC News

The Federal Deposit Insurance Corporation Employee Newsletter

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## A Year in the Mentoring Program: Dispatches from the Middle Stretch

In the first installment of a four-part *FDIC News* series reporting on six mentoring pairs as they progress through the 2016-17 Mentoring Program, mentees and mentors were getting to know each other and making plans. Fueled with ideas and inspiration from their two-day headquarters orientation session, the pairs were energized and ready to strike out in a direction specific to each mentee's aspirations, goals, and circumstances.

What has happened since then is the focus of this second installment. How are mentees and mentors faring near the halfway mark? What have the partners learned about each other? Where do they hope to go from here?

This segment attempts to examine these questions, while recognizing that each pair—not to mention each person in each pair—is

unique and views this experience from an individual context and perspective.

**Mark Mickelson, Mentee, and Jeffery Stanovich, Mentor**

Mark Mickelson and Jeffery Stanovich embarked on their mentoring year with explicit goals. Mickelson, an RMS Financial Institution Examiner in the Minneapolis, Minnesota, Field Office, was hoping

*see Mentoring, page 2, column 1*



**Mark Mickelson, Mentee, and Jeffery Stanovich, Mentor**

The *FDIC News* is published monthly by the Office of Communications of the Federal Deposit Insurance Corporation, 550 17th Street N.W., Room 7102 Washington, DC 20429  
*Martin J. Gruenberg*, Chairman, FDIC  
*Barbara Hagenbaugh*, Deputy to the Chairman for Communications  
*Sally J. Kearney*, Editor, *FDIC News* (202) 898-8675 Phone, (202) 898-3543 Fax skearney@fdic.gov  
*LaJuan Williams-Young*, Writer  
*Heather Woods*, Graphic Design and Printing Unit, FDIC Division of Administration

### **FDIC News** Editorial Board:

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*Laura Rapp*, RMS, (415) 808-8112

# A YEAR IN THE MENTORING PROGRAM

**Mentoring**, from page 1

for an experienced guide who could introduce him to the world of large bank examination. A Senior Large Bank Specialist with RMS at headquarters, Stanovich definitely fit that description. His goal was to provide Mickelson with opportunities to experience a large bank examination first-hand in order to be well positioned should he choose this discipline in the future.

A plan quickly materialized. Stanovich coordinated with Mickelson's field supervisor to enable the Financial Institution Examiner to spend a week at a large bank examination. He arranged for Mickelson to join a dedicated examination team he was leading in July at a bank. "Jeff was instrumental in setting it all up," Mickelson said. Stanovich even gave Mickelson homework assignments in the weeks leading up to the examination. "He wanted to make sure that I would get the most out of my time there," Mickelson added.

Mickelson arrived at the bank prepared to carry out the role that Stanovich had given him: conducting a review of the bank's model risk assessment policies and internal audit program. Mickelson completed the review and presented his findings to the bank's line managers. He also had the opportunity to observe Stanovich in action as he led the team and discussed the FDIC's regulatory expectations with the bankers. Networking opportunities were also plentiful, as members of the Kansas City Region management team were on site for meetings during the review.

Both men were pleased with the outcome. "It was great for Mark to see how a large bank works and also to meet people from the field office," Stanovich said. Mickelson viewed it as "a perfect week." "Seeing Jeff gave me a sense of his responsibilities and challenges," he said. "It was my first time at a large bank, and it was a great learning experience to be part of the team. It was a very well-planned and well-executed week, thanks to Jeff."

With this success to their credit, the two are now scouting new opportunities. "We are discussing possible details and ways to use my PLA funds," Mickelson said. "I want to gain even more exposure to large bank examinations to see if this is something that I want to pursue in earnest."



**Kendra Berch, Mentee, and Shaundalon Hasty, Mentor**

### *Kendra Berch, Mentee, and Shaundalon Hasty, Mentor*

Both self-described overachievers, Kendra Berch and Shaundalon Hasty have been busy since the mentoring year began. Nevertheless, they hold their long-distance mentoring sessions whenever possible. This works for the pair because they established an immediate rapport that has deepened into a trusting relationship. "What I love about Shaun is that she's flexible and accommodating and knows to give me space when my schedule is overloaded," said Berch, a Financial Institution Examiner in the San Francisco Region. "But if I am stressed out and need to talk, she is always available."

Hasty has an experienced mentor's wisdom and knows how to read her mentee's signals. She also knows when to leave well enough alone. For one, she recognizes that Berch is self-motivated and already avidly pursuing her career path. "Kendra is a go-getter who has earned the respect of her superiors in the San Francisco Region," said Hasty, RMS Supervisory Financial Analyst in the Chicago Region. "They trust her with large, complex assignments. From a career direction standpoint, Kendra is doing great."

What Berch can learn from Hasty is how to develop stronger relationships in the workplace. "Shaun's a people person, while I tend to be more task oriented," Berch said. "I often have an attitude that could be summed up as, 'Let's get it done and have fun later.' Not everyone responds positively to that approach, and I want

to let people know that I care."

Hasty offered a novel idea. "Kendra is so busy that she often does not have time to get to know the people she works with, so I suggested that she conduct informational interviews with her co-workers," Hasty said. "This would give her a chance to get to know her peers as individuals. I had never thought of it before, but networking with your

peers makes sense. She recently completed her first interview, and it was a real success."

Berch agreed. "Getting to know a co-worker on a more personal level changed how we interact," she said. "It vastly improved our relationship." Berch looks forward to more such interviews in the coming months. "I want to do exercises that push me," she said.

Motivation is reciprocal with this pair. "Kendra's willingness to do things wholeheartedly inspires me," Hasty said. "She is equally energetic and active in her personal life. She trains for full and half marathons for fun and organized a region-wide clothing drive for Dress for Success chapters located near each field office. Kendra is a hidden treasure, and she inspires me to do more, achieve more, and be more of a blessing to others."

### *Fatena El-Masri, Mentee, and Eloy Villafranca, Mentor*

Strengthening her communication skills and widening her networking circles were

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**Fatena El-Masri, Mentee, and Eloy Villafranca, Mentor**

# A YEAR IN THE MENTORING PROGRAM

**Mentoring**, from page 2

dual goals Dr. Fatena El-Masri set at the beginning of her mentoring year. Intent on eventually moving into a managerial role, El-Masri, a Senior Financial Analyst with DRR at headquarters, viewed progress in these areas as requisite for advancing.

Fortunately, her mentor, Eloy Villafranca, is a seasoned communicator and networker. The DCP Regional Manager for Community Affairs in Dallas serves in a public capacity and meets regularly with community groups, bankers, and outside organizations; delivers speeches; and forges partnerships to expand banking services in low- and moderate-income neighborhoods.

Happy to introduce El-Masri to his contacts, Villafranca also offers insights from his experience. “Dr. El-Masri is a highly intelligent and accomplished professional who absolutely shines when making presentations in her field,” he said. “She talks with her peers about subjects that are far beyond my grasp. She is as comfortable in this world as I am in mine.”

Villafranca perceived that El-Masri needed to find the same ease in her everyday interactions. “Fatena is a warm, outgoing person who wants to connect,” he said. “My goal is to encourage the same facility with ordinary conversations in the workplace, which will ultimately set the stage for being recognized and being able to take advantage of new opportunities.”

While El-Masri’s fluency in four languages and her international life experiences are frequently the norm within her research community, Villafranca recognized the challenges she faces at the FDIC, where “FDIC-speak and bank-speak” present yet another language filled with terminologies. Also, he said, “As a forthright, passionate person, I know from experience that sometimes you have to prepare others for that level of honesty, intensity, and engagement. You kind of have to translate yourself to others. Once you explain that this is your personality, you give people the chance to ‘get it.’”

Eager to provide a practical experience,

Villafranca arranged for El-Masri to spend a week in Dallas shadowing him and attending meetings in two different states. El-Masri observed Villafranca as he spoke to a group, and she also made a presentation. Both judged the week a success. “It was a great experience,” El-Masri said. “I really enjoyed seeing Eloy in his role and gained a better understanding of what he does.”

Perhaps communication can also be enhanced within the context of this mentoring relationship. “We talk frequently and have made great strides together,” Villafranca said.

El-Masri responded in kind. “Eloy is an awesome mentor,” she said. “He is a caring and trustworthy person who listens and gives thoughtful advice and guidance. He is always there for me.”



**Cassandra Monroe, Mentee, and Susan Koepp, Mentor**

## ***Cassandra Monroe, Mentee, and Susan Koepp, Mentor***

Cassandra Monroe views her mentoring year as an opportunity to explore. That opportunity has not been wasted. Monroe has enthusiastically conducted informational interviews with managers in several areas beyond her current role as a Business Analyst in DIT at headquarters. “As a mentee, you have the ability to ask for an informational interview to learn about another division or office and what they do,” she said, adding, “I have learned a lot.”

For example, some managers have described skills and backgrounds they might look for in a job candidate. “Others have recommended classes or information to research online,” she said. Curious about what it would be like to work elsewhere, Monroe said that she “gets a flavor” of such possibilities through these inter-

views.

Monroe’s mentor, Susan Koepp, DOF Process Improvement Manager at headquarters, also offers insights and advice. “Susan is a great mentor, and I really value our conversations,” Monroe said. “We are lucky to be colocated and meet for an hour every week. As a manager, Susan is very busy, but we always fill the hour and sometimes go over. She recommends books and programs, and, just as I had hoped, she asks the hard questions.”

Koepp is delighted with Monroe’s progress, which they review at each meeting. “Cassie is very industrious about doing things between our meetings, so we have plenty to update each time,” she said.

Monroe said the interviews have already given her a new perspective. “I feel more enlightened about where I am,” she said. “It takes a lot of experience to move to another area, and in some cases, you almost have to go back to school.”

One such example involved event planning. Monroe has a keen interest in this field and can envision herself as an event planner. However, after interviewing managers responsible for event planning, she decided that she would rather pursue this interest in retirement. “I am too far along in my FDIC career to start all over on that path,” she said. Meanwhile, the managers invited her to help plan a single, one-off event to gain experience that might be useful later.

Contemplating additional training to enhance skills she applies in her current role, Monroe said that she intends to continue exploring. “I like doing interviews,” she said, “and I have more on my schedule.”

## ***Sheritta Arie, Mentee, and Todd Hendrickson, Mentor***

Since Sheritta Arie’s mentoring year began, much has happened. Most notably, Arie was promoted to the position of Senior Compliance Examiner in the Baton Rouge, Louisiana, and Jackson, Mississippi, Territory. “I am very excited about this new opportunity,” Arie said. “I had the chance to work with the team in Jackson previously and am so happy now to be an actual member of that team.”

In addition, Arie is participating in a graduate banking school program and finished a detail assignment in Philadelphia.

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# A YEAR IN THE MENTORING PROGRAM

**Mentoring**, from page 3

Upon returning to her prior job as Compliance Examiner in the Houston, Texas, Field Office, Arie learned about the promotional opportunity in Jackson.

Arie is particularly grateful that she could turn to her mentor, Todd Hendrickson, during this period of transition and change. “It has been terrific to be able to consult with Todd,” she said. “I appreciate our openness and honesty—we can talk about anything and everything. Todd asks those questions that make you think about things deliberately and carefully. He’s been a great help.”

Hendrickson is glad to be a sounding board and a guide. “It was fun to help Sheritta navigate her participation in the graduate school of banking and to watch as she applied for the job in Mississippi,” Hendrickson said. “One of my hopes for this year was to help Sheritta channel her considerable energy in a direction that best suits her and offers developmental opportunities. I am very pleased that she found a position that is the right fit for her. We are starting to accomplish the goals we had set out to do, and it is great to see the maturity Sheritta is showing as she takes steps that move her in the right direction.”

Arie is not the only one in transition; Hendrickson recently moved into a new position as Deputy Regional Director in the San Francisco Region. “We are keeping up, no matter where we are,” Arie said, laughing. “There have been times when we are both in airports, and intercoms are buzzing in the background, but no matter what, Todd has been supportive. He has always said that if I need him, I can call him any time to discuss

both the daily things and the big picture things.”

Meanwhile, Hendrickson has been making plans for Arie to spend a week in the Kansas City Region in November. “Sheritta will attend meetings with community leaders in St. Louis, conduct informational interviews with Kansas City Regional Office managers, and shadow Deputy Regional Director Marianne Hartman,” Hendrickson said.

Arie is looking forward to this learning opportunity. “Todd is amazing—he has lined it all up for me,” she said. “We are on to the next mentoring adventure.”

## **Lewis Jones, Mentee, and Angelita Cabrera, Mentor**

Lewis Jones began his mentoring year with a vision. The DOA Senior Facilities Operations Specialist with DOA in Kansas City wanted to chart a path to a position in RMS or OCFI and ultimately to work with Globally Active, Systemically Important Financial Institutions (G-SIFIs). His mentor, Angelita Cabrera, an RMS Senior Financial Institution Specialist at headquarters, fully supported his goal. The two geared up for the challenge, knowing that they had much work to do.

First, they established a series of milestones. “We laid out the steps I would take in sequence,” Jones said. “We had an immediate goal and a plan to reach that goal, an intermediate goal and plan, and a long-term goal and plan. Now we’re in the process of executing the steps we put in place.”

Networking came next. “I have been able to network as a result of Angelita’s introductions and assistance,” Jones said. “These people have been willing to help and offer advice. One person even made a call or two on my behalf.”

Making such contacts is critical, Jones acknowledged. “From where I am now, in a region and a non-core division, I’m trying to access a whole different



**Sheritta Arie, Mentee, and Todd Hendrickson, Mentor**

part of the FDIC,” he said. “I need to build a bridge in order to participate in our agency’s core functions. Angelita opened up the FDIC to me.”

Having described their relationship as “motivational” at the outset of the year, Cabrera was determined to keep their spirits high in the months that followed. “Lewis is very focused on where he wants to go,” she said. “Our enthusiasm hasn’t diminished. We keep our weekly meetings, and if we need to reschedule, we find another time. It is working out well.”

For Jones, the relationship has been transformational. “Angelita is a very sharp lady, and we talk about personal and professional matters,” he said. “I am fortunate to have Angelita as my guide—I could not have been given a better mentor.”

Jones is now pursuing opportunities. He recently applied for positions and was selected as a finalist for one. “I have made huge progress,” he said. “Getting this close is confidence-building. I am more determined than ever to keep going.”

Jones credits the Mentoring Program with helping him arrive at this new place. Cabrera, ever watchful for how to move the ball forward, believes Jones also has a future role as a mentor. “I have encouraged Lewis to be a mentor in the upcoming mentoring year,” she said. “He has valuable experience at the FDIC, and he has a lot to offer someone. That to me is the definition of a mentor—to share your experience with someone who wants to take a different direction.”

Besides, Cabrera added, in some ways Jones is already acting like a mentor. “Our relationship is not one-way. I learn from him. We learn from each other through an exchange of ideas and comments. I told him to think about it.” ■



**Lewis Jones, Mentee, and Angelita Cabrera, Mentor**

## They Write the Songs that Make the FDIC Sing ... and Laugh

By JAY ROSENSTEIN  
Office of Communications

Practically every workplace in America has office parties for holidays, birthdays, baby showers, retirements or other celebrations. Some companies even bring in musicians, singers or comedians to entertain at special events. But how many employers can say that, for nearly three decades, a core group of staffers have surprised and delighted colleagues by serenading them with song parodies — amusing lyrics for well-known melodies — written especially for the occasion?

One such employer is the FDIC, thanks primarily to Barbara Sarshik, who retired from the FDIC in 2014 as a Senior Counsel in the Legal Division's Corporate Litigation Unit. During her 25 years at the agency, Sarshik produced at least 68 song parodies about our agency and our people. I know that because she shared with me her collection of song sheets — the FDIC equivalent of the Great American Songbook, only a lot funnier.

Among Sarshik's favorites is a birthday tribute she wrote in 2004 for a Legal Division friend who was turning 50. The tune is called "F-Word," referring to "fifty." But as Sarshik explained, "When we sang it at the party, everyone in the room understood the inside joke." Sung to the tune of "Downtown" (made famous by Petula Clark in 1964), Sarshik's lyrics start with this:

When you get older and your memory's going  
You can tell you've reached  
F-Word.

Gravity's changing and the wrinkles are showing  
All because you've reached  
F-Word.

How did Sarshik, who spent so much of her time at the FDIC drafting serious, highly technical legal briefs and memos, get involved writing take-offs of golden oldies, Broadway hits and Motown? As Julie Andrews sang in the "Sound of Music" tune "Do-Re-Mi," which happens to be one of the many songs that Sarshik has parodied at the FDIC, "Let's start at the



**Retired attorney Barbara Sarshik wrote and performed at least 68 humorous song parodies about the FDIC and our people during her 25 years at the agency. It was a reach, but here she is shown pretending to play one of Liberace's pianos when it was hanging on display at a Las Vegas museum.**

very beginning, a very good place to start."

That would be the early 1960s, when Sarshik, a grade-schooler taking piano lessons, became "intrigued" by song parodies being taught by the music staff at her summer camp. Most memorable was the 1963 classic "Hello Muddah, Hello Fadduh," written and performed by Allan Sherman (the "Weird Al" Yankovic of that era). It was a spoof of a famous opera song, but with the original Italian lyrics replaced by the supposed words of a kid complaining to his parents from (appropriately for Sarshik) summer camp.

"I started writing song parodies when I was a little kid, but not a whole lot because it didn't seem like the kind of thing an eight year-old girl from suburban New Jersey would be doing," she said. She recalls later "trying to write folk songs and rock songs, but the parodies seemed to come more easily."

After graduating law school she spent three years at the U.S. Department of Housing and Urban Development and nine years at a law firm, where she began to pen song parodies for office holiday parties and co-worker celebrations. Then she took

her skills to the Federal Home Loan Bank Board before joining the FDIC in 1989 and finding her songwriting "career" take off in the early 1990s. For that she credits her supervisor at the time, former Deputy General Counsel Tom Rose, who helped her switch from a solo act on piano and vocals at small parties to a lead role on a satirical song team for larger gatherings.

"Tom was a fan of song parodies, and for a few years, at holiday parties, we put together an ad-hoc singing group called the Bad Assets," Sarshik said. "One of our leading members, Sally Wood, still works for the FDIC" (in the Office of Legislative Affairs as a Congressional Information Specialist).

As Rose recalled, "We were like a choir going to the various departments and offices at holiday time, except Barbara was changing traditional Christmas songs to FDIC-related songs. The Bad Assets sang and laughed along with the gathering crowd of staff. People loved it."

Rose said that, going back to the early '90s, Washington employees in what is

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now called the Division of Resolutions and Receiverships appeared to be the biggest Bad Asset fans outside of the Legal Division. “A couple of the directors of that Division often asked for the lyric hand-outs, and they told me that our little caroling was considered by many to be the highlight of their annual party.”

With Rose’s support, Sarshik started producing more parodies on current events and hot topics around the FDIC. One of her first and most favorite holiday songs with an FDIC twist was written to the tune of “Jingle Bells.” It’s called “Old Hotels, New Motels,” and it parodies the FDIC’s need to sell office buildings, shopping centers and other real estate being acquired from failed banks in the late ’80s and early ’90s. Here’s how it starts:

Old hotels, new motels,  
We’ll bulk-sale ‘em all.  
Here’s a condominium and  
There’s a shopping mall.

Need a store? We’ve got more.  
Millions more to sell.  
Bring a toaster in today  
And get a bank as well.

Passing out song sheets (many with graphic designs by Legal Division Senior Counsel Kathy Norcross) and leading sing-alongs also added to Sarshik’s enjoyment. “My favorite memory from these sing-alongs,” she said, “was watching four attorneys trying to twist their bodies to form the letters N, L, R and B when we turned ‘YMCA’ [by The Village People in 1978] into ‘NLRB’ in honor of Leslie Randolph, an attorney who was going to work at the National Labor Relations Board.” Sarshik’s lyrics for that one include the following:

Leslie, you did RTC.  
Leslie, then FDIC.  
Leslie, now it’s NLRB  
And we know that you’ll be happy.

It’s fun to play at the NLRB.  
It’s fun to play at the NLRB.  
You can write a good brief, you can do an appeal,  
You can do whatever you feel.

Sarshik pointed to several other employees in the Legal Division (including former attorneys Carl Gold and Steve Kessler) and elsewhere who contributed FDIC song parodies through the years. But Duncan Stevens, a Counsel in the Appellate Litigation Unit who joined the FDIC in 2010, stands out as her successor ... and with high praise from the queen of quips.

“I didn’t know about Duncan’s song writing until we needed a song to honor an administrative assistant who was moving on from the Corporate Litigation Unit to another part of the Legal Division,” Sarshik said. “I wanted to give her a good send-off with a song parody, and Duncan stepped in unexpectedly, rewriting ‘Let It Be’ to make it ‘Stephanie.’ The next thing I knew, he was leading a sing-along at which the whole office was singing enthusiastically and even doing an arm wave. A star was born!”

She added, “Duncan has more than taken up my baton since I left. He has written absolutely first-rate song parodies for retirements, including mine, and other office gatherings. He’s terrific.”

Stevens told me he has tried to follow in Sarshik’s footsteps by writing songs that say something unique to the person being honored at retirement or when moving on. “Barb always had a knack for getting across both ‘you’ve contributed a lot in these particular ways’ and ‘we’ll miss you.’ It was never a generic goodbye, so I try to do the same.”

In that regard, Stevens also continues Sarshik’s ritual of mixing in vague references to banking laws, regulations or court cases that a colleague worked on, and even finding rhymes for those words. Both especially liked something called the “D’Oench” legal doctrine, which each one has rhymed in songs with “bench” and “mensch,” and which Sarshik used with “retrench” in a 1997 parody. (I’m assuming that someday an FDIC songwriter will be comparing a colleague to British actress Dame Judi Dench.)

But Stevens appears to be ahead of Sarshik when it comes to mysterious mentions of laws and rules only by their legal codes, as in “(d)(3)(A)” and “1821(j).” (The first deals with the FDIC’s receivership claims process under the Federal Deposit Insurance Act, the second prevents anyone from obtaining a court-ordered restraint on the FDIC’s powers as receiver.)

“I always try to refer to wonky things that



**Duncan Stevens, a Counsel in the Legal Division's Appellate Litigation Unit, gets a smile out of writing song parodies for office celebrations at the FDIC. He has succeeded retiree Barbara Sarshik as the agency's leader of musical tributes and sing-alongs for special occasions.**

wouldn’t make sense to anyone outside of the FDIC or that are specific to the person the song is for, like some legal documents that person spent time working on,” Stevens said. “It might not be understandable outside of the Legal Division, but the Legal folks always get a kick out of it.”

For a look at some typical Duncan Stevens lyrics, here is what he wrote for Sarshik’s retirement song, which is to the tune of “Hallelujah” by Leonard Cohen.

She came from FHLBB,  
She did appeals and L&E,  
And through it all she never was lethargic.  
She knew all about (d)(3)(A),  
Well-versed in 1821(j),  
No issue too outré for Barbara Sarshik.

She knew the ins and outs of D’Oench.  
She wowed the judges on the bench.  
Wrote briefs so fast she almost made us carsick.  
She knew the Bluebook, Garner, too.  
She took the lead in CLU.  
A lawyer through and through was Barbara Sarshik.

Regrettably, Stevens doesn’t know of any other FDIC employee who is currently writing parodies and leading sing-alongs at

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parties. “But that doesn’t mean some aren’t out there,” he noted.

And that got me thinking. Both Sarshik and Stevens have had success writing song parodies that have frequently been chosen as winners of *The Washington Post’s* popular “Style Invitational” contests. How about an *FDIC News* “Song Parody Invi-

tational?” If you’ve written an FDIC song parody, had one written about you, or you just want to take a crack at drafting something, send me your lyrics and any related information. I’ll plan to publish some of the best lyrics in a future issue. My contact information is at right. All employees and retirees are eligible ... even ringers like Barbara and Duncan. 🍷

### Know Something Unusual or Humorous About the FDIC?

Please send your stories, insights, anecdotes, humor and other suggestions to: Jay Rosenstein, INSIDE/OUT, FDIC Office of Communications, 550 17th Street, NW, Room 7100, Washington, DC 20429. Phone: (202) 898-7303. Fax (202) 898-3543. E-mail address: jrosenstein@fdic.gov.

## Catching up With Stephen Cohen

By SALLY KEARNEY  
Office of Communications

Since retiring from the FDIC in March, Stephen Cohen has shed his lawyerly responsibilities and moved to his hometown of Philadelphia. “Most of my time has been spent packing and moving,” Cohen said. “We were moving into a new home, so there was a lot to do getting everything ready.”

With that ordeal now thankfully over, Cohen is settling into a new community and relishing time with his children and grandchildren, only minutes away. “We spent the past weekend at two different soccer games, and the weekend before that at a flag football game,” he said.

Cohen is also getting reacquainted with the city he often missed during his Washington, D.C., federal government career. “I have some catching up to do,” he said. “Philadelphia has changed, and there is even more excitement here, with a lot of people moving into the city and construction going on everywhere.”

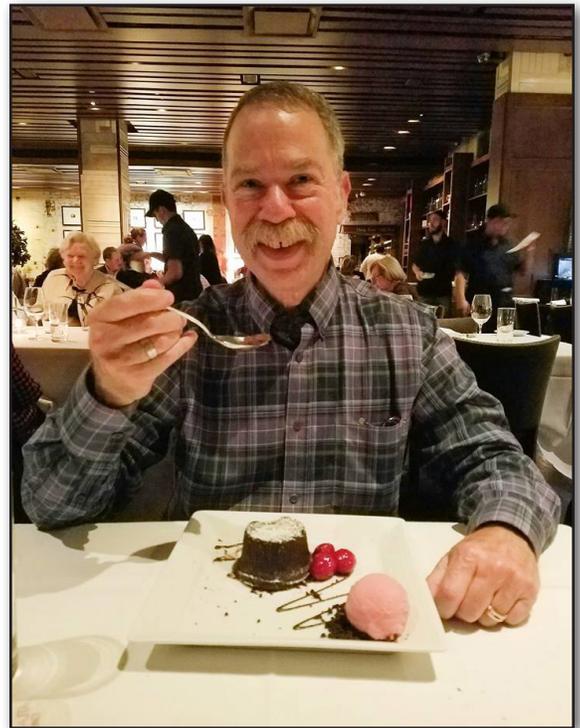
Discovering new restaurants and sampling cultural events are two retirement pastimes. “We have a mini-subscription to the opera and symphony,” he said. Having recently returned from a week in New York City, Cohen appreciates the proximity to Manhattan and all it has to offer.

Cohen joined the FDIC’s Legal Division as Counsel in late 2009 after a 25-year career with the Federal Trade Commission (FTC), where he focused on consumer protection in the agency’s Division of Marketing Practices. “I was basically going after people who had committed fraud,” he said. “Much of my work was in the courtroom.”

Cohen continued his consumer advocacy while at the FDIC, first with the Enforcement Section led by Assistant General Counsel Tim Dill, and subsequently with the Consumer Enforcement Unit headed by Senior Counsel Marguerite Sagatelian. “Mainly I was pursuing banks that were engaged in unfair and deceptive practices or discrimination.” He looks back on that tenure with satisfaction, noting, “It helps to be one of the good guys.”

Dill said of Cohen: “I interviewed Steve when he was an attorney at the FTC, and he obviously impressed me with his expertise, especially in the area of unfair and

deceptive practices. Steve was just what we needed at the time, and he didn’t disappoint in any way. He did an excellent job.” 🍷



**Retirement can be delicious. Steve Cohen savors a scrumptious chocolate dessert at a New York City restaurant. This photo is the latest entry in his “chocolate series,” which shows Cohen sampling chocolate desserts at restaurants around the world.**

### In remembrance of FDIC colleagues we lost this year.

#### **Rochelle Kathy Myles Galloway**

*Corporate Manager, Assistant Director  
Support Services Section, DOA, Headquarters*

**Rochelle Kathy Myles Galloway**, an FDIC executive who oversaw national programs at the FDIC, died on January 8, 2016.

Galloway served for more than 28 years with the FDIC's Division of Administration (DOA). During that time, she advanced steadily through the positions of Clerk-typist; Secretary; Management Analyst; Senior Management Analyst; Chief, Records and Information Management Unit; and finally, Corporate Manager, Assistant Director, Support Services Section. In this latest position, she managed programs on records and electronic information, graphic design, mail, office supplies, and printing. Her professionalism and commitment to the FDIC and its employees were exemplary.

DOA Director Arleas Upton Kea praised Galloway's many admirable qualities. "Rochelle was an authentic, capable, and widely respected leader," Director Kea said. "She was a champion for fairness and sincerely cared about the people she served as much as the integrity of her work. It was an honor to have Rochelle on my team, and I miss her wise counsel."

"Rochelle had exceptional leadership skills and possessed the gift to influence change in the lives of others," said friend and colleague Pamela Atkinson, DOA Government Information Specialist. "She inspired me to invest in myself professionally and guided me on an unforgettable journey that positively altered my personal/career path. Her candid and caring demeanor gave me the courage to overcome the fear of failure."

Patricia Owens, now retired, who served as a Government Information Specialist in DOA, said of Galloway: "Rochelle was not only my supervisor but she was my friend, and I miss her dearly. She was the epitome of leadership, dedication, professionalism, old-fashioned

values, and a great role model who displayed integrity and honesty. Rochelle always gave her all in everything she did, and she was a champion to her family, church, community, friends, and the FDIC."

Ron Holloway, Management and Program Analyst, FDIC Office of Inspector General, affirmed how Galloway was instrumental as a mentor in his career. "Nearly four years ago, I was fresh out of the military and school," Holloway said. "I was new to the corporate environment. Rochelle headed one of my first major projects. I eventually confided in her by detailing the anxieties I felt about being a novice in the corporate world. Rochelle eased my nerves, saying, 'Don't waste time by not learning. Don't waste time by not asking questions. Don't waste time by not taking advantage of every opportunity to grow.' She ended our conversation by saying, 'Don't worry. You'll be all right.' And I am all right. Rochelle made me more mindful, so, to quote Charles Darwin approximately, 'A man [or woman] who dares to waste one hour of time has not discovered the value of life.' Rochelle discovered that value and passed it along to me. She was a consummate professional. She is missed."

Galloway was the recipient of numerous awards over the course of her career. Notably, she received an FDIC Mission Award for Outstanding Support of the Information Management and Compliance Initiative and Strategic Direction for Managing Corporate Electronic Records.

Galloway was also passionate about protecting the environment and sought to preserve resources in the most cost-effective manner. As one example, she created the headquarters GOTS (Good On the Other Side) Program in which employees are encouraged to reuse printed banner pages repurposed as notepads.

She was also known for her kindness and concern for others. After Hurricane Katrina,



she encouraged employees to donate unused crutches and walkers for victims in need.

Colleague and friend Christine Davis, Chief of Special Services, DOA, recalled her relationship with Galloway. "Rochelle and I began working together in the Division of Accounting and Corporate Services in the late 1980s when we were both starting our federal careers and growing our families," Davis said. "She became my closest friend at the FDIC. We had a lot in common and had very similar work ideals. I still think of her often and her warm smile."

Rochelle Kathy Myles Galloway was born on September 17, 1961, in Washington, D.C. She attended St. Francis de Sales Catholic Church and School and graduated from McKinley Tech High School in 1979. She neared completion of a bachelor's degree with the University of the District of Columbia.

Faith played a central role in Galloway's life. She was a dedicated member of the Life Changing Faith Christian Church, where she served as Secretary of the Activity Team Ministry and the Sounds of Glory Ministry.

She also spent much of her time helping those who are less fortunate. She was committed to helping young people improve their lives, serving as a facilitator for the At Risk Teen Transformation Foundation. "Her authentic and confident disposition



**Galloway on her honeymoon in 2005.**

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## IN MEMORIAM

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was a great help to countless people for whom she modeled integrity,” said Linda West, Management Analyst, Records and Information Management Unit, who worked with Galloway for years. “Rochelle’s optimistic, problem-solving philosophy was ‘Life is not waiting for the storm to pass. It’s about learning to dance in the rain.’”

Beverly Ward, who served as Galloway’s Special Assistant, said: “Rochelle was passionate about leaving a legacy of helping others. She was selfless with her time and routinely mentored countless numbers of young people. Her memory still inspires me to ‘walk in my strengths’ and do anything I can to help others.”

Galloway relished time with family and friends and also kept in touch with classmates from her alma mater, McKinley Tech, where she was active in the alumni association. She enjoyed dancing, comedy shows, and live musical entertainment, and it was not uncommon for her to break into song at the slightest invitation. Cooking, gardening, and home renovation were among her other interests.

On September 18, 2005, Galloway married Louis Galloway, Sr. She was a devoted mother to her sons, Dominique and Sean,

and was a strong role model to them. She became a caring mother to Galloway’s sons, Louis, Jr., and Rufus. She also loved spending time with her two grandchildren. “To her family, Rochelle was ‘the rock’ because she was resilient, reliable, and could be counted on to offer words of motivation and reassurance,” Atkinson said.

Survivors include her husband, Louis Galloway, Sr.; sons Dominique, Sean, Louis, Jr., and Rufus; grandchildren Kayla and Sean Jr.; sisters Mallisa Elizabeth Greenhow, Rena Myles, Katheleen Toogood, Brandy Myles, and Cherina McClaine; brother Joseph Myles; and many friends and colleagues.

### J. Paul Ramey, Jr.

*Former Deputy Executive Director, RTC*

**J. Paul Ramey, Jr.**, an FDIC and RTC senior executive who managed the successful resolution of hundreds of failed savings and loan institutions during the S&L crisis of the late 1980s and early 1990s, died on February 20, 2016. He was 74.

Ramey, who was tapped from the FDIC to head the RTC team responsible for resolving failed S&Ls with assets of \$100 million or less, was known for his leadership during the crisis. As the failures mounted and pressures escalated, Ramey faced the challenges undeterred. “We had an enormous task, the kind that keeps you awake at night, but at the heart of everything, there was Paul, this brilliant guy, who was a calming influence,” said friend and former colleague Randy Sammons.

“Paul had a tremendous amount of responsibility as the intermediary between the people in the field and the Board of Directors,” said another colleague, Walter Thompson. “The decisions he made involved millions of dollars.”

Ramey had an exceptional talent for bringing people together, according to many who worked with him. “Paul had all the qualities you want in a boss,” said Don Weyback. “He was open, and you could always talk with him. He



**Getting together in late 2015 with friend and former colleague Randy Sammons at the famed Varsity Drive-in located in Atlanta, Georgia. Sammons recalled: “This photo was taken with Paul’s cell phone. He walked up to a total stranger and asked him to take the photo. Then he talked with the guy for five or 10 minutes afterward. They were best buds by the time they parted. Typical Paul!”**

was loyal. We didn’t work for him long before we realized that he saw us as extended family. He was fiercely protective and genuinely cared for each one of us. By his actions and demeanor, he created an environment in which we all strove to work hard for the group.”

Lamar Kelly, Ramey’s counterpart on the asset side, saw this quality as particularly important at the RTC. “Paul was dealing with a diverse group of people, and he knew how to persuade them to get things done constructively,” Kelly said. “He understood the necessity to get things done in that situation.”

Much of Ramey’s persuasive powers stemmed from his affable, outgoing personality. “Paul’s most impressive trait was his ability to be friends with everyone in the room,” Sammons said. “He never met a stranger. He had a gift for making people feel at ease immediately.”

Ramey also knew how to use humor to defuse stress. “Every Friday evening, Paul would go into the stairwell of our building and blow an air horn for the number of S&Ls we had resolved that week,” Wey-



**Paul Ramey always enjoyed time with his family. Shown here with son Eddie and grandchildren.**

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## IN MEMORIAM

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back recalled. “It was a way of reminding us that we were one step closer to meeting our various goals.”

Wendy Hoskins recalled how Ramey would bring in pizza for the staff on Friday evenings and join colleagues for happy hour and luncheons. “Paul wasn’t standoffish,” she said. “He always stayed with us until we finished the job.”

Ramey combined likeability with a keen intelligence, said John Stone, a former FDIC colleague. “Paul was one of the smartest people I ever worked with,” Stone said. “He never went before the Board unprepared. He was totally professional. Whenever he told me about a problem, he also told me how he fixed it. He always knew what to do.”

All of these qualities made Ramey “the right guy in the right place at the right time,” according to Sammons. “Paul knew how to get the deals done, almost by osmosis. He made it all possible through sheer force of personality.”

Jesse Snyder summed up his friend. “He was often irreverent, insightfully witty, a loyal friend, and extremely bright. Over the years, there have been many at the FDIC who could be labeled as ‘characters,’ but J. Paul would be among the top contenders. We miss him sorely.”

J. Paul Ramey, Jr., was born on August 12, 1941, in Starke, Florida, the son of the late J. Paul Ramey, Sr., and Clelia Dyson Ramey. Ramey grew up in Rockingham, North Carolina, and graduated from East Carolina



**Good friends in the basement of Ramey’s home in Annapolis, Maryland, before he moved to Charleston, South Carolina. From left, Randy Sammons, Ron Hoch, Paul Ramey, and Don Dotson. The framed photo at center is of Ramey with Clayton Moore, star of the television series “The Lone Ranger.”**

University in 1967 with a degree in business administration. He remained a steadfast East Carolina football fan and also kept in touch with his fraternity brothers.

He joined the FDIC in 1967 as an examiner in the former Richmond, Virginia, Region, and served there until 1978, when he was promoted to the position of review examiner in the Atlanta Region. In 1982, he moved to Omaha, Nebraska, as an assistant regional director. He made a career change from supervision to resolutions in 1984 when he became Chief of the Failing Banks and Assistance Transactions Section at headquarters. In 1986, he was promoted to Assistant Director of the Division of Bank Supervision for Failing Banks and Assistance

Transactions. He subsequently moved to the RTC. During his career he also became a graduate of the School of Banking of the South at Louisiana State University.

After retiring from the RTC at the end of 1995, Ramey moved to Charleston, South Carolina, where he made “family, fishing, and football” his priorities. Sammons observed that Ramey maintained his love of blues and early rock and roll music. “He enjoyed digging up obscure recordings,” Sammons recalled.

Survivors include his wife of 56 years, Ursula (“Sam”) Austin Ramey; sons Charles Nelson Ramey and Edwin Ramey (wife Elizabeth); grandchildren Alex and Amanda; and many close friends and relatives. ♣