

FDIC News

The Federal Deposit Insurance Corporation Employee Newsletter

MARCH 2019

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Chairman McWilliams Announces TEAM FDIC, an Employee-Engagement Initiative

TEAM FDIC encourages employee participation on short-term, mission-related projects.

By SALLY J. KEARNEY
Office of Communications

Chairman McWilliams recently announced the launch of TEAM FDIC, a project-based employee engagement program that leverages leadership support and individuals' knowledge, skills, and experience to positively impact the FDIC workplace and support the Corporation's mission.

"When I first joined the agency, I promised I would look for ways to empower our workforce, and that is why I am so excited to announce a new initiative that will put FDIC transformation in your hands," Chairman McWilliams said.

TEAM FDIC builds on two previous engagement initiatives, *Culture Change* and *Workplace Excellence*. Both initiatives helped the FDIC to improve the workplace and maintain high Federal Employee Viewpoint Survey (FEVS) results, employee satisfaction, and Best



Places to Work (BPTW) rankings.

"TEAM FDIC will allow employees from across the agency to make recommendations for change and to serve on short-term project teams to address specific targeted issues," Chairman McWilliams said. "My priorities for

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TEAM FDIC

Team, from page 1

the FDIC form the foundation for the new initiative—Transparency, Empowerment, Accountability, and Mission [TEAM]. These ideas form the core of TEAM FDIC.”

TEAM FDIC takes a streamlined, project-based approach to employee engagement that includes establishing a TEAM FDIC Advisory Group and short-term Integrated Project Teams (IPTs).

“TEAM FDIC will allow employees from across the agency to make recommendations for change and to serve on short-term project teams to address specific targeted issues,” Chairman McWilliams said.

The Advisory Group will consist of nine members: three Chairman’s Designees, one NTEU Representative, and five members selected through the Expression of Interest (EOI) process. Four Advisory Group members currently are in place. Chairman McWilliams

selected Arleas Upton Kea, Doreen Eberley, and Howard Whyte, and NTEU selected Steve Keller. IPT size may vary by project and members will be selected through the EOI process.

The program’s approach includes identifying short-term projects from one to four months in duration that support Chairman McWilliams’ priorities of Transparency, Empowerment, Accountability, and Mission (TEAM). The projects will also support the FDIC’s Core Values and agency-wide issues raised in the Federal Employee Viewpoint Survey (FEVS).

Projects will strive to result in achieving one or more of the following goals:

- Increased transparency, empowerment, and engagement
- Enhanced work/life balance
- Improved organizational effectiveness
- Reduced inefficiencies and redundancies

“TEAM FDIC will be characterized by action,” Chairman McWilliams said. “Small teams of FDIC employees with the experience and responsibility to consider and take action on recommendations will come together with a focused goal. They will consider the issue, look

at options, and make a recommendation for change.”

According to Chairman McWilliams, Advisory Group and IPT membership will include diverse representation from across the agency, including a range of grade levels, divisions, geographic locations, supervisory and non-supervisory, and bargaining unit and non-bargaining status.

“All FDIC employees are eligible to participate in TEAM FDIC projects, and I’m eager to hear your ideas,” Chairman McWilliams said. “I know they will be creative and help push the agency to be better.”

An Expression of Interest is currently posted for membership on the TEAM FDIC Advisory Group. The Advisory Group will hold its first meeting in late April 2019. “I hope that each one of you will apply to participate as a member of the Advisory Group or an Integrated Project Team,” Chairman McWilliams said.

“You are the FDIC’s greatest asset and our most vocal proponent for change,” said Chairman McWilliams. “I look forward to working with you as we transform the FDIC.” 🏠

ALUMNI ASSOCIATION

AFDICA Representatives Meet With Chairman McWilliams, Report Progress

AFDICA's third annual meeting will be held October 28, 2019, at Virginia Square.

By SALLY J. KEARNEY
Office of Communications

At a recent meeting with Chairman Jelena McWilliams, representatives of the FDIC's alumni association reported on the progress made since the organization's inception and expressed appreciation for the FDIC's continued support.

The Association of Federal Deposit Insurance Corporation Alumni, Inc. (AFDICA), established in 2016, welcomes all former employees as members.

"We had a great meeting with Chairman McWilliams, and she was very supportive of AFDICA and our mission," said AFDICA President Fred Selby, who attended the meeting with former Interim Board Member Mitchell Glassman. "We are very grateful for her interest in our activities and thanked her for providing a video message at our second annual AFDICA membership meeting in October 2018 that was very well received."

During the meeting, Selby and Glassman reaffirmed AFDICA's commitment to serving as a ready resource for the FDIC should the need ever arise, noting that more than 100 members have volunteered to be available on call. "Dedicat-

ed folks have put their names in the hat, which potentially helps the FDIC during a financial crisis meet its mission of promoting public confidence in the U.S. banking system," Glassman said.

"We had a great meeting with Chairman McWilliams, and she was very supportive of AFDICA and our mission," said AFDICA President Fred Selby, who attended the meeting with former Interim Board Member Mitchell Glassman.

Chairman McWilliams was impressed that FDIC alumni are devoting personal time to building and running the association, Selby said. "Mitchell and I told her that we believe in paying it forward. We certainly loved working for the FDIC and felt the mission was very important. We want to contribute to making AFDICA a successful organization."

Chairman McWilliams also commented on the steps taken to launch AFDICA, Selby said. "We recounted some

of our early history—gaining approval as a 501(c)(3) organization; developing articles of incorporation and by-laws; creating a logo and registering it with the U.S. Patent and Trademark Office; launching a website; and signing a Memorandum of Understanding with the FDIC in December 2016 to formalize the relationship between AFDICA and the FDIC," Selby said. "Chairman McWilliams, as a former Counsel in the corporate world, commented on how challenging it can be to finalize the documents and incorporate."

Since its formative period, AFDICA has made notable strides forward in its three mission areas of fellowship, education, and charity, Glassman said.

On fellowship, AFDICA has held two annual membership meetings during which Board officers were elected and FDIC officials made presentations on various issues. The first meeting was held on October 2, 2017, at Virginia Square, and the second meeting was held on October 22, 2018, in Dallas. The third annual membership meeting is scheduled for October 28, 2019, at Virginia Square.

Informal events, including lunches, receptions, and a golf tournament, have also been organized around the country. AFDICA is seeking to identify social coordinators in each region to expand such opportunities for alumni. "Fellowship is about meeting with friends and renewing connections," Selby said. "We hope to build on the existing groups of former employees who have been meeting for years around the country as well as starting new ones."

A vital AFDICA mission is financial literacy education. Deploying knowledgeable former employees as Money Smart instructors has been viewed as a cornerstone of the association from the beginning. AFDICA members are currently teaching Money Smart curriculum modules to students, at-risk youths seeking to enter the job market, adults, seniors, and inmates.



Meeting with Chairman McWilliams, AFDICA President Fred Selby, left, and former Interim AFDICA Board Member Mitchell Glassman express appreciation for the FDIC's support of the alumni association.

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ALUMNI ASSOCIATION

AFDICA, from page 3

AFDICA is equally committed to its charitable mission. In 2018, AFDICA donated \$6,000 to the Jump\$tart Coalition for Personal Financial Literacy, resulting in six \$1,000 scholarships to teachers to attend Jump\$tart's National Education Conference in November 2018 in Cleveland, Ohio.

A \$3,000 donation to the Army Scholarship Foundation resulted in three \$1,000 scholarships to children of former or current military personnel earning degrees in financial management disciplines.

AFDICA also matches up to \$250 of members' donations to local charities.

In addition to the three mission areas, diversity and inclusion are fundamental AFDICA tenets. The current AFDICA

Board of Directors comprises 13 members representing seven FDIC divisions and offices, and five regions and headquarters, Selby said. "Our Board members include minorities, women, and members who served at different levels of the Corporation."

AFDICA members are currently teaching Money Smart curriculum modules to students, at-risk youths seeking to enter the job market, adults, seniors, and inmates.

Selby plans to carry this emphasis on inclusion forward in 2019 as AFDICA strives to expand its membership, especially among employees who left the FDIC and RTC years or decades ago.

AFDICA members are grateful for the cooperation between their association and the FDIC, Selby said, pointing to support from Chairman McWilliams and former Chairman (now Director) Martin Gruenberg, as well as from DRR Director Bret Edwards, including his support for the original concept; Deputy to the Chairman and Chief Operating Officer Arleas Upton Kea, who delivered the keynote speech at AFDICA's first annual membership meeting; and numerous others who have provided expertise and logistical assistance. "We are excited about the year ahead as AFDICA continues to grow and mature," Selby said. "We are proud to embrace the same values, principles, dedication, and community spirit that make the FDIC an exceptional organization." ♣

Wexford DCP Staff: Adventure and Camaraderie Through Food

By JIM BIRMINGHAM,
SENIOR RISK EXAMINER
Wexford, Pennsylvania, Field Office

Several months ago, Examiner Brad Birchbauer and I were discussing Anthony Bourdain and his "Parts Unknown" television series. Brad opined that Anthony encountered fabulous adventures by sharing a meal with those whom he met while on the road. Everyone needs to eat, and by sharing food with people in their own environment, you also begin to share their stories and their lives. They express the hopes and struggles of their daily lives, and you broaden your mind.

In thinking about Anthony Bourdain, it struck me that the Wexford DCP staff has been exemplifying a similar philosophy. For several years, the DCP staff has had a large presence in the Wexford Field Office, and they are noted for their team spirit, promoted in part by their legendary Field Office luncheons. When the entire DCP staff is in the office, there is always an abundance of food and camaraderie to be had. Compliance

Examiner Dustin Ferrero is not hesitant to try out his new dessert recipes on the many hungry DCP and lucky RMS examiners who happen to be in the office that day. Even when smaller numbers of DCP staff are present, they continue to bring smiles to everyone through their

efforts to stimulate our palates.

Those of us at RMS have the following message to our DCP colleagues: "Please continue your efforts; you bring a smile to our faces and warmth to our tummies." ♣



Photos 1 to r: From left: Larry Bailis, Jim Birmingham, Dustin Ferrero, Sam Welker, Leslie Kurtz, and Darlene Roy. Leslie Kurtz contemplates one of the more difficult examiner decisions of the day.

The Freedom of Information Act (FOIA) Group Executes a Serious, Sensitive Mission

By SALLY J. KEARNEY
Office of Communications

Within the Legal Division, an eight-member team carries out a critical and sensitive mission: managing the FDIC's responses to Freedom of Information Act (FOIA) requests. Led by Supervisory Counsel Hugo Zia, the team oversees the processing of each request and ensures that FDIC responses are accurate, complete, and timely.

The group's attorneys, government information specialists, and technician handle a wide range of requests, many of which are complex and involved. According to Zia, many deal with open bank matters, such as bank applications, and quite a few come from the media and advocacy groups. Some requests involve litigation. "In those cases, we consult with attorneys in the Legal Division to see if there is any sensitivity in releasing records," Zia said.

The team works closely with FOIA Coordinators in each division and office who serve as liaisons between the group and employees assigned with recovering records. "We are fortunate to have this network of wonderful and helpful people who are indispensable to our mission," Zia said.

The team members are highly qualified, with more than 160 years collectively of FOIA experience, and they take their mission seriously.

When evaluating records, the team and Coordinators must consider nine exemptions mandated by the FOIA statute as well as one of three special law enforcement record exclusions contained in the law. Judgment is critical in determining whether to release or withhold information. "Reviewing and redacting the documents is the most challenging for me," said Government Information Specialist Lisa Snider. "Many factors have to be considered in applying or not applying the exemptions, including the language of the statute and FDIC regulations, past handling of similar

requests, FOIA case law, any ongoing FDIC litigation, and the concerns and foreseeable harm expressed by the custodial division or divisions who have supplied the records."

The team members are highly qualified, with more than 160 years collectively of FOIA experience, and they take their mission seriously. "The FOIA has always been an important way for the

In addition to responding to both typical and unusual requests, the FOIA group strives to help requesters understand the retrieval process. "Our Government Information Specialists reach out to requesters and talk with them directly," said Counsel Sarah Cunanan. "We tailor each response letter, and each is well thought out. We strive to be as personal and informative as possible."



Members of the FDIC FOIA group, from left: Supervisory Counsel Hugo Zia, Government Information Specialist Jerry Sussman, Government Information Specialist Lisa Snider, Government Information Specialist Natasha Smith, FOIA Technician Felice Rosser, Senior Attorney Karlyn Hunter, Counsel Sarah Cunanan, and Counsel Gary Jackson. Not shown here: Government Information Specialist Alisa Colgrove.

American people to discover what their government is doing and to help keep it accountable to its citizens," Snider said. "It is especially important now, in light of the Trust through Transparency initiative that Chairman McWilliams has spearheaded."

Unusual requests are not that, well, unusual. "We receive a number of requests from prisoners, for example," Zia said. Sometimes prisoners seek proof that the bank they robbed was insured.

"In these cases, prisoners think that proving there was no loss to the bank will help in their defense," Zia added.

Snider recalled receiving a request from a presidential candidate in the 1992 presidential campaign. "I don't remember any specific facts about the request other than receiving a typed letter bearing the original signature of the candidate," Snider said. "Since he was on the evening news at the time, I was quite impressed to be handling something he authored."

Requesters who are not satisfied with a FOIA response may appeal if the FDIC has denied information based on an exemption. "Requesters have a right to appeal within 90 days of our decision," said Zia. "If an appeal is filed, the Legal Division's Corporate Litigation Unit renders a decision within 30 days. If the Corporate Litigation Unit's decision is not acceptable to the requester, that person may sue the FDIC."

The group issues an annual report each year detailing its responses. In 2018, the group issued 440 responses—a significant number, but a decline from the financial crisis years of 2008-09, when the group responded to about 2,000 requests per year. 🏠

WOMEN'S HISTORY MONTH

Girls' Education Is a Transformative Power, Says Women's History Month Speaker

May Rihani speaks to the importance of giving girls the education they deserve.

By SALLY J. KEARNEY
Office of Communications

In the West African country of Mali, only 3.24 percent of girls completed secondary school in 2016; in adjoining Niger, slightly less than two percent of girls completed secondary school in 2012. In her keynote speech at the FDIC headquarters observance of Women's History Month on March 7 at Virginia Square, May Rihani explained why so few girls in these and other countries complete a secondary education.

Rihani, an international pioneer in girls' education and Director of the Gibran Chair for Values and Peace at the University of Maryland, cited many barriers, particularly in rural towns and villages in Africa and the Middle East. Poverty, for one: poor families with upwards of seven and eight children simply cannot afford to send all their children to school when it entails paying for books, uniforms, and shoes. Many opt to send just the boys, believing they will become the "breadwinners."

Longstanding gender rules for boys and girls are another reason. In Malawi, a country in Southeastern Africa, many rural towns and villages lack running water. Girls and women fetch water by carrying buckets on their heads, sometimes walking an hour round trip, only to turn back to fetch wood. So, while a girl spends her morning fetching water and wood, a boy spends his morning at school.

Other constraints include the distance some girls have to walk to the nearest schools; when reaching puberty, girls often drop out due to parents' concerns about their safety. "The farther the distance to the school, the higher the drop-out rate for girls," Rihani said.

Where custom or religion forbids girls to be taught by male teachers, the absence of female teachers may cause girls to quit school. "In many areas, in certain countries, they don't want girls to be taught by men," she said. Where this is the case, Rihani asks ministries of education to consider allocating funds in their budgets to train women teachers.

If a school's curriculum does not teach

girls how to deal with everyday problems, they may lose interest. "If a curriculum is not relevant, it may not help girls stay in school," she said. On a positive note, Rihani told the story of a Malian girl who learned basic health practices at school and taught her mother how to care for the girl's sick infant brother. A girl-friendly curriculum that is "all about the daily lives of poor people" enables girls to take what they learn home and teach their mothers, who often become advocates for their daughters' education.

Daunting as the obstacles may be, overcoming them reaps enormous benefits for families, communities, economies, and countries, Rihani said. Girls who complete secondary education are frequently not limited to traditional

addition, giving women and men equal opportunities for leadership positions in any field can provide real-life role models for girls and boys.

Rihani said that girls' education is a transformative power that promotes confidence and opens doors to opportunity. "Girls' education is a policy, strategy, and pathway to women's empowerment," she said.

Rihani's message brought home the 2019 theme for Women's History Month—*Visionary Women: Champions of Peace and Nonviolence*. Rihani designs academic events focused on promoting peace and breaking down barriers to peace, and she has served for decades with international agencies promoting girls' education and women's rights. She



"Girls' education is a policy, strategy, and pathway to women's empowerment," Rihani said.

labor, which is often unpaid. Instead, they find paying jobs and gain status and respect within their families. A country with a higher rate of girls completing secondary education typically also has a lower percentage of early marriages and infant and maternal mortality, Rihani said.

Education gives girls and women a voice and a role in decision-making, whether in the home or the community. One strategy to encourage this is to change the curriculum for primary school education so that young children—both girls and boys—have a wide range of positive role models. In

served as Co-Chair of the United Nations Girls' Education Initiative between 2008 and 2010. Rihani is also the author of eight books, including *Keeping the Promise*, which offers a framework for advancing girls' education that has been used by global organizations.

Sylvia Burns, Deputy Chief Information Officer for Enterprise Strategy, opened the program by paying tribute to women who are champions of peace and non-violence and introducing the keynote speaker. The program brochure listed 15 women Nobel Peace Prize Laureates. 📖

MILESTONE

Richard Huffine Appointed to American Library Association's Committee on Literacy

By SALLY J. KEARNEY
Office of Communications

Richard Huffine, Chief of the FDIC Library and Public Information Center, was recently appointed to the American Library Association's (ALA's) Committee on Literacy. As a Committee member, Huffine will serve a two-year term beginning in July 2019.

The 15-member Committee is charged with developing and recommending ALA policies related to promoting multiple literacies, including financial literacy. "The Committee focuses on all the different literacies that people need to use libraries to their benefit," Huffine said.

Huffine joined the FDIC in June 2018 after serving for three years as Librarian for the Consumer Financial Protection Bureau (CFPB).

Deputy to the Chairman and Chief Operating Officer Arleas Upton Kea said: "We are delighted to have staff who are active in their professional associations. Richard's work with the American Library Association is a great complement to his work within the FDIC in support of libraries and the communities they serve."

"The Committee focuses on all the different literacies that people need to use libraries to their benefit," Huffine said.

A third-generation librarian, Huffine is also a longstanding prominent member of the greater library community. During more than two decades, he has served in various capacities with the ALA and is now serving a three-year term on the ALA Council, the representative body of the association's 50,000 members. His role on the Council is Chapter Councilor for the District of Columbia Library Association.

Libraries serve a central purpose for individuals, families, and communities by providing a center where peo-

ple can get information and resources, take classes, and participate in events, Huffine said. "Communities are better if people know there is a place they can walk into and ask a question. Unlike a coffee shop where you might feel compelled to buy something to use the Wi-Fi, you can go to a library and use the Wi-Fi, and no one will ask you for anything. Libraries lower barriers and help people know there is a community living room, a place for them."

Huffine's commitment to libraries stems from the examples set by his mother and grandmother, both dynamic librarians who believed in serving people and communities. "My mother always said, 'As a librarian, be active, contribute,'" Huffine said.

Huffine's membership on the Committee on Literacy accords with that advice. The Committee looks at various types of literacies, starting with the basic literacy of reading and writing. Libraries have long addressed basic literacy by teaching children and adults in library settings. Also of interest is information literacy—the ability to evaluate and judge the reliability of information sources and make sound decisions based on those judgments. "I need to be able to read and write, but I also need to be able to have information literacy skills to understand what I'm reading," Huffine said.

Increasingly, libraries are turning their attention to financial literacy—the ability to make informed decisions about personal finances and other financial matters. "I am excited about how libraries are embracing financial literacy," Huffine said. "Talking internally in the profession about what kinds of financial literacy people need will be a great opportunity for me. Having been in this community, I can speak to the Committee members about what financial literacy means to the FDIC and the resources we provide, such as Money Smart."

Huffine views his participation in the Committee as complementary to DCP's financial literacy mission. "Financial lit-



Richard Huffine, Chief of the FDIC Library and PIC, views his new role as member of ALA's Committee on Literacy as synergistic with his work at the FDIC.

eracy is about making sure people have information and think about financial decision-making in ways that ensure they are managing their own risk," he said. "I've known people who have MBAs or work in finance and nevertheless do not have the skills to make thoughtful decisions about investments, purchases, or fees. For a person whose basic literacy skills are challenged, imagine trying to make sense of pages and pages of terms and conditions for a credit card application."

Increasingly, libraries are turning their attention to financial literacy—the ability to make informed decisions about personal finances and other financial matters. "I am excited about how libraries are embracing financial literacy," Huffine said.

The Committee will meet at this year's ALA conference in Washington, D.C., and also virtually, Huffine said. As he has in the past, Huffine will participate on his own time. "The ultimate goal is to engage with communities," he said, which aligns nicely with Huffine's personal philosophy as a librarian. ♣

Catching Up With Rick Osterman

Former Deputy General Counsel finds the perfect balance in retirement, often atop a road bike.

By SALLY J. KEARNEY
Office of Communications

Rick Osterman's stellar legal career at the FDIC was action-packed: arguing cases in federal appellate courts during the savings and loan and banking crises of the late 1980s and early 1990s; interpreting the Financial Reform, Recovery, and Enforcement Act of 1989 in precedent-setting decisions; winning numerous multimillion-dollar cases on behalf of the FDIC; working with the Solicitor General's Office in presenting cases before the Supreme Court; and serving at the very center of decisions and actions during the financial crisis. From Counsel in the Appellate Litigation Section to Deputy General Counsel and Acting General Counsel, Osterman always seemed to be at the forefront of major FDIC events. A talented litigator, he argued cases vigorously and convincingly and usually won.

Throughout, Osterman wore the demeanor of a happy warrior—fascinated by the legal intricacies and problems he encountered. He made countless contributions to the FDIC, and, along the way, became a widely respected legal authority.

So, when Osterman retired at the end of June 2016, his professional journey could have been a hard act to follow. Yet, since then, Osterman has proven—beyond a reasonable doubt—that a good life can be pursued just as passionately and successfully in retirement.

Biking has much to do with this. Always a biking enthusiast, Osterman has upped his mileage and destinations in retirement. Whether traversing foreign countries on organized tours, discovering sights in the U.S., or setting out on day trips aside the C&O (Chesapeake and Ohio) Canal that runs along the Potomac River, or the "North Central Rail Trail" from Baltimore to York, Pennsylvania, Osterman prefers to travel on two wheels whenever possible. Riding with his wife Liz makes the trips all the more enjoyable. "Liz and I like to bike, and it is another way to vacation and still be active," Osterman said.

Sometimes FDIC colleagues and fellow cyclers accompany Osterman and his wife on the organized tours—to date, groups have cycled in Tuscany, Italy; New Zealand; Austria; and Slovenia. Next up is Scandinavia this summer.

Recently, the Ostermans returned from an 18-day trip in South Africa that began with a pre-cycling safari near Kruger National Park, where they saw giraffes, lions, elephants, hippos, and rhinoceros. Picking up their bikes in Cape Town, they pedaled on the top of Table Mountain. Next, they cycled the Cape of Good Hope on the Atlantic Ocean side of South Africa and visited a penguin colony. Turning eastward, they traveled through wine country and an ostrich farm before reaching the Eastern Cape on the Indian Ocean, where they went for a swim.

After a post-cycling flight to Victoria Falls at the border between Zimbabwe and Zambia, they took in views from both sides of the Falls by crossing a bridge that links the two countries. "Cycling is a great way to see the world," Osterman said, adding that many more such adventures are planned. "I want to see all seven continents," he said, noting that Africa marks his sixth continent. Only Antarctica still beckons.

Yet Osterman has not left off lawyering altogether. Auspiciously, one of his most memorable FDIC highlights—from a career filled with highlights—was accompanying former FDIC Director (and former Comptroller of the Currency) Thomas Curry to London, where the two men testified before the United Kingdom Parliamentary Commission on Banking Standards, with members of the House of Commons and the House of Lords in attendance.

This experience may have been on his mind when Osterman traveled to Ukraine in 2017 to participate in an international seminar on the role of the judiciary in bank resolution for that



The Ostermans take a break after pedaling on Table Mountain overlooking Cape Town.

country's judges. His presence did not go unnoticed; a former FDIC colleague invited him to join a program sponsored by the U.S. Treasury's Office of Technical Assistance to provide guidance to Ukraine's Deposit Guaranty Fund (DGF) on deposit insurance and resolution matters. "Ukraine is having issues with the court system because there have been a lot of bank failures, and the courts have held up several failures when challenges have been filed," Osterman said. "We have been sharing international best practices on how the judicial system might deal with these challenges." Osterman has made several visits to Ukraine as part of the program.

Osterman relishes time with his grown children and two grandchildren, who live near his home in Ashton, Maryland. In addition to biking and Ravens games, frequent trips to the aquarium and vacations at the beach are among his favorite pastimes.

Also a member of the FDIC alumni association—AFDICA—Osterman regularly meets with friends and colleagues. "When people retire from the FDIC, they often remark that they will miss their friends—but you don't have to miss your friends," he said. "You can keep in touch with them. AFDICA is a great organization for facilitating connection with former colleagues."

Active as ever, Osterman is thriving in retirement. As of this writing, he was in Ukraine consulting with the DGF. 🏠

FDIC General Counsel Charles Yi to Leave the FDIC

General Counsel Charles Yi recently announced that he will leave the FDIC at the end of March. He was appointed General Counsel in January 2015.

“During Charles’ tenure at the FDIC, the agency benefitted from his insight, leadership, and past experiences with Congress, the Treasury, the private sector, and the U.S. Army,” said FDIC Chairman Jelena McWilliams. “He has been involved in numerous rulemakings, enforcement actions, and litigation with a steady focus on the FDIC’s mission and mandate. I wish him well in his future endeavors.”

Before becoming FDIC General Counsel, Yi served as staff director and chief counsel on the Senate Committee

on Banking, Housing, and Urban Affairs; as deputy assistant secretary for banking and finance at the U.S. Treasury Department; and as counsel for the Committee on Financial Services of the U.S. House of Representatives. Prior to his public sector experience, he practiced banking, corporate, and securities law at WilmerHale in Washington, D.C., and Wachtell, Lipton, Rosen & Katz in New York, New York. He also previously served in the U.S. Army as captain and lieutenant in the Armored Cavalry.

Yi received a Juris Doctor degree from Columbia University School of Law; a Master of Public Affairs from Princeton University, Woodrow Wilson School; a



Master of Arts, Business Administration, from Bowie State University; and a Bachelor of Science, Electrical Engineering and Nuclear Engineering, from the University of California, Berkeley. 🏠

MOVING ON

Chicago Regional Counsel Tim Divis Concludes Exceptional Legal Career

By SALLY J. KEARNEY
Office of Communications

Tim Divis, who has served as Chicago Regional Counsel since 1997, will retire on March 31. Sought after for his knowledge and expertise, Divis is among the FDIC's longest-serving regional counsel.

Aside from the occasional out-of-region assignment, Divis has spent his entire FDIC career in Chicago. Yet his beginnings as a young lawyer were in Lincoln, Nebraska, where, after earning a bachelor's degree and J.D. from the University of Nebraska, he went to work for a small law practice. A Nebraska native, Divis subsequently served with the Nebraska Attorney General in the Banking Department, where he worked closely with FDIC liquidators on 14 failed bank cases.

That experience piqued Divis's interest in the FDIC, and in 1985 he was selected for a position as a Regional Attorney with the Legal Division. When offered the job, he was given the choice of working either in Chicago or Kansas City. "I chose Chicago," he said, and it was a decision he has never regretted.

In a departure from working on failed banks, Divis served in the open bank section of the Legal Division. Promotions followed, to Senior Regional Attorney; Counsel, Senior Litigator; and finally, Regional Counsel. In his current

role, he oversees a team of 10 attorneys, paralegals, and support staff.

Over the span of more than 33 years, Divis dealt with legal matters during the agricultural crisis of the mid-1980s, the savings and loan and banking crises of the late 1980s and early 1990s, and the financial crisis of 2008-9. "I have had the opportunity to do a lot of different things," he said. "I was sent to Russia to help advise that country's central bank on deposit insurance. I also reported to the Chairman on reviews of failed bank issues." In 2007, during the onset of the financial crisis, Divis served an extended detail in the Treasury Department's International Banking Section.

David Schecker recalled becoming Boston Regional Counsel about a year after Divis was promoted to Regional Counsel in Chicago. "We had a lot in common from the start," Schecker said. "We were similar in age and tenure. Tim had more supervisory experience, so I often turned to him for advice. On many substantive legal issues, we tended to see things in a similar manner. Tim is a bright guy and a capable lawyer who is very knowledgeable about banking law. We have been colleagues and friends for 21 years."

Divis often taught classes on enforcement law and other legal issues at Legal Division conferences, Schecker said. "Tim is a natural teacher and very ef-

fective," he said. "He explains complex issues in a clear and reasonable manner and has instant recall of a vast number of legal cases to draw on when he wishes to illustrate a point."

Senior Attorney Jann Harley said: "Tim has been a great boss and colleague to all of us in the Chicago Legal Division. Tim is very smart and has an incredible breadth of knowledge which has been a huge benefit to everyone in the Chicago Regional Office—Legal, RMS, and Compliance alike. We will also miss Tim because he's so terrific on a personal level: as quick with a movie recommendation as he was about advice on a home improvement DIY. But we are all happy that Tim and his wife, Claudia, have mapped out plans for traveling and spending time with family. A truly well-earned retirement!"

"Tim is a bright guy and a capable lawyer who is very knowledgeable about banking law."

— *Boston Regional Counsel David Schecker*

When not contemplating legal matters, Divis is an avid rugby player who competes in what he describes as "old guy" tournaments in such locations as Hawaii and New Zealand. He also runs and rides his bike along Chicago's many pathways.

Divis is sure to be active in retirement, but other plans are still fluid. "It's entirely open," he said. "My wife Claudia and I are figuring out whether we want to stay in Chicago and where we want to travel."

One destination is certain: Germany, where Divis's daughter, son-in-law, and twin granddaughters, who will turn three on March 10, are currently living. Divis studied German as an undergraduate, spent his junior year abroad in Germany, and, after graduating from law school, was awarded a one-year fellowship to study German law in Dusseldorf. "This will be a great opportunity to travel to Germany to see our family and to keep practicing German," Divis said. 🏡



The Chicago Legal staff gathers around Divis for a happy moment. From left: Linda Dixon-Shane, Richard Rowley, Jann Harley, Monica Tynan, Maureen Dulen, Tim Divis, Erin Gallagher, Mahfouz Ackall, Mary Anne Benden, David Beck, and Dwana Jones.

MOVING ON

Name: Steven Burton

Most recent position: Deputy Director

Division: Risk Management Supervision - Complex Financial Institutions (RMS CFI)

Location: Washington, D.C.

When and where joined the FDIC:

I began my FDIC career in 1988 as an Assistant Examiner in the Los Angeles East Field Office.

Career highlights:

- Examiner during early 1990s Southern California banking crisis
- Participated in developing initial risk-based deposit insurance pricing system for large banks
- Participated in developing and implementing the Temporary Liquidity Guarantee Program

- Co-chaired the Basel Committee on Bank Supervision's Supervision and Implementation Group Banking Book Task Force
- Helped establish the risk analysis, examination, and resolution plan review functions within RMS CFI

Retirement date: February 28, 2019

Plans for retirement: Spend more time outdoors and more time with my kids.

Comments and thoughts: I've had a tremendous career with the FDIC. I have been presented with numerous opportunities and challenging assignments over the years that have allowed me to grow both personally and professionally. Any successes I've had are due mainly to the contributions of the many skilled and dedicated colleagues I've worked with



over the years. It has been a privilege to work with such fine and exceptional people. My sincere gratitude goes out to you all. 🙏

Name: Susan Spaethe

Most recent position: IT Specialist

Division: DRR

Location: Dallas

When and where joined the FDIC:

I transferred from Centers for Disease Control and Prevention (CDC) in Atlanta, Georgia, to the FDIC in early 2009. I had worked for the Resolution Trust Corporation (RTC) in Atlanta starting in 1990 and was one of the Liquidation Grade employees who transferred to the FDIC after the RTC sunset at year-end 1995. I left the FDIC and went to the private sector for a few years until I landed a contracting job at the CDC and was subsequently hired as a GG (Government Grade) employee.

Career highlights: Working within the technology realm has been a more exciting way to learn about banking and

operations. There have been some technology advances that I have enjoyed bringing to our staff. Getting folks to accept new methods using automation advances to perform skills they have learned has been a fun challenge. Hopefully, the FDIC can motivate more "digital immigrants" (those born before the widespread adoption of digital technology) to embrace these opportunities.

Retirement date: March 31

Plans for retirement: Spend more time with my family and dogs. I anticipate getting involved in volunteering with a canine training facility.

Comments and thoughts: I have appreciated the challenge of working among the different departments and generationally diverse groups of people here at FDIC. I hope to continue to get out and volunteer or even work in various



areas where I can continue to be around so much multiplicity. My parting hope is that FDIC will finally use SharePoint to its full capability! 🙏

MOVING ON

Name: Darrell Couch

Most recent position: Senior Examiner – Large Financial Institutions, Dedicated Examiner-in-Charge (EIC)

Division: RMS

Location: Dallas Region

When and where joined the FDIC: March 1984, Assistant Examiner in the Shreveport, Louisiana, Field Office.

Career highlights: It has been an interesting 35 years. I started as an Assistant Examiner just as the banking problems in Louisiana and the Southwest were beginning to manifest. In fact, I was sent to a bank closing around the second or third week of my new career. For the next six years it was a seemingly endless rotation of problem bank examinations and bank failures. When I arrived in the Dallas Regional Office, I was dealing with the massive fallout and resolution of the Texas thrift crisis. Later, as a Regional Senior Capital Markets Spe-

cialist in Dallas, I became immersed in the collapse of the residential mortgage securitization market during the Great Recession. In my final job as a dedicated EIC, I was dealing with the historic downturn in the oil and gas industry. And sprinkled in between were many other smaller, but often more challenging experiences. Looking back, I don't recall too many days of boredom.

Retirement date: March 30, 2019

Plans for retirement: I think the standard answer for the recently retired is "travel." However, when you average 130 nights a year on the road, seeing another hotel room or airport security line doesn't necessarily sound like fun. But after some rest, spending time at home with my wife, and catching up on home maintenance, I will almost certainly find time for us to make a dent in a sizeable cache of hotel and airline points.



Comments and thoughts: I spent a lot of my 35 years training other examiners, both within the FDIC and other agencies. I was lucky to work with some great people over the years from whom I learned a lot. I just hope I was able to pass on some of that knowledge to those who will carry on after me. 🏠

Name: Diane Ward

Most recent position: Supervisory IT Specialist (Customer Support)

Division: CIOO

Location: Virginia Square

When and where joined the FDIC: Started with Resolution Trust Corporation in Valley Forge, Pennsylvania, in September 1993.

Other Experience: I taught at Catholic schools for 10 years, starting immediately after high school and earning my teaching degree in the evenings, weekends, and summers. I specialized in helping young students who were lagging behind to reach their grade level through extra and highly personalized attention. A summer job at HomeUnity Savings and Loan in Lafayette Hill, Pennsylvania, led to being hired full-time, first working as a teller and later being promoted to headquarters. After a stint in the bank's savings department, I transferred to an IT support position and, ultimately became the Department Head. HomeUnity was taken into receivership, and I worked closely with RTC personnel. My work on the project

caught the eye of RTC management, and I accepted a position with the RTC Field Office in Valley Forge, Pennsylvania. I moved to the Washington, D.C., area in 1998 to work for Karen Keats in DIT (then DIRM), and the rest, as they say, is history!

Retirement date: March 30, 2019

Plans for retirement:

Start by relaxing for a few weeks.

- Work with a rescue group to rescue Spanish greyhounds (Galgos) from Spain.
- Prepare my home to be sold within the next year.
- Research locations to move with good tax advantage for retirees.
- Work with cancer groups to provide them with crocheted beanies and shawls.

Comments and thoughts: It has been a privilege to work for the FDIC, and I will value the friendships that I forged here for the remainder of my life. While I will be gone in body, you will all be close to my heart! 🏠



Diane Ward joyfully celebrates her FDIC career and retirement, as shown in this poster announcing her farewell reception.

MOVING ON

Name: Liz Dwyer

Most recent position: Senior Human Resources Specialist

Division: Division of Administration/ Human Resources Branch/Executive Services

Location: Virginia Square

When and where joined the FDIC: I joined FDIC in July 2011 as a result of the Dodd-Frank Act. I was one of approximately 100 former Office of Thrift Supervision (OTS) employees who transferred to the FDIC.

Career highlights: Prior to entering Human Resources, I was in a position with the Department of the Interior where I was assigned to oversee the Migratory Bird Hunting and Conservation Stamp, more commonly referred to as the “Duck Stamp Contest.” The contest consists of an artist rendering of ducks, a public forum for the review of the artist rendering, and the judging. The win-

ning painting is featured on the annual Duck Stamp. The talent was amazing.

I have occupied several positions throughout my federal service, the majority of which have been in Human Resources in a regional office and headquarters. While in the OTS Dallas Regional Office, I served as the Human Resources Manager. This position provided insight into numerous HR functional areas and how the areas are connected and impactful. I truly enjoyed the connection.

Other Experience: Serving in three different positions: Personnel Assistant; Director, Professional Development; and HR Generalist.

Retirement date: March 2, 2019

Plans for retirement: My plans are endless. First and foremost, relax and enjoy life on my time. Second, plan a wedding for my oldest son and his fiancé, downsize contents of my home, trav-



el, and prepare and participate in my first half marathon (probably my first and last marathon).

Comments and thoughts: I appreciate the opportunity to move to FDIC and work with a terrific group of people. A lot of time is spent at the office—enjoying the work and people is critical. I will miss both. 🏠

Name: John Hirst

Most recent position: Senior Examiner, Large Financial Institutions

Division: RMS

Location: San Francisco Region – Orange County Field Office, Mission Viejo, California

When and where joined the FDIC: I joined the FDIC in January 1988 in the Orange County Field Office.

Other Experience: I was self-employed from 1980 to 1988 and owned a small business.

Career highlights: I have worked for the FDIC for 31 years. Most recently, I was the Examiner-in-Charge of a large bank headquartered in Orange County that is part of the FDIC’s Large Bank

Program. From 2004 to 2007, I was Examiner-in-Charge of the two largest state nonmember banks owned by Zions Bancorporation. In addition to a variety of safety and soundness examinations, I was also involved in specialty examinations that included reviews of trust departments, as well as back-up examinations, new bank investigations, bank closings, and reviews of Shared National Credits.

Retirement date: February 28, 2019

Plans for retirement: I look forward to spending more time with my family, traveling, hiking, and working on home improvement projects.

Comments and thoughts: I’ve enjoyed my career very much and will miss



working with my co-workers. We’ve been a team for many years, and I liked being a part of the team. If I had it all to do over again, I’d happily do so. 🏠

MOVING ON

Name: Jeffrey Woods

Most recent position: Regional Facilities Manager

Division: DOA

Location: New York Regional Office

When and where joined the FDIC: In 1985, at the Costa Mesa, California, Consolidated Office.

Career highlights: I've had the opportunity to serve in many different positions, working in two divisions and at five different FDIC offices across the country: Costa Mesa/Irvine, California; Portland, Oregon; Denver, Colorado; Hartford, Connecticut; and finishing my career in New York City at the Empire State Building.

I'm one of many who started their careers as an LG employee in liquidation on a one-year appointment. I've handled real estate marketing and management and even served a period as the Affordable Housing Coordinator for many Western states.

In 1989-90, the FDIC afforded me the opportunity to serve as the Managing Agent of a hemorrhaging savings and loan institution with branches in Utah and Wyoming.

The majority of my career has been as DOA Facilities Manager for the Northeast Service Center in Hartford and the New York Region's offices. Our team has responsibility for real estate leasing, design, construction, furnishing, moves, and emergency preparedness and security. It has been a wonderful career.

Retirement date: March 30, 2019

Plans for retirement: My future is unknown, which excites me. Much prayer, and waiting on the Lord to see where he leads us. At least for the interim I plan to stay in New England and travel the country, including the national parks and monuments. I'll also have more time for home projects and to spend time with family in Connecticut, the beaches in Southern California, the Space Coast



in Florida, and the mountains of Colorado and Jackson Hole, Wyoming.

Comments and thoughts: After completing almost 34 years with the FDIC, it is time to move on! I've enjoyed working with so many great and dedicated people over the years, and I am fortunate to have landed at the FDIC. It has been a pleasure to work with you all. 🙏

Name: Carol E. Rada

Most recent position: Senior Examiner

Division: Risk Management Supervision

Location: Downers Grove, Illinois, Field Office

When and where joined the FDIC: August 4, 1980, in the Bloomington, Indiana, Field Office

Career highlights: Examiner in Charge (EIC) at Superior Bank, FSB, in Chicago, and EIC at Corus Bank, N.A., also in Chicago.

Superior was a high-profile nationwide subprime lender with complex securitization activities, unusual regulatory accounting issues, and substantial off-balance sheet assets. Every day was a new challenge, first as EIC, then

as resident examiner. Circumstances changed on a daily, sometimes hourly, basis, and we always had to think outside of the box. After the thrift's failure in July 2001, I remained onsite to assist DRR in reviewing internal controls during the conservatorship.

Corus was a nationwide lender specializing in construction and development of large high-rise condominium projects. It also presented tremendous challenges as the condominium projects stalled and values plummeted during the Great Recession. Both were great learning experiences.

Retirement date: March 31, 2019

Plans for retirement: Enjoy life ... music, exercise, volunteering, and travel. I plan to rekindle my passion for music

through my church choir and various community organizations. I also will continue to enjoy swimming, walking, and biking. My husband and I look forward to traveling throughout the United States, visiting the national parks, as well as experiencing a European river cruise.

Comments and thoughts: FDIC has been a great place to work and provided a wonderful ride over the years. It has been an honor and privilege to serve with the best, all dedicated to the Corporation's mission. I'll always remember the camaraderie and be grateful for the challenges and opportunities along the way. 🙏

MOVING ON

Name: Deborah Guy

Most recent position: HMDA Data Analyst

Division: DCP

Location: Atlanta Field Office

When and where joined the FDIC: I joined the FDIC in 1996 at the Albany, Georgia, Field Office

Career highlights: I worked as the Administrative Assistant for the Albany Field Office for 13 years. I transferred to the Atlanta Regional Office as the Secretary to ARD Phyllis Patton. I worked as a HMDA Data Analyst from Novem-

ber 2011 until the present.

Other Experience: I worked for the Department of Defense for 11 years before joining the FDIC.

Retirement date: February 28, 2019

Plans for retirement: I plan to train Pebbles, my mini dachshund puppy, learn to play golf, and improve my photography skills.

Comments and thoughts: FDIC has given me the opportunity to travel, but now is the time to stay home and spend more time with family, friends, and neighbors. ♣



IN MEMORIAM

Katherine Jane Welsh

Former Attorney

Legal Division

Katherine Jane Welsh, 58, of Cornelius, North Carolina, formerly of Northbrook, Illinois, and Montclair, New Jersey, died on Nov. 27, 2018.

Welsh was born in Montclair on July 10, 1960, to the late Francis and Mary Welsh. She attended local schools and graduated from Montclair High School in 1978, Gettysburg College in 1982, and the New York School of Law in 1985.

Welsh was a true Jersey Girl. She loved the shore and Bruce Springsteen. Much to the delight of her father, she followed in his footsteps and became a lawyer. She joined the FDIC in 1991 as an attorney with the former South Brunswick, New Jersey, Office, which was part of the Legal Division that supported the former Division of Liquidation, the predecessor of DRR. While there, she was involved in liquidating numerous complex real estate assets. She

also met her husband, Louis DiPietro, who was the managing attorney at the time. She left the FDIC in 1994.

The Welshes lived in Connecticut, San Francisco, and Chicago, adopting three Chinese girls along the way. She gave birth to a son. When she learned that her son was disabled, she became interested in special education and became a teacher.

Senior Attorney Fiona Fallon, now serving in the Legal Division in the Dallas Regional Office, was a colleague of Welsh's in the South Brunswick Office. Fallon recalled Welsh as a "very accomplished attorney with a wonderful sense of humor" who worked hard and "went on many bank closings, which were just about every weekend at that time."

Over the years, Fallon stayed in touch with Welsh and her husband and remembered how enthusiastically Welsh embraced transitioning from her role as FDIC attorney to that of teacher and mother of four children.



Welsh is survived by her husband, Louis DiPietro of Cornelius; four children, Sarah, Jack, Jenna, and Grace; four brothers, Frank, Chuck, John, and Howard Welsh; and numerous nieces and nephews.

Much of this obituary was taken from an obituary that appeared in the Chicago Tribune and the Montclair Local News. ♣

Arlene Morton-Cogar

Former Financial Systems Specialist

Division of Finance

Arlene Morton-Cogar died on February 19, 2019, in Lakeland, Florida. She was 81.

Morton-Cogar was a native of Sutton, West Virginia. She graduated from Sutton High School and from Weaver Airline Personnel School in Kansas City, Missouri. She began her career in 1957 with United Airlines in Washington,

D.C. She served with the Department of the Army at Fort Belvoir, Virginia, before joining the FDIC. Retiring from the FDIC in 1997, she moved to Lakeland with her husband.

"I am saddened to hear of Arlene Cogar's passing," said Dawn Wike, Senior Management Analyst, DOF. "I worked with her in DOF security (formerly DACS) for 7 years. She helped me when I was new to the unit, and we became instant friends. She was a beau-

tiful lady with a big heart. We lost touch when Arlene and her husband moved back to West Virginia, where she was from, but I will always remember her and the laughs and tears we shared."

Morton-Cogar is survived by her husband, David Cogar; two children, Debra Adkins and Marco Morton; step-daughter Amy Miller; five grandchildren; seven step-grandchildren; and four great-grandchildren. ♣

IN MEMORIAM

Daniel W. Persinger

Former Deputy General Counsel

Daniel W. Persinger, former Deputy General Counsel, died on January 8, 2019, in Lake Forest, Illinois, following a brief illness. He was 78 years old.

After spending two years as a Peace Corps volunteer in the Marshall Islands, Dan began working as an attorney for the FDIC. He served as the agency's Deputy General Counsel from 1981-1985, during which time he helped to successfully guide the FDIC through a record number of bank failures, including Penn Square. Thereafter, he worked as a Senior Vice President of Continental Bank and Sanwa Business Credit Corporation, both in Chicago.

Former FDIC staff shared the following thoughts and memories of Dan:

Marilyn Anderson, Former FDIC Assistant General Counsel

"I have very fond memories of my time as a new lawyer at the FDIC, when Dan was Deputy General Counsel for the section I was in. He was incredibly bright, decisive, and high energy. He was very supportive of his staff, including new lawyers, and was a great mentor. I got a lot of responsibility and learned a lot from him. Dan was a force, and I enjoyed working for him very much."

Thomas Brooks, Former General Counsel

"He helped me so much when I arrived at the FDIC and influenced (positively) all of his very young charges in the early days of liquidation. During the three years I was General Counsel, the legal staff grew from about 50 to 250 lawyers—especially on the liquidation side. I still marvel at Dan's ability to successfully manage this effort. As we all know, Dan had a personality that we all grew to love and respect. He was a teacher and mentor. He took young lawyers virtually out of law school and through his efforts, molded them into confident, capable lawyers in a field that few in the country knew anything about."

Larry Bates, FDIC Counsel

"I was hired by the FDIC during the last days of the Carter administration, and I was still a fairly new lawyer at the FDIC when Dan was placed in charge of receivership legal. The receivership

lawyers and what was then called the Division of Liquidation (DOL, now DRR) were both on the fifth floor of the New York Avenue Building. I sincerely thought Dan was a very cerebral lawyer—his thinking was on a different plane. It would always take me a day or two to understand what he was talking about—but he was invariably correct. His thinking mechanisms were probably activated by his prodigious caffeine intake, which was legendary. We had a communal coffee pot, and he would quadruple the number of recommended scoops of coffee per pot. Unfortunately for me, this was before Zantac was invented, but Dan and his troops were always alert.

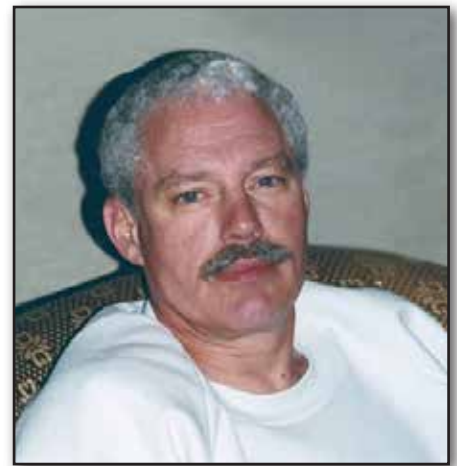
"Dan liked to enjoy himself, and working with him was always interesting and fun. He had a wonderful sense of humor. We had social gatherings from time to time, and Dan really appreciated these. I enjoyed working with him a great deal, and I think he will be sorely missed."

"As Deputy General Counsel, Dan had the responsibility of supervising this small group of attorneys as the FDIC faced a rapidly increasing number of bank failures, complex litigation issues, and other legal matters. He was someone you could turn to for sage legal advice and guidance on any pressing legal matter, and I'll always remember him for his intelligence, communication skills, and quick wit."

—Ralph Frable, FDIC Counsel

Ralph Frable, FDIC Counsel

"I met Dan in 1981 when I joined the FDIC's Legal Division as one of the 23 attorneys (yes, that's correct—only 23 attorneys!) in the Closed Bank Section handling bank failures and receiverships. As Deputy General Counsel, Dan had the responsibility of supervising this small group of attorneys as the FDIC faced a rapidly increasing number of bank failures, complex litigation issues, and other legal matters. He was someone you could turn to for sage legal advice and guidance on any pressing legal matter, and



I'll always remember him for his intelligence, communication skills, and quick wit. His leadership skills, strong ethics, and outgoing personality contributed to the camaraderie and confidence that helped the Legal Division successfully handle the myriad legal and receivership issues that arose from the hundreds of failed banks during the early 1980s, and we did it just as we learned from Dan: by keeping a pen in one hand and a fire extinguisher in the other. He will be missed by all of us fortunate enough to have worked with him."

Rita Ross, Former FDIC Counsel

"When I reflect back to 1983 and Dan Persinger, I think of a no-nonsense, brilliant lawyer, the FDIC's Deputy General Counsel for the Closed Banks, who said, 'Yes, hire her!' For me, that was the beginning of an exciting, 30-year legal career with the FDIC. As you get into your later years, you come to deeply appreciate those gatekeepers who, by saying yes, forever changed your career trajectory in a profoundly positive way."

Daniel W. Persinger was born on June 30, 1940, in Washington, D.C. He received his undergraduate education at Yale University and George Washington University, and his J.D. from the George Washington University Law School. He is survived by his former wife, Christine Tullio (Review Examiner, FDIC Chicago Region); four children Alexis Persinger (Sebastopol, CA), Scott Persinger (Orinda, CA), Caroline Persinger (Lake Forest, IL), and John (Jack) Persinger (Lake Forest, IL); and five grandchildren. ♣