

FDIC News

The Federal Deposit Insurance Corporation Employee Newsletter

APRIL 2023

The Mystery of the FDIC Seal 1

FDIC Celebrates its Administrative Professionals 3

FDIC Headquarters Building Lands Supporting Role in New HBO Series 5

Executive Panelists Share Benefits of Coaching 6

What is Executive Coaching? 8

Introducing the Next Generation of FDIC's Library 8

Moving On 10

In Memoriam 11

The Mystery of the FDIC Seal

By Sonya Weakley
Writer, Office of Communications

The FDIC seal is replete with symbolism, though its origination remains unknown. According to FDIC Historian Lee Davison, the FDIC seal was adapted from the Department of the Treasury seal, which at the time dated to 1778. Even though it

was patterned on the Treasury seal, the FDIC seal was graphically more modern, Davison said.

“The original design of the Treasury seal contained an abbreviation of the Latin inscription ‘Thesauri Americae



FDIC Seal as it appears in the courtyard at FDIC's Virginia headquarters.

see **FDIC Seal**, page 2

The *FDIC News* is published monthly by the Office of Communications (OCOM) of the Federal Deposit Insurance Corporation (FDIC), 550 17th Street N.W., Room 7102 Washington, DC 20429
Martin J. Gruenberg, Acting Chairman, FDIC
David Barr, Deputy Director, OCOM
Sonya Weakley, Writer/Editor, OCOM
Inam Hyder, Internal Communications Strategist, OCOM
Alison Maynard, Designer, OCOM

FDIC News Editorial Board:
HEADQUARTERS
Clayton Boyce, DIR, CBoyce@FDIC.gov
Cheryl Hayman, Office of the Internal Ombudsman, CHayman@FDIC.gov
Greg King, DOF, GregKing@FDIC.gov
Heather Woods, OCOM, HeWoods@FDIC.gov
Lauren Breitenother, CIOO, LBreitenother@FDIC.gov
Ike Jones, OLA, WilJones@FDIC.gov
Marva Vincent, OMWI, MaVincent@FDIC.gov
Monica Lopez, DOF, MLopez@FDIC.gov
Robyn Poole, DOA, RPoole@FDIC.gov
Sharon Tushin, OIG, STushin@FDICOIG.gov
Beth Wiggins, CU, BeWiggins@FDIC.gov

REGIONS
Chicago
Emery Wilson, RMS, EmWilson@FDIC.gov
Dallas
Tyler Cavaness, DRR, TCavaness@FDIC.gov
Kansas City
Amy Mark, RMS, AmMark@FDIC.gov
San Francisco
Karen Hammer, RMS, KHammer@FDIC.gov
Laura Rapp, RMS, LRapp@FDIC.gov
Luke Reynolds, DCP, LuReynolds@FDIC.gov

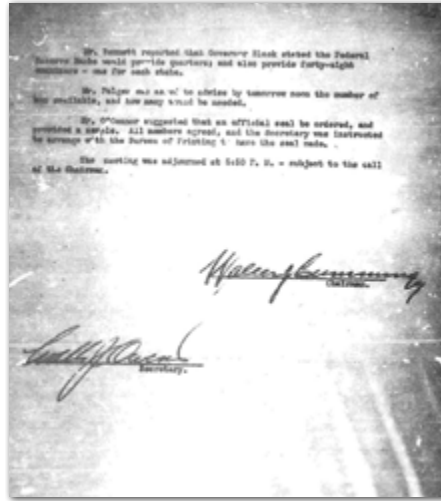
FDIC Seal, from page 1

Septentrionalis Sigillum,' signifying 'the Seal of the Treasury of North America.' In FDIC's seal, the Latin inscription was replaced with the name of the Corporation, and the date 1933 was added to depict the year in which the Congress created the FDIC," according to notes in the FDIC library.

Minutes of the FDIC Board from a meeting in September 1933 show that the members unanimously approved the design and agreed to have the seal made. The actual designer of the FDIC seal is unknown, but according to a letter dated Aug. 26, 1982, from the Treasury Department's Bureau of Engraving and Printing, the FDIC's seal was "designed and engraved by the Bureau of Engraving and Printing."

"I have looked but have never been able to find out who actually designed our seal," Davison said. "However it appears it may have been done at the behest of then-Comptroller and Board Member JFT O'Connor. It is possible that O'Connor's position accounts for the use of the Treasury seal as a model."

The Board minutes show that O'Connor provided a sample of the seal



FDIC Board meeting minutes from Sept. 13, 1933.

for the Board to approve, and the minutes also show that the Board instructed its secretary to arrange with the Bureau of Engraving and Printing to have the seal made from the sample. This would indicate that the seal was created and designed before it went to Bureau of Engraving and Printing.

On September 12, 1933, O'Connor moved that the "seal attached to these minutes be adopted as the official seal of the Board." On September 13, he "suggested that an official seal be ordered" and "all members agreed."

TRADITIONAL HERALDRY

Davison said the seal uses traditional heraldic symbols, including the shield, which signifies trust. On the left and right of the shield the oak leaves have various meanings, including strength and steadfastness. There is a chevron, which looks like a ribbon, with 13 stars for the original colonies. The scales stand for justice and equity, and the key is a symbol for guardianship and authority. The non-colored version of the seal contains little dots that signify that the shield, when shown in color, is gold.

Former "FDIC News" editor Clyde Reid offered a slightly different interpretation of the elements of the seal in an email exchange with Davison in 2004. He described the shield as an emblem for

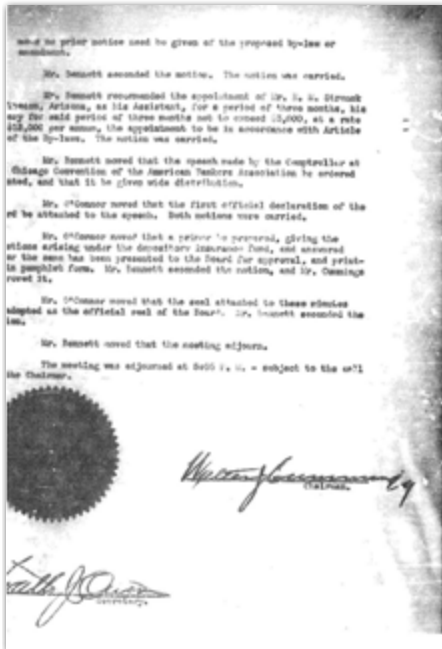
authority and as something that protects, and the oak leaves as representing honor, as well as durability, strength and longevity. And he described the key as symbolizing trust.

Reid had a great deal of praise for the designer of the seal, saying it was a "major improvement" over the Treasury seal and describing it as "elegant, clean and well proportioned."

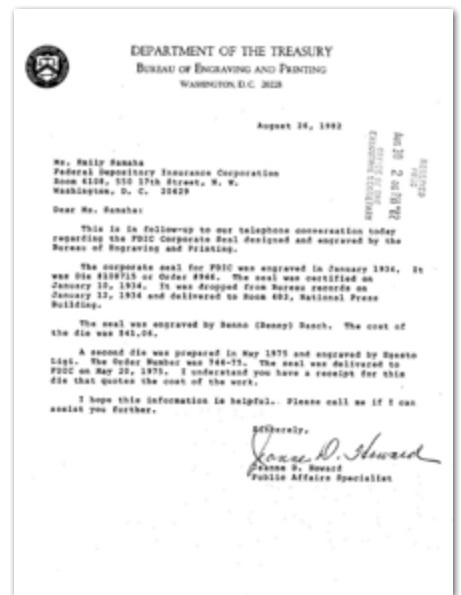
Davison, however, described the differences in the Treasury seal, with its Latin phrases and displays of plant life, and the FDIC seal as being contextual, in that the Treasury seal was designed in the late 1700s and the FDIC seal was designed in 1933. "We would not have expected a 1930s designer to use Latin," he commented. The Treasury seal was also redesigned in the 1960s.

TREASURY ENGRAVING

In the 1982 letter from the Treasury's Bureau of Engraving and Printing, author Jeanne D. Howard, public affairs specialist, said the "corporate seal for FDIC was engraved in January 1934." She said it was certified on January 10, 1934, and delivered to Room 403, National Press Building, on January 12, 1934.



FDIC Board meeting minutes from Sept. 12, 1933.



Letter from the Treasury Department's Bureau of Engraving and Printing providing information about the FDIC seal.

see **FDIC Seal, page 3**

FDIC Seal, from page 2

The letter also says “the seal was engraved by Benno (Benny) Basch. The cost of the die was \$41.06.” The letter goes on to say that a second die was prepared in May 1975. After it was engraved, the seal was delivered to the FDIC on May 20, 1975. The letter was addressed to Emily Samaha in the FDIC’s Office of the Executive Secretary.

According to the library’s notes, the new seal appeared on the FDIC’s first “Report of Operations” in 1934. Based on information in past issues of the “FDIC

News,” the seal also appeared in the first FDIC signs that were required to be displayed in FDIC-insured institutions.

On June 16, 1934, Congress mandated that insured banks display one or more signs indicating that their deposits were insured by the FDIC. As of October 1, 1934, the FDIC required that insured banks display such a sign at each teller window.

Banks were required to use the official FDIC-designed and produced sign to ensure uniformity. The sign was metal, seven inches wide and three inches high,

and it displayed the new FDIC seal, along with a notice that deposits were insured up to \$5,000, or \$2,500 in the case of some mutual savings banks.

The seal also has appeared on a variety of items, including a cigar band, according to an article by former “FDIC News” editor Jay Rosenstein, who documented the story of FDIC employee Tom Tuzinski, an avid collector of FDIC memorabilia, who bought the FDIC cigar band in an internet auction for \$7. 📖

FDIC Celebrates its Administrative Professionals

By Sonya Weakley
Writer, Office of Communications

In honor of Administrative Professionals Day on April 26, FDIC News is highlighting the work of these colleagues. We recognize the crucial role of administrative professionals in the FDIC’s ability to carry out its mission.

CIOO EXECUTIVE ASSISTANT IS AT CORE OF HIGH-PERFORMING TEAM

As Executive Assistant to the Chief Information Officer, Curtia Palmer prides herself on her ability to offer a non-technical point of view. “Because I’m not a tech person, I can give perspective on things from a non-technical lens.”

She said it could involve reviewing materials, sitting in on meetings and asking questions non-technical people might ask, or “making sure we are being mindful of non-technical employees as we make decisions or as we talk through scenarios and situations and ways to be better as an organization.”

In her position for eight years, Palmer, who received the Chairman’s Award for Support Services last year, has assisted several CIOs and has had to adapt to the style of each. “You find where you fit and make sure you’re doing great at the things they need from you.”

FDIC’s current CIO, Sylvia Burns, along

with her Special Assistant Nathan Zee, nominated Palmer for the Chairman’s Award. “She’s incredible,” Burns said.

“She’s quiet but she’s very observant, so she sees a lot of dynamics going on, which are actually very complicated. She may not say anything, but she knows everything that’s going on.”

Palmer said building relationships is a key requirement of her job. “We do so much collaborating internally and externally, it’s important to have contacts,” she said. She often has to reach out to her network to find information she needs to make sure Burns can fit all the demands on her time.

“She helps deal with my crazy calendar,” Burns said. “I have to meet with people in the agency and outside the agency, and she has to deal with all our calendars.”

Palmer said relationships are important for getting information about how to manage major events or meetings. “IT is a small community and Sylvia serves on several committees, so when it’s time to get things done, we don’t have to reinvent the wheel because we know people at other places who have tried this and we can call and get perspective.”

She added that having contacts all around the agency and beyond is also helpful to understanding the context behind



Curtia Palmer

communications that can be unclear.

“She’s really politically astute,” Burns said.

Among the most important requirements of her job is being available, Palmer said. “When the banking failures happened I knew that I needed to be available, so I had my laptop and my phone nearby. You just need to be ready to respond.”

In the nomination for the Chairman’s Award, Burns and Zee said Palmer “plays a critical role and consistently goes above

see **Admin Professionals**, page 4

Admin Professionals, from page 3

and beyond expectations. While she specifically supports the CIO, Curtia is always willing to help all those around her, including other executives and staff in the CIOO and in other Divisions and Offices.”

The nomination also said Palmer is “collaborative when resolving sensitive issues and maintains strong, positive relationships with her peers and executives across the Corporation. She is observant, shrewd and wise when she offers advice and it is prudent to always consider her perspective on difficult situations.”

Palmer said it is critical to think ahead and be planning ahead and to have awareness of the people she works with—knowing them and how they think and how they would respond to certain situations.

Burns said Palmer has been a leader in a cultural improvement project that has been in place since 2020 and has had a significant role in sustaining it.

“There are really no limits to things I can get involved in in this role,” Palmer said. “Not just in CIOO; I’ve been asked to help out in other parts of the organization,” she said. Colleagues in other areas may come to her to find out how she conducted a particular meeting or event that went particularly well.

Palmer described herself as being high in empathy. When changes are being considered, she often offers thoughts on the impact on people at different levels of the organization. “Are we hearing them? Are we considering their perspective? Are we changing this and thinking about how it will affect everyone overall?”

Palmer said what she most enjoys about her job is the people. “I love working with and helping people,” she said.

She also enjoys focusing on the tactical details “because it’s the details that make the big picture come together. I love being a part of the little steps that help this big vision come together.”

Palmer said she also works closely with Zee, the special assistant. “Sylvia, Nathan and I are like a family, we’re checking in when we’re on vacation, we’re having lunch meetings, and we’re getting to know each other and our families so that we can support and work better together.

All of that helps us to be successful.”

Burns agreed. “I always say that the three of us are the core of the high performing team that I want CIOO to be,” she said.

Palmer said she has struggled with the feeling that people may look down on administrative roles, “but I am growing to see that you can own that role and be and do whatever you want and it can be as small or as great as you want it to be, but it’s all dependent on you.”

Burns said Palmer is well respected for her talents. “She has a lot of power. I don’t think people know she has a lot of power but she has a lot of power.”

Palmer described Burns as an “awesome executive” and said she enjoys helping her succeed and execute her vision.

“My goal is to make Sylvia’s load easier, any way that I can do that.”

SECRETARY KEEPS KEY DOCUMENTS MOVING THROUGH AUTOMATED SYSTEM

Stanley Fenster believes one of the most important qualifications for his job is having a good memory. “We do a lot of documents and you have to know the specific places those documents go,” he said.

Fenster, who has been with the FDIC since 2006, is a Secretary in the Dallas region for the Regional Office Management Information Group (ROMIG) uploading documents into the Regional Automated Document Distribution and Imaging system (RADD).

He said each document is different. “It could be a letter from a bank, or a response to an examination. It could be an application. It could be about an onsite visit from the Federal Reserve or an enforcement action, or it could be a report from a state or other agencies.”

Each of the documents goes to a case manager, and Fenster said each case manager is different and has particular requirements for documents that come to them. “You have to pay attention to detail. It’s like checking the checker.”

Fenster said he uses relationship skills to develop contacts. “If I run into something that’s difficult or that I’ve never seen



Stanley Fenster

before, I can always reach out to someone out there who has dealt with it.”

He said his work requires patience in working with many case managers as well as in bringing new people into the office. “I love my job,” he said. “I enjoy the people around me. We get along well.”

Bridget Vicente joined the office about a year ago and has been learning the job from Fenster. Vicente, an Operations Assistant in ROMIG, agreed that Fenster has a great deal of patience and said he has a unique style of training.

“Stanley cares about his job and about teaching others. He not only wants you to learn but will go out of his way to assist,” Vicente said. “When he’s in the system and sees a document-related process that’s unfamiliar to me, he’ll put it on hold and will explain the process as soon as possible,” she said.

Because of the volume and variation in the types of documents coming in, Vicente said she is continuously learning new processes and assisting co-workers with special projects and other tasks.

Fenster said his job requires not only computer skills, but writing skills as well because he supports many case managers and needs to be able to communicate clearly to them.

“We have to do a lot of communicating with people, and everybody is different and you have to speak to them in a

see **Admin Professionals**, page 5

Admin Professionals, from page 4

different manner,” he said.

“Without administrative people nothing would actually get done,” Fenster said. “You have to have us in order for everything to move.”

LEGAL SECRETARY BRINGS ATTENTION TO DETAIL AND A SENSE OF HUMOR TO THE JOB

Working as a Legal Secretary in the Chicago Legal Division, Dwana Jones believes being organized is one of the most important skills for the job. “I consider myself very organized. I think that’s one of my strongest points.”

Jones has been with the FDIC for 29 years, having done a few details along the way to broaden her skills. She has been with the Legal Division since 2010. Her work involves reconciling procurement, assisting the paralegal with preparing for hearings and assisting any of the 10 attorneys in the office as needed.

Jones said she also enjoys working with people. “Working on a team you have to be patient because everybody works differently,” she said.

Jones said her work also requires attention to detail. “You’re typing a lot of legal correspondence. You have to pay attention to detail to make sure everything is correct,” she said.

“I think I work well under pressure,” she added. “I try not to let it bother me. I tell myself if the deadline is the 20th, my deadline is the 19th. I get it done the day before.”

Jones has participated in work details to learn other skills, including details with the Consumer Response Unit in Kansas City. “I really enjoyed that because I like to stay busy. I worked with them for more than 2 1/2 years. I wanted to learn the job.”

That training came in handy after the recent bank failures, when she was asked to help respond to consumer calls about deposit insurance. “I made phone calls to help with that crisis. People were just worried,” she said.

Erin Gallagher, Deputy Regional Counsel for Legal in Chicago, noted that Jones enjoys learning new things. “Dwana’s great. She’s always happy to go the extra mile for people. She’s done a ton



Dwana Jones

of different details. She knows a lot about how other parts of the FDIC function and who is supervising those sections.”

Jones said she relies on relationship skills and also enjoys bringing a sense of humor to work. “I think what I bring is being a little funny, just trying to get people to enjoy. Attorneys can be so serious.” 🏠

FDIC Headquarters Building Lands Supporting Role in New HBO Series

By Carly Brewster
Writer, Office of Communications

Next month, HBO will air “White House Plumbers,” a five-part series that takes a satirical look at the Watergate scandal. Several scenes of the series were filmed in Washington, DC, including near the FDIC Headquarters building at 550 17th Street.

In September 2021, portions of 17th Street were closed to accommodate filming and were transformed to reflect the early 1970s setting, including era-appropriate cars, clothes, and hairstyles.



Camera operators film “White House Plumbers” outside the FDIC Main Building.

see **HBO Series**, page 6

HBO Series, from page 5

HBO Productions obtained permission from the FDIC to film on the steps of the Headquarters building. Series stars Woody Harrelson (who plays E. Howard Hunt) and Justin Theroux (who plays G. Gordon Liddy), as well as many extras, were on-site for filming.

If you tune in, keep an eye out for a cameo by the FDIC's Main Building! 🏢



Vintage cars make their way up 17th Street past the Main Building.

Executive Panelists Share Benefits of Coaching

By Sonya Weakley
Writer, Office of Communications

Despite having been a first-line supervisor, when Wayne Evans became a second-line manager, he realized he was in unfamiliar territory.

“I knew that there were things that I was not going to be familiar with and I felt that the best way to tackle that position and be more effective and efficient was to get an executive coach,” he said.

Evans was one of four panelists who participated in a lunch and learn program on April 4, sponsored by Corporate University, which has offered executive coaching to all supervisors and managers—corporate grade (CG) 13-15 and corporate and executive managers—since 2010, according to Mary Hanna, the Corporate University Lead Training Specialist who manages the program.

“It’s a great service that we offer,” Hanna said. The program provides



Wayne Evans

coaching through a company called CI International, with which CU contracts to provide the coaches. About 400 people have gone through the program, and 35 to 40 are active every year.

During the lunch and learn, the panelists shared their experiences with coaching, describing it as seminal in their careers as managers.

In addition to Evans, now Deputy Director of the Administration and Operations Branch of the Division of Depositor and Consumer Protection, participants were Jennah Mathieson, Senior Advisor, Division of Information Technology; Brian Yellin, Deputy Director for Corporate Services, Division of Administration; and Matthew Simber, Senior Audit Specialist, Office of the Inspector General.

Donna Saulnier, Director of the Division of Finance, gave opening remarks and also shared her positive experience with coaching.

“It doesn’t matter where we are in our

see **Executive Panelists**, page 7

Executive Panelists, from page 6

career, I think we all need to take a moment to look in the mirror and ask what do I need to work on or develop next, and coaching is a great way to accomplish that,” Saulnier said. She has



Donna Saulnier

used FDIC’s coaching services twice and found coaching especially helpful when she got her first executive position. “I felt completely overwhelmed and was a nervous wreck.”

She said her coach helped her focus on the areas she needed to develop, and “it gave me that confidence that I needed to keep going.”

Shelly Heath-Watson, Director of Coaching Programs and Services for CI International, moderated the event and asked each panelist a series of questions about their experiences.

Simber said he had been working with an executive coach for 10 years, including



Matthew Simber

time at other agencies. “I worked with different coaches over my career to gain different perspective and because I was looking to grow different things.”

Mathieson said she sought out executive coaching when she arrived at FDIC from the Securities and Exchange Commission a few years ago because she had come to rely on it in her previous job. “We are very lucky to have these sorts of services here. A coach can help you help yourself in a way that others can’t. That’s their job to do that,” she said.

Yellin said he first sought executive coaching in his prior role as Assistant Director for Facility Operations. “I thought an executive coach could help me to really do a deep dive into how I communicate, and so I came to a realization that I was not communicating effectively” with his staff.



Jennah Mathieson

He said coaching also helped him learn to communicate better with a supervisor. “I’m not going to hesitate if I find that I’m struggling in a particular area to take advantage of executive coaching again.”

Heath-Watson asked the panelists to describe coaching to someone who has never heard of it. Mathieson’s response was “Imagine that you have somebody whose entire purpose in your relationship is to hold up the mirror so that you can study yourself.

Then, she said, that person helps you figure out ways to remedy or augment things you may see you need to work on.

Evans agreed that having a safe space to be vulnerable is critical to self-growth.



Brian Yellin

“That’s one thing we all struggle with—being vulnerable and letting someone into those places where we sometimes don’t want to go.”

Simber compared working with a coach to being a world-class athlete. No matter how good athletes are, they still benefit from working with a coach, he said.

“When we are performing at work, even when we’re performing well, it is helpful to have that outside objective perspective that you can talk about,” he said.

Yellin described coaching as “something you will appreciate and you will want more of.”

As a coach, Heath-Watson described the coach’s role as a balance of challenge and support. “We all have those spots that we can’t see, and we can’t change what we can’t see, so your coach is there to support you.” 🏠

What is Executive Coaching?

By Mary Hanna
Corporate University

Known as one of the most effective strategies for developing leaders, executive coaching is a proven and tested best practice for leadership development. In the words of a nationally known executive coach, Marshall Goldsmith, executive coaching is "how successful people become even more successful."

Coaching allows leaders to align vision, actions, and performance across tactical, operational, and strategic approaches. Corporate University's Executive Coaching service provides assessment, feedback and action planning to increase the competency and skill level of executives, managers, and supervisors to lead the Corporation.

Coaching is collaborative: The coach relates to the participant as a partner, not as the "expert." Together, the coach and participant choose the focus, format, and desired outcomes for their work.

Some of the benefits that participants experience after coaching include the following:

- Achieving professional and personal goals;
- Building trust and enhancing communication;
- Clarifying and articulating a vision;
- Building a high-performance team;
- Increased self and organizational awareness;
- Enhancing partnering and collaboration strategies;

- Addressing work-life balance; and
- Expanding capacity for effective decision-making.

HOW LONG WILL THE COACHING RELATIONSHIP LAST AND HOW DOES IT WORK?

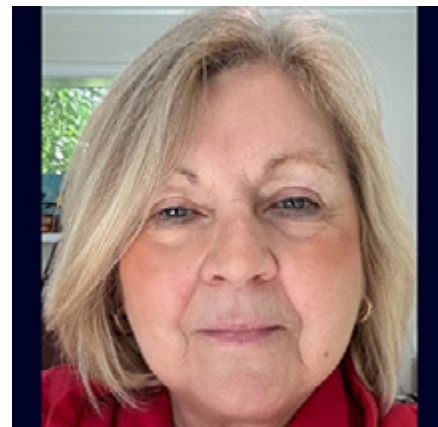
Corporate University's Executive Coaching Program provides for up to 12 hours of coaching over a 12-month period. The program is flexible, so participants decide how frequently they wish to discuss issues with their coach. Participants may request additional hours.

Coaching sessions are conversational in format, and are conducted over the phone or on MS Teams. The coach will provide just-in-time, in-between session support as needed, via brief phone calls and e-mails. Coaches also provide additional developmental resources, such as referrals to books, articles, websites, and other learning tools.

Each month, coaches will ask participants to confirm via e-mail the hours and dates of coaching received. These confirmations are for Corporate University's invoicing records. Participants are asked to provide 48 notice to the coach via e-mail of intent to reschedule or cancel a coaching session.

WHO ARE THE COACHES?

FDIC coaches are a well-credentialed team of professional coaches, actively engaged with executives and



Mary Hanna

organizations in Washington, DC, and throughout the nation. The coaches attend International Coaching Federation (ICF) accredited programs. Many of the coaches are prior senior executives, providing a first-hand perspective on the challenges of leaders in organizations. All of the coaches continuously engage in extensive study in leadership, coaching, and organizational development and learning.

Read what a panel of executives had to say about executive coaching.

HOW DO I GET STARTED?

Please contact me by e-mail at mhanna@fdic.gov or on MS Teams.

Mary Hanna, Lead Training Specialist, is the Executive Coaching Program Manager for Corporate University. 🏠

Introducing the Next Generation of FDIC's Library

By Richard Huffine
Enterprise Information and Records Management

This is part of a series of articles that highlight resources available to help you be successful in your work at the FDIC.

It has probably been a long time since many of us have stepped foot into a library. Whether it's because of the pandemic or it's simply been a few decades since you had to write a research paper, I can tell you that libraries have

changed. Today, almost everything (but not absolutely everything) you may need can be provided in a digital format, one way or another. Your FDIC Library is at the forefront of delivering information online so employees can be successful from the field, their office across town, or home.

The FDIC Library is a healthy mix of Corporate Information Center, academic

research library, and good old-fashioned lending library. But our library today is more digital than it is print and we are taking advantage of technology in some new and exciting ways:

DISCOVERY

The days of flipping through a card

see **FDIC'S Library**, page 9

FDIC'S Library, from page 8

catalog have been over since the [last card was printed](#) in 2015, but online catalogs are also much better today than ever before. The FDIC's Library collection—both print and online—is “discoverable” using a single search. That search can link you directly to eBooks and online articles, and can tell you if something is on the shelf in one of the Library's two locations (Washington, DC and Virginia Square in Arlington, VA).

EBOOKS

The FDIC Library maintains an eBook Library with over 500 eBooks and 25 audiobooks, all accessible via single-sign-on. The eBook Library is built from requests and suggestions from FDIC staff around the country and reflects what employees need to do their jobs as well as what they need for career and leadership development. There are categories for banking law and policy; consumer protection; technology and innovation; and finance and economics. There are also eBooks and audiobooks available as part of Percipio from Skillsoft, brought to you by Corporate University but integrated into the FDIC Library's offerings.

NEWS

In our March 2023 article, we introduced you to all of the great news resources available from the FDIC Library. You have access to a LOT of resources from news providers and if you need to go deeper (or farther back), feel free to contact the FDIC Library for help. FDIC employees have direct access to sources like NewsBank for going back in time, and the library staff have access to specialized services that can find articles going back over a hundred years or more.

MAGAZINE AND JOURNAL ARTICLES

The FDIC Library's collection includes hundreds of magazines and journals; everything from general titles, like the Harvard Business Review and the Economist, to highly specialized research publications, like the Accounting Review and the Journal of Economic Behavior and Organization. You can sign up to get an email notification when new issues come out by submitting your selection using the eJournal Routing request list. We have

access to magazines and journals either directly from the publisher or through companies that aggregate content for corporate users. You will find individual articles through the discovery search, and you can navigate directly to each service if you need. One of those services is EconLit, which the FDIC has access to from EBSCO.

HISTORIC PUBLICATIONS

The FDIC Library has significant collections of historical publications from the U.S. Congress and the federal financial regulators, many dating back to the founding of the Corporation in 1933. For historical FDIC publications, Library staff are working with the Public Information Center to digitize and make those materials available to the public via the FDIC Archive. This online collection allows you to search the full text of press releases, speeches and testimony, Financial Institution Letters, research papers, and a number of other collections, some going back as far as 1933. New collections are being digitized and described based on requests and input from staff across the Corporation.

DATA

It may not be something you would think the a library would be involved with, but every single data set that is purchased from commercial providers is negotiated and procured for internal use by the FDIC Library. There are dozens of data providers being used by FDIC staff, ranging from broad types of economic data for analysis, such as Moody's and S&P Global, to niche resources in support of specific work. Some providers allow users to download data directly while others have Excel plug-ins. Some data sources that require Secure FTP access or access via Application Protocol Interface (API) are available, and the Division of Information Technology (DIT) assists with those types of access.

ON-DEMAND LEARNING

Another category of resource that you may not think of the Library for is on-demand learning, such as LinkedIn Learning. LinkedIn Learning provides a collection of videos, courses, and learning



paths on everything from using the Microsoft Power Platform to business writing and public speaking. Percipio from Skillsoft also has online learning materials. Both services complement one another, and you can use both resources to put together your next Career Development Plan. Requesting access to LinkedIn Learning involves documenting how it would help you in your job and having your supervisor submit a request to the library.

REFERENCE AND RESEARCH ASSISTANCE

Finally, what libraries and librarians are best at is helping you navigate what is available to answer your information needs. Our team works every day to make sure what you need is available, accessible, and discoverable, but we don't know what you need until you ask. If you ever run into a paywall or even if you don't know where to look, you can contact the FDIC Library via email at library@fdic.gov. The staff that maintain the email box have access to a broad collection of services, and they can often get you what you need within minutes of your request. The library email box is monitored daily from 8:30 am to 4:00 pm, and library staff are well versed in what is available from the FDIC Library as well as how to go about requesting access when that is needed. We do still order print materials (books, newspapers, business journals, etc.). Sometimes print is the preferred or only option and sometimes it is the most cost effective way to get the information you need.

Richard Huffine is the Acting Assistant Director for FDIC's Enterprise Information and Records Management Section. EIRM was created in 2022 to bring together the FDIC's information governance functions including records, library, directives, contact center, forms, and distribution capabilities. 🏠

Moving On

Name: Richard (Rick) Allen

Most recent position: Assistant Regional Director

Division: Risk Management Supervision / Kansas City Regional Office

Location: Kansas City, Missouri

When and where joined the FDIC: April 28, 1986 in Oklahoma City, Oklahoma Field Office

Career highlights: On April 28, 1986, I showed up in the Dallas Regional Office for orientation in a three-piece suit and white tennis shoes (I failed to pack my dress shoes, but they kept me anyway). In the 37 years since, I have experienced the banking / S&L crises of the 1980s-early 1990s, Y2K, the great recession, and more recently, the crisis of confidence.

I started as an assistant examiner (trainee) in the Oklahoma City Field Office during the middle of the southwest banking crisis. At the time, RMS was known as the Division of Bank Supervision. By the time I earned my commission in 1989, I had participated in exams of numerous problem banks, assisted in preparation of bid packages for failing banks (handled by exam staff back in the day), and assisted in transitioning failed banks to the resolution process. As a commissioned examiner, I led numerous problem bank examinations in the OKC territory and various out-of-region banks in the early 1990s. While assigned to the Oklahoma City Field Office, I was blessed to work with a group of outstanding examiners who not only trained me well but became

lifelong friends! I also participated in several detail assignments to the Dallas Regional Office, where I again, was fortunate to work with dedicated colleagues who willingly shared their expertise and knowledge with me.

In 1996, I was promoted to a review examiner (now case manager) in the Kansas City Regional Office. In March 2016, I was promoted to Assistant Regional Director (ARD) where my responsibilities have included risk management activities for banks supervised by the Columbia, Kansas City, and St. Louis Field Offices, as well as the applications and capital markets programs for the Kansas City Region. As both a case manager and ARD, I have dealt with numerous problem institutions and processed a variety of complex applications. In nearly 27 years in the Kansas City Regional Office, I have been blessed to work with and learn from outstanding and dedicated colleagues at all levels.

Over the years, I have also had many opportunities to work with talented individuals from other offices and divisions, as well as other Federal and State regulators.

Retirement Date: April 28, 2023 will be my last day of work on the 37th anniversary of my first day.

Plans for retirement: Enjoying life to the fullest! My wife Staci and I will travel some, but we also enjoy being home and spending time with our three amazing daughters and five grandchildren who all live close by. I also plan to spend more time on the golf course with



Richard (Rick) Allen

a goal of improving my golf game from terrible to just bad! Staci and I will also continue to be actively involved with our church where I'm blessed to serve on the Worship Team playing various instruments (but no singing near a mic).

Comments and thoughts: While I am proud of my accomplishments, I will definitely miss the people which make the FDIC great! There are no words to adequately describe how fortunate I have been to work with so many amazingly talented and dedicated people over the years. It has truly been an honor to count them as both colleagues and friends. At the end of the day, my hope is that I somehow managed to leave some small positive mark on their lives and careers while also engaging in some highly effective bank supervision along the way! 🏡

Name: Bonn Phillips

Most recent position: Senior Case Manager

Division: Division of Risk Management Supervision (RMS)

Location: San Francisco Regional Office, San Francisco, CA

When and where joined the FDIC:

I joined the FDIC on April 1, 1985 as a Bank Examiner Trainee in the Sacramento, CA field office.

Other experience: Chicago Title in Pasadena California.

Career highlights: In 1985, I arrived

at the San Francisco Regional Office on April Fool's Day after driving across the country from Illinois without a written job offer and meeting Administrative Officer Nellie Bertran, who could not have been more welcoming. As Nellie said "You will love working at the FDIC! You won't believe the fantastic places you will go and the wonderful things you will see." In 1988, I received my commission as a bank examiner, and in 1989, I served as the EIC of a failing S&L in which I recommended a Section 8(a) Removal of Insurance (one of the first in the country

for the S&L industry).

From 1990 to 1993, I served as EIC of several problem institutions located in Central and Southern California during the 1990s real estate downturn. In 1994, I was promoted to Review Examiner (later referred to as Case Manager) in the San Francisco Regional Office. And in 1999, I handled the failure of an Industrial Loan Company involved in the sale of securitizations of subprime mortgage loans in the secondary market.

see Phillips, page 11

Moving On, cont.

Phillips, from page 10

In 2008, I received the Chairman's Award from Chairman Sheila Bair for my oversight of a large institution in 2007 that originated high-risk subprime nontraditional mortgage loans that were securitized and sold on Wall Street. This required the issuance of a cease and desist order with 26 provisions to address weaknesses in both risk management and consumer protection (one of the first such orders prior to the recession of 2008). Also in 2008, I was promoted to Senior Examiner in Complex Financial Institutions (CFI) as the FDIC's Examiner in Charge of one of the six largest institutions in the nation (Wells Fargo) right before the recession. Those were very interesting times during which time TLGP, TAGP and TARP were implemented thankfully saving the banking industry from collapse.

In 2016, I was promoted to Senior Case Manager in the San Francisco Regional Office. Other assignments during my career include Special Assistant to the Regional Director, Acting Field Supervisor, Shared National Credit Reviews in Las Vegas and NYC,

Acting Assistant Regional Director and Acting Review Examiner in RMAS in the Washington Office.

Retirement Date: April 22, 2023

Plans for retirement: Attending day games of our beloved San Francisco Giants. Completing some home projects. Traveling around our beautiful state of California (and some world travel as well). Maybe volunteering with my wife at The Marine Mammal Center caring for baby harbor seals (MAYBE!). Visiting with my family and staying in touch with so many friends I have made at the FDIC.

Comments and thoughts: Just like Nellie Bertran said about the places I would go—she was right. My first trips to Hawaii and Alaska were for the FDIC. The corporation sent me to American Samoa where I was introduced to the lava-lava and to Guam where I learned to scuba dive. I was able to do side trips to Western Samoa and to Japan. What Nellie did not mention is that I would work with some of the most wonderful, committed, and intelligent people who would become like family. It has been a tremendous honor to serve for such a great



Bonn Phillips

organization for the past 38 years. I want to thank the FDIC for giving me the opportunity to serve for an agency with one of the most important missions still to this day—providing public confidence in the banking system.

To quote Winnie the Pooh—“How lucky I am to have something that makes it so hard to say goodbye.” 🏠

In Memoriam

Jesse George Snyder

Former Special Assistant, RMS

Jesse George Snyder of Venice, FL, aged 80 years, passed away on Sunday, April 16, 2023. He was born on October 23, 1942 in Chicago, IL, son of the late George and Alyce (Bechtel) Snyder.

After putting himself through college, Jesse graduated from the University of Wisconsin in 1964 and soon after began his illustrious career at the Federal Deposit Insurance Corporation (FDIC) as a bank examiner; he subsequently spent the next 38 years in leadership within all facets of banking and bank regulation, supervision, and risk management. Jesse held various roles at the FDIC, including Regional Director of both Boston (New England) and San Francisco Regions

where he successfully resolved a series of high-profile bank failures in the 1980s. Jesse served on the Basel Committee's Capital Group, a member of International Monetary Fund's Indonesia banking review, the President's Counsel on Y2K, Chairman of the Appraisal Subcommittee, and bank Director and Chairman for many FDIC-operated Bridge Banks. Jesse also frequently lectured at various national and international training venues. Following his career at FDIC, Jesse spent several years in the private sector in various roles, including serving as the Chief Compliance & Risk Officer for Synovus, one of the largest banks in the Southeast. Jesse served honorably in the U.S Army Reserves from 1964-1976, leaving at the rank of Chief Warrant Officer II.



Jesse George Snyder

see **Snyder**, page 12

In Memoriam, cont.

Snyder, from page 11

Hobbies were plenty for Jesse, many being revived after his retirement. Jesse was an amateur radio enthusiast, reclaiming his childhood callsign KW4IT and becoming active in radio clubs in both Fredericksburg, VA and Venice, FL – even becoming the proverbial gray beard that administered licensing tests. Jesse was a lifelong avid reader, and was always in the middle of at least one book. Retirement also saw him become interested in many woodworking projects and plans for his garage.

While his many friends came from various walks in life, Jesse was known by all for his razor-sharp intellect,

quick-witted humor, and love for a good prank. He was a skilled teller of jokes and stories, and could be counted on for both setup and punchline with a regular dose of deadpan delivery. While it is true that Jesse was sometimes hard to please and did not suffer fools, his softer side was often on display; his family could never say goodbye after a visit without visible dampness around the ocular area and a heartfelt “I love you mightily” from him.

Jesse was preceded in death by his father, George, his mother, Alyce, brothers Gordon and Tom, sister Dona, and his cherished Cairn Terrier—Max the Wonderdog. He is survived by his wife

of 46 years, Deborah; son George (Laura Jean) of Chantilly, VA, and daughters Amanda (Colby) Raden of Austin, Texas, and Jessica (Jason) Davidson of Chantilly, VA; and his beloved grandchildren Thomas and Hannah Snyder, Henry, Walter, and Peter Raden, and Tyler and Logan Davidson; as well as sister Susan.

Jesse will be dearly missed by his family, friends, neighbors, and former colleagues. What a remarkable mind, what wit, what insight—and while it is a significant loss, what a mark on the world. 🏠

Leonard Kos

Former Minneapolis Field Office Supervisor (DBS/DOS/RMS)

Leonard Kos' big heart stopped beating on Tuesday, February 14, 2023.

Leonard was an avid fisherman and sportsman and loved spending time with his family. He also enjoyed card games with friends.

He became a “regular” among a group of retired FDIC examiners, all of whom he worked with and some of whom he supervised. The group meets weekly for coffee and breakfast in different Twin Cities locations that eventually declined to just two locations following the COVID pandemic. This group originated following a 1996 early retirement program when the Resolution Trust Corporation was merged into supervision. The founding members are: Del Rucks, Dave Olsen, Bob Karr, and John Mellett. Other retirees join in when they can and when they are not snow-birding.

Leonard retired from the FDIC around 1992 and worked for a local banking institution with deep Minnesota

connections and then retired again and joined the breakfast club around the early 2000s. He played football at St. John's University and served in the U.S. Navy prior to joining the FDIC. Leonard was very well regarded and respected by his peers, subordinates, and banking community and, most importantly, family and friends.

Retired Supervisory Examiner Cheryl Browning noted that “Leonard trained me on loan analysis by assigning me to assess loans that were flagged as tarnished but not considered large enough to review the complete file and fully analyze. This really helped me to develop decision-making skills and to apply the loan classification categories on the spot in a meeting with the lender and Leonard. While a more efficient process was developed later for such credits, the coaching and experience were invaluable.” Cheryl later taught Loan Analysis School for several years in Arlington, Virginia. She said that “My interest in passing on loan analysis skills emanated from my earliest experiences



Leonard Kos

reviewing loans with Leonard and other Minneapolis examiners.”

Leonard is survived by wife Dona; daughters, Deborah, Sarah, Noel, Gretchen; son, Phillip (Connie); grandchildren, Dru, Collin, Heather; brothers, Donald and Gary; and, other relatives and friends. 🏠