

December 29, 1954

Dear Dr. Calkins:

I am enclosing with this note a copy of the list of possible historians which Mr. Sproul brought to the meeting yesterday. I think you took with you the other list which we prepared in this office.

As soon as we get your own choices out of these lists, we will put them together with the others and hope to come up with a handful of recommendations for the meeting of the full Committee on the 29th.

I certainly admire the speed with which your new electronic wonder reproduces this kind of thing.

Cordially yours,

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N.W.  
Washington 6, D.C.

Enc.

The Brookings Institution  
Washington 6, D. C.  

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722 Jackson Place, N. W.

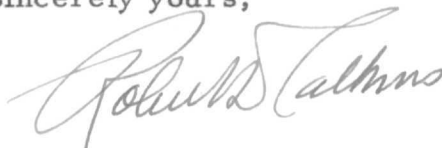
December 23, 1954

Dear Miss Adams:

I have your note regarding the quarterly financial reports. I am passing it on to Mr. Akers and Miss Maroney with the request that they prepare such reports quarterly.

With very best wishes for the Holidays and the New Year,

Sincerely yours,



President

Miss Mildred Adams  
Committee on the History of  
The Federal Reserve System  
33 Liberty Street  
New York 45, N. Y.

RECEIVED

DEC 27 1954

COMMITTEE ON THE HISTORY  
OF THE  
FEDERAL RESERVE SYSTEM

COMMITTEE ON THE HISTORY OF THE FEDERAL RESERVE SYSTEM

December 22, 1954

Dear Dr. Calkins:

I understood from something Don Woodward said the other day that he may have suggested Brookings send us a financial report every quarter. I think this would be an excellent idea as I like to know just what our financial position is.

Perhaps we could initiate this procedure as of January 1st, so that the first report would cover the period from July 1, 1954 to January 1, 1955. Subsequent reports could then come every quarter. Of course, I would not expect to receive the report until the first of February, since the New York Bank does not bill us until the 20th of the month.

My warm wishes for a happy Christmas.

Cordially,

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N. W.  
Washington 6, D. C.

c.c. - Mr. Akers  
Miss Maroney  
Mr. Woodward

The Brookings Institution  
Washington 6, D. C.  

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722 Jackson Place, N. W.

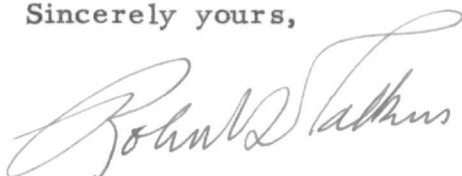
December 21, 1954

Mrs. Ellen C. Singer  
Committee on the History of  
The Federal Reserve System  
33 Liberty Street  
New York 45, New York

Dear Mrs. Singer:

Thank you for your note. I will expect to see Mr. Sproul and the others here for the Executive Committee meeting at 1 o'clock on the 28th.

Sincerely yours,



President

**RECEIVED**

**DEC 27 1954**

**COMMITTEE ON THE HISTORY  
OF THE  
FEDERAL RESERVE SYSTEM**



December 20, 1954

Dear Dr. Calkins:

Miss Adams has asked me to write you that she has received word from Mr. Sproul about the Executive Committee meeting on Tuesday, December 28th. He would like to change the hour of that meeting from 12:30 to 1:00 p.m. Unless you let this office know to the contrary, we shall assume that 1:00 p.m. at the Brookings Institution on Tuesday, December 28th, is convenient for you.

Sincerely,

Secretary

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N. W.  
Washington 6, D. C.

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ROBERT BROOKINGS SMITH  
LAURENCE F. WHITTEMORE  
DONALD B. WOODWARD

The Brookings Institution

Washington 6, D. C.

722 JACKSON PLACE, N. W.

December 17, 1954

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HARRY BROOKINGS WALLACE

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ELIZABETH H. WILSON  
*Secretary*  
SHELDON B. AKERS  
*Executive Manager*

Miss Mildred Adams  
Committee on the History of  
the Federal Reserve System  
33 Liberty Street  
New York 45, New York

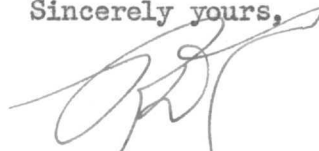
Dear Miss Adams:

I am putting January 29 down on my schedule for the Princeton meeting.

In accordance with your suggestion, we are paying the expenses of the Princeton conference out of the contingency fund.

I am sending Mrs. Singer an annual appointment letter in accordance with your suggestion.

Sincerely yours,



President

cc: Mr. Akers  
Miss Maroney  
Mr. Woodward

Enclosure

RECEIVED

DEC 20 1954

COMMITTEE ON THE HISTORY  
OF THE  
FEDERAL RESERVE SYSTEM

December 17, 1954

Dear Dr. Calkins:

In going over old notes, I find that last February, when we were talking about the whereabouts of the Mellon papers, you said that you were going to talk to Paul Mellon and would take that occasion to ask him where the Andrew Mellon papers are and how they could be made available.

My memory is that you spoke to me about these later, but I can not find that I made a record which sheds more light on the matter. On the other hand, I don't want to go ahead and make a further investigation because I also have a feeling that this was a matter which you considered slightly delicate.

Would you search your memory and let me know about this? I am sorry to have slipped up on it.

Cordially yours,

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N. W.  
Washington 6, D. C.

December 14, 1954

Dear Dr. Calkins:

We now have the figures in for the three-day Princeton meeting, at which we missed your presence and your advice. The total comes to \$1180.77, and I am asking Mrs. Singer to enclose a summary chart. She has already sent details to Mr. Akers.

I would think that this conference and its sequel, now being scheduled for January 29th if that date meets with Committee approval, should be paid for out of the Committee's contingency fund, set up in the budget at your suggestion. May I have word from you or Miss Maroney on this?

Mr. Akers reminded me last week that I should be sending you word about Mrs. Ellen Singer who came to work for this Committee on September 9th as Executive Secretary and Research Assistant. Her period of Temporary Appointment was up on December 9th, and this is to serve as the appropriate recommendation.

May I say that Mrs. Singer's work is abundantly satisfactory, and that I therefore request that she be transferred to an Annual Appointment basis as a member of the Special Staff of this Federal Reserve Study. That appointment should be made as of December 9th.

May I also ask what the Brookings policy is as to salary raises? Mrs. Singer's work seems to me worth more than the \$346 a month which she is being paid, and I would like to recommend an increase at whatever you regard as the appropriate time. She is a valuable assistant, and will be more valuable as she goes on.

Very sincerely yours,

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N.W.  
Washington 6, D.C.

Expenses of Meeting at Princeton, November 21, 1954

|            |               |
|------------|---------------|
| Travel     | \$ 275.91     |
| Overtime*  | 56.25         |
| Transcript | 208.62        |
| Hotel**    | 339.99        |
| Honoraria  | <u>300.00</u> |
| Total      | \$1180.77     |

\* Overtime for Miss Dorothy Bowen, Dr. Bopp's secretary on Saturday, November 20, and for Mrs. Ellen Singer, Sunday, November 21.

\*\* Hotel bill from the Princeton Inn is being held in New York until several charges are explained.

WILLIAMSON, Harold Francis, educator, econ. historian; b. Wyandotte Co., Kan., Mar. 21, 1901; s. Samuel Sylvester and Ella (Watson) W.; A.B., U. of So. Calif., 1924, A.M., 1925; Ph.D., Harvard, 1936; m. Arline Jane Hotchkiss, Aug. 12, 1932; children--Harold Francis, Samuel Hotchkiss. Instr., U. So. Calif., 1925-27; instr. and tutor, Harvard, 1930-32, 1934-39; asst. prof. economics Yale, 1939-42, assoc. prof., 1942-48; prof., economics, Northwestern U. since 1948. Director National Bureau Economic Research, National Records Management Council. Member American Economic Association, Econ. History Assn. (trustee 1947-50), Am. Assn. U. Profs., Sigma Alpha Epsilon. Author: Edward Atkinson: Biography of an American Liberal, 1934; The American Carpet Manufacture (with A. H. Cole), 1941; Winchester, the Gun That Won the West, 1952. Editor and contributor: The Growth of the American Economy, 1944, 51. Source book adv. Com. of Social Sci. Research Council. Adv. editor, Jour. of Modern History. Home: 824 Monticello Av., Evanston, Ill.

Source: Who's Who in America, Vol. 28, 1954-1955

Received from Dr. Calkins, December 9, 1954 (carded, ecs)

Williamson, Harold Francis, 1901-

Economic development: principles and patterns (Editor with J. A. Buttrick) Prentice-Hall, 1954. 576 p.

Growth of the American economy. 2d ed. (Editor) Prentice-Hall, 1951. 946 p.

Winchester: the gun that won the West. Combat Press, 1952. 494 p.

American carpet manufacture; a history and an analysis (with A. H. Cole) Harvard University Press, 1941. 281 p.

Edward Atkinson; the biography of an American liberal. Boston, Riverside Press, 1935.

Natural resources and international policy. Prophecies of scarcity or exhaustion of natural resources in the United States. (In American economic association, Papers and proceedings, Feb. 1945. p. 97-109)

An appraisal of American economic progress. (In American economic association, Papers and proceedings, Dec. 1949. p. 107-117)

Mention is made in the Directory of American Scholars of a title: American banking before the Civil War. I have been unable to find it listed elsewhere so have no bibliographical details. We shall check further and send on to you any additional information we obtain.

December 6, 1954

Dear Dr. Calkins:

Thank you for your letter of December 3rd. I am looking forward to having lunch with you and Mr. Shaw on Thursday, December 9, at 12:45 at Brookings.

Cordially,

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institute  
722 Jackson Place N.W.  
Washington 6, D.C.



The Brookings Institution

Washington 6, D. C.

722 Jackson Place, N. W.

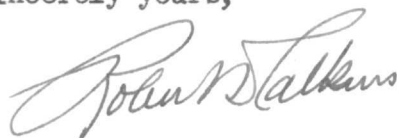
December 3, 1954

Dear Miss Adams:

May we plan to have lunch together with Mr. Shaw on December 9, about 12:45. I have an appointment with my doctor for an eye test at 12 o'clock, but I should be back by a quarter to one. Mr. Shaw is free that day. I regret that I shall not be here on the 10th.

With very best wishes,

Sincerely yours,



President

Miss Mildred Adams  
Committee on the History of  
the Federal Reserve System  
33 Liberty Street  
New York 45, New York

**RECEIVED**

**DEC 6 1954**

**COMMITTEE ON THE HISTORY  
OF THE  
FEDERAL RESERVE SYSTEM**

December 1, 1954

Dear Dr. Calkins:

I now find that I am going to be in Washington next week on Thursday and Friday (December 9th and 10th), and I wonder if it will be possible for me to see you and Edward Shaw. I am eager to know more about his own study on commercial banking, and I would be very much interested to hear his account of Karl Bode.

Would lunch on Thursday or Friday be possible for both of you, or would you rather name some other time? I hope your bout with the flu is entirely over and that you are feeling yourself again.

Cordially yours,

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N. W.  
Washington 6, D. C.

November 26, 1954

Dear Dr. Calkins:

Thanks so much for sending us copies of the material on Karl Bode. It sounds extremely interesting, and I am particularly glad to note the comparison with Howard Ellis concerning whom I feel as you do.

I will certainly look up the citations which Mr. Shaw notes in order to get a sense of Bode's style. Incidentally, I hope that I may meet Mr. Shaw next time I come to Washington. That date is not set, but I am hoping to get down sometime during the week of the 6th of December. I will try to let you know in advance.

Cordially yours

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N. W.  
Washington 6, D. C.

# The Brookings Institution

Washington 6, D. C.

November 24, 1954

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NOV 26 1954

COMMITTEE ON THE HISTORY  
OF THE  
FEDERAL RESERVE SYSTEM

Mr. Donald B. Woodward  
Vick Chemical Company  
122 East 42nd Street  
New York 17, New York

Dear Don:

I understand that I will shortly receive from Miss Adams a request for suggestions of persons for writing the History of the Federal Reserve.

In talking this matter over with Mr. Shaw yesterday and today, he came up with a new suggestion of a name which seems to me extremely promising. It is Karl Bode, who is both a student of monetary theory and economic history. I am attaching a memorandum from Mr. Shaw setting forth the high lights of Bode's publications and also the bibliography which we could readily identify.

I knew Bode slightly in the late thirties, when he was at Stanford. He is unquestionably a person of very substantial ability. It is my understanding that he was offered a professorship at Columbia in Economic History about 1948, and turned this down because of a feeling that he should lend a hand in the rehabilitation of Germany. In order to take this appointment with General Clay and Mr. McCloy, he resigned his position at Stanford and does not now hold an academic post. He is instead in Korea.

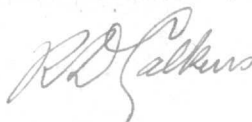
Shaw reports that he writes very well and he has a first-rate mind. It was the view among some of the English economists back in the thirties that Bode might make one of the leading contributions in the study of capital. Actually, he was drawn into economic history at Stanford, has spent years developing an adequate knowledge and background in that field, and was just on the verge of becoming productive when the war ended and he took on the assignment in Germany.

Mr. Shaw is of the impression that we could probably get Bode. The principal difficulty is that Bode has written very little in recent years and, therefore, it is difficult to prove the point that he would be productive. But on this score Shaw has no doubt whatever. The second difficulty is that he is in Korea and we could not readily interview him before making some kind of commitment that would bring him back to this country. I do not consider this latter obstacle entirely serious, since, if necessary, we might be able to make a commitment at Brookings that would bring him back, before assigning him to this particular project.

11/24/54

Another person who might be considered, but whom I would not rate as the top man for the History, is Howard Ellis. Ellis would do a very thorough job, but he has a somewhat ponderous style and lacks the breadth and flexibility of mind which Bode apparently has, and which seems required on this study. Ellis would be excellent for one of the monographic studies, and I have every reason to believe that he could be interested in one of them.

Sincerely yours,



President

cc: Miss Mildred Adams

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NOV 25 1954

COMMITTEE ON THE HISTORY  
OF THE  
FEDERAL RESERVE SYSTEM

Karl Bode

Bode is a naturalized citizen. He was born in Germany. He is a devout Catholic, and his faith was responsible for his decision to leave Germany in, I think, 1933.

His training in economics includes at least the Universities of Bonn and Vienna, the London School of Economics, and Cambridge University. He was in England during 1933-1937 and developed a major reputation as an economic theorist with specialties in capital and monetary theory. It was during this period that he established the reputation which later led P. Sraffa to invite his participation as co-editor of the impressive Ricardo studies.

Bode replaced me at Stanford in 1937-1938 during my sabbatical. Stanford invited Bode to remain, and he did until 1946 when he resigned to join the staff of the allied occupation in Germany. He was with Clay and McCloy in major capacities, and remained in Germany to 1954 and until his conscience was satisfied that he had assisted the recovery of his mother country as best he could. His conscience is clear, and he regards himself as American with no strings attached.

Bode is now on his second mission to Korea, on the civilian reconstruction staff. His explicit responsibility is to devise and implement means of stabilizing the South Korean currency. I know of no economist better qualified for the job.

I regard Bode as a brilliant, utterly honest economist. He has admirable training and experience in the monetary field. His principal concern, however, is economic history. This combination of interests and talents and training seems to qualify him for some such project as the Federal Reserve history.

Bode has written very little, though he writes in a highly lucid and literate style. I recall articles in *Economica* of about 1937-1938, the *American Economic Review* of about 1942, and a note in the *Review of Economics and Statistics* for around 1945. This small output should not be taken as indicative of his ability to write, his will to write, or his facility in writing. I can think of no one better qualified to handle the history of the Federal Reserve or, for that matter, of any other central bank.

People who are qualified to comment on Bode include: Rosenstein-Rodan, Haberler, Wallis, Haley, Ellis.

RECEIVED

NOV 26 1954

COMMUNICATIONS SECTION  
FEDERAL RESERVE SYSTEM

November 23, 1954

Dear Dr. Calkins:

We were all sorry that the flu got you down and kept you from Princeton on Sunday. The three-day meeting -- two days with Dr. Bopp, Dr. Chandler, and Dr. Wood and Sunday with the Committee -- was extraordinarily interesting and valuable. We will be sending out minutes, but I did want you to know how very much you were missed and to send you one or two bits of information which you may need for your calendar.

The three experts have now gone their various ways and will be working on a document to be presented to the Committee at another three-day meeting in January. The dates which were set call for the experts to meet on Thursday, January 6th and Sunday, January 9th, while the meeting of the full Committee with the experts is scheduled for January 8th. This will be another full-day meeting, and everyone is hoping that you will be able to be there.

In the meantime, the key figure who is to write the comprehensive history still remains veiled in mists. The trend of thinking on Sunday seemed to run to an historian with a certain amount of economic training, and the name of Earl Hamilton (suggested by Dr. James) was regarded with some favor. Mr. Sproul asked that, on the basis of familiarity with appropriate periodical literature of recent dates, the Committee send in names of suggested writers and that they then be circulated before the next meeting. This list might well include suggestions of writers for specialized monographs as well as the writer of the comprehensive history.

We are asking that these lists reach us by the 10th of December, so that we may circulate a complete list before the holiday rush is on us.

You may also like to know that Dr. Joseph Willits has accepted the Committee's invitation to become a member. He was not able to attend the entire meeting on Sunday but came to lunch and sat with us for a half hour afterwards. I think that Mrs. Singer talked with your secretary this morning and asked that you hold December 14th for a possible executive Committee meeting. I will try to let you know tomorrow whether or not this date is generally possible. Meanwhile I hope that you are entirely restored to health.

Cordially yours

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N. W.  
Washington 6, D. C.

December 1, 1954

Dear Dr. Calkins:

I now find that I am going to be in Washington next week on Thursday and Friday (December 9th and 10th), and I wonder if it will be possible for me to see you and Edward Shaw. I am eager to know more about his own study on commercial banking, and I would be very much interested to hear his account of Karl Bode.

Would lunch on Thursday or Friday be possible for both of you, or would you rather name some other time? I hope your bout with the flu is entirely over and that you are feeling yourself again.

Cordially yours,

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N. W.  
Washington 6, D. C.



November 18, 1954

Dear Dr. Calkins:

In the matter of Miss Bulla and the basis on which I have asked her to do a specific piece of research for us, I think perhaps I did not make clear the factors that made me feel she should be considered not as an employee but as an independent contractor. May I set down for your consideration these elements in the situation:

1st - Miss Bulla is working not only for us but for other people on similar tasks. She has set herself up as an informal research service, though not to the extent of hiring an office, and she would prefer to function in that category.

2nd - She is rendering us a specific service, looking up specific references and copying a specified number of cards. This is done at the Federal Reserve Board, at hours which she sets to suit her own convenience, and on a borrowed typewriter. None of the conditions under which she works are prescribed by us.

3rd - This is a very short task for which we have sought her services, so short that if you take her on as an employee you will hardly get her there before it is time to check her out. I cannot be specific about time, but I wouldn't think that more than a few weeks would elapse before the job is done.

4th - Miss Bulla is retired, and of an age to receive Social Security benefits rather than to pay tax. Her civil service rating was higher than the base price on which she is figuring the cost of the service she is selling us. As a retired civil servant she prefers to consider herself as operating a small business, so to speak, rather than as being hired at a lower rate than she earned, and hence reduced in rank.

In fact I am not at all sure that she would have undertaken the job had she, or I, thought there was any question of her being taken

onto the Brookings rolls as an employee. I promised her a lump sum, based on time spent, and assured her that she would be paid as an independent contractor; when you review the circumstances I hope you will agree that this is the proper ground on which to purchase her services.

I have gone into this so carefully for the very reason that we are working out matters of procedure and I do want to get the difference between buying a service and taking on an employee quite clear so that I may be sure in the future which it is that I am proposing.

Cordially yours,

Mildred Adams

Dr. Robert Galpin  
The Brookings Institution  
722 Jackson Place N.W.  
Washington 6, D.C.

Copy to: Mr. Woodward  
Mr. Akers  
Miss Maroney

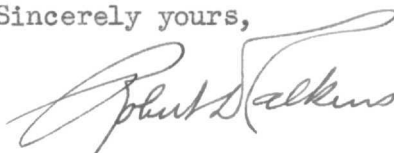
The Brookings Institution  
Washington 6, D. C.  
722 Jackson Place, N. W.

November 17, 1954

Dear Miss Adams:

Thank you for your note of the 16th, and for the reservation. I hope to see you on Saturday night or Sunday. I shall probably not be available for dinner Saturday night, since I shall be dining with my son at Princeton.

Sincerely yours,



President

Miss Mildred Adams  
Committee on the History of the  
Federal Reserve System  
33 Liberty Street  
New York 45, New York

FEDERAL RESERVE SYSTEM  
OF THE  
COMMITTEE ON THE HISTORY

NOV 18 1954

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TRUSTEES

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HUNTINGTON GILCHRIST, *Vice Chairman*  
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ROBERT D. CALKINS  
LEONARD CARMICHAEL  
WILFRED L. GOODWYN, JR.  
JOHN W. HANES  
LEWIS WEBSTER JONES  
JOHN E. LOCKWOOD  
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LAURENCE F. WHITTEMORE  
DONALD B. WOODWARD

# The Brookings Institution

Washington 6, D. C.

722 JACKSON PLACE, N. W.

November 16, 1954

HONORARY TRUSTEES

ROBERT PERKINS BASS  
MRS. ROBERT S. BROOKINGS  
JOHN LEE PRATT  
HARRY BROOKINGS WALLACE

OFFICERS

ROBERT D. CALKINS  
*President*  
MILDRED MARONEY  
*Treasurer*  
ELIZABETH H. WILSON  
*Secretary*  
SHELDON B. AKERS  
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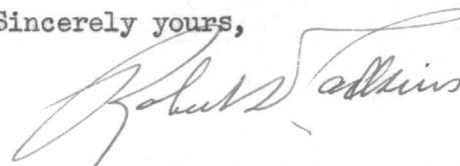
Miss Mildred Adams  
Committee on the History of  
the Federal Reserve System  
33 Liberty Street  
New York 45, New York

Dear Miss Adams:

I have your letter regarding the appointment of Miss Beatrice Bulla. I find that the question of whether a person is or is not an employee is somewhat influenced by the question of whether or not we have to pay Social Security Taxes on their salaries as employees. Our interpretation of the regulations leads us to the conclusion that the arrangement you propose would be classified as employment. Our practice here is to limit contracts pretty definitely to lump sum arrangements, or to specified monthly payments for a specified period of time. In the circumstances, I wonder if it would not be better to appoint Miss Bulla as a casual employee on part-time employment, at an hourly rate as you suggest. If this is agreeable, I will send her a letter of appointment.

It might be advisable to specify the period in which she is to be so employed. Can you give me any light on that question?

Sincerely yours,



President

cc: Mr. Akers  
Miss Maroney

RECEIVED  
NOV 17 1954  
COMMITTEE ON THE HISTORY  
OF THE  
FEDERAL RESERVE SYSTEM

November 19, 1954

Dear Dr. Calkins:

The enclosed letter from Dr. Kincaid, addressed to you, was sent by mistake to this office. With it there was Page 2 of a financial report. I hope he may have sent Page 1 to you, perhaps with a copy addressed to me. If so, may I suggest that you keep the whole financial report for your own use.

May I also say that this report is not entirely complete. There will be express charges, and I think we are going to ask for a second run on the stencils which are still being held in Virginia. The excess to be paid over the \$4,000 should come within \$300, but we will have further details on that for you later.

Cordially yours

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N. W.  
Washington 6, D. C.

c.c. - Mr. Akers  
Miss Maroney

Enclosed: Kincaid letter to Dr. Calkins and Page 2 of financial statement.

November 16, 1954

Dear Dr. Calkins:

This is to repeat a message sent you earlier that we have a room reserved in your name at the Princeton Inn, where you are expected Saturday afternoon, to stay through Sunday afternoon. Our three experts and at least two other members of the Committee will be dining at the Inn on Saturday evening - they will be particularly pleased to have you join them.

You will be glad to hear that we are expecting a full attendance of Committee members for the all day meeting on Sunday. They will convene at ten o'clock in the morning in the Inn's private conference room.

Very sincerely yours,

Mildred Adams

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N.W.  
Washington 6, D.C.

November 12, 1954

Dear Dr. Calkins:

We are taking on Miss Beatrice Bulla, formerly a member of the staff of the Federal Reserve Board, to do a short and specific job of research for us. This will include some bibliographic work at the Board library.

Miss Bulla was employed by the Board at a salary of [REDACTED] a year (this is an average of her salary rates in the years 1950-53). She is retired and does not want full time work. She has agreed to do this at a base rate of [REDACTED] an hour and will keep strict account of her time.

This is a different procedure from any we have yet undertaken. I understand that it is entirely possible to get such work done on a contract basis and that in that event, the usual tax deductions are not made. Miss Bulla would seem to me to come within that classification. Unless you have some objection therefore, I would prefer to hire her as an independent contractor rather than as a short time employee. I hope that this will simplify this particular kind of operation. If Miss Bulla is satisfactory, as I expect, we will want to hire her again from time to time on this same basis.

I would be grateful for word from you on the validity of the above assumptions.

Very sincerely yours,

Mildred Adams

Dr. Robert D. Calkins  
President  
The Brookings Institution  
722 Jackson Place, N. W.  
Washington 6, D. C.

c.c. - Mr. Akers  
Miss Maroney  
Mr. Woodward



November 8, 1954

Dear Dr. Calkins:

I shall be in Washington on Tuesday the 9th, as soon as you get this letter, but I wanted to set down details so that you could have them on record.

In the first place, we have taken on a new secretary-stenographer, Miss Irma Burstein, who began work Monday, November 1 at a salary of [REDACTED]. At the same time, Miss Lois Krebs, who had been loaned to us by the bank for several months, returned to the bank. Miss Burstein will make out the necessary forms, and Mrs. Singer will send them to you, but I wanted to give you this preliminary information.

In the second place, in regard to the 3 day conference, which is to be held November 20, 21, and 22 in Princeton, it has been agreed by Mr. Woodward and Mr. Sproul that the 3 experts, Dr. Bopp, Dr. Chandler, and Dr. Wood should be paid honoraria of \$100.00 each. Incidentally, at the present moment, all the members of the committee have signified their intention of being present. I talked with Miss Maroney the other day about the provision of funds in advance to cover out-of-pocket costs at the conference. I will provide her with some kind of an estimate before the 20th.

In regard to the exemption of New York City Retail Sales Taxes, I am informed that that will be retroactive. We have been asked to furnish the New York City Refund Office with a list of items and amounts which have been paid out, and the bank disbursing office is now getting this together. Amounts which have been collected but not yet turned over to the city will either be refunded or credited to us by the bank in the near future.

On Tuesday morning, we are to be moved to more ample offices on the 11th floor of this building. The telephone exchange remains the same, but charges for telephone equipment and the rental of furniture may be slightly increased. This new space will give me a private office and make it possible to set aside a research room in which Mr. Chandler, Miss Burnett, and any others working there can have access to necessary files. It corrects a situation in which we were crowded and the bank was having to loan one of its own offices to Professor Chandler.



As for Dr. Kincaid, I am planning to go to Charlottesville on Thursday, the 11th, and should be able to come back with complete information about that project.

This rounds out a bundle of small detail which had been mounting for you. I hope the inclusion of everything in one letter is not too hard on the filing system.

Cordially yours,

Mildred Adams

Dr. Robert D. Calkins  
President  
The Brookings Institution  
722 Jackson Place, N. W.  
Washington 6, D. C.

c.c. - Mr. Akers  
Miss Maroney  
Mr. Woodward

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The Brookings Institution

Washington 6, D. C.

722 JACKSON PLACE, N. W.

October 22, 1954

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*Executive Manager*

Miss Mildred Adams  
Committee on the History of the  
Federal Reserve System  
33 Liberty Street  
New York 45, New York

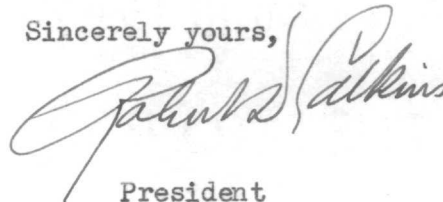
Dear Miss Adams:

I have your letter regarding the proposal that we hold further financial adjustments for Dr. Kincaid in abeyance until further study has been made of the requirements. This procedure I heartily approve. ✓

I also have your memorandum regarding the proposed conference at Princeton. As I understand it, the members of the Committee would participate with the three-man group on one day during their second session, which would run for three days. I would prefer a Saturday as the day for my participation, but I could make it on Sunday. The preferred dates would be November 13 or 14, and November 20 or 21.

Thank you also for your letter clarifying the proposal regarding Miss Burnett's appointment. I shall write the letter to her the first of the week.

Sincerely yours,



President

October 21, 1954

Dear Dr. Calkins:

I have your letter of October 19th about procedures, and the copy of yours of the same date to Mr. Woodward on the same subject. May I say in the first place how glad I will be if we can arrive at a routine to be regularly used in making appointments, committing funds, and constructing contracts. I feel as you do that we can avoid headaches by clearing matters in the beginning, and I am all too aware that there have been lapses from this ideal.

In the matter of Miss Marguerite Burnett, may I review details which were presented earlier and may have slipped your mind. You will find a specific allowance for Miss Burnett's work in the budget which you submitted to the Rockefeller Foundation on June 15th and which was accepted by them. The idea that Miss Burnett might be useful to us in a part-time capacity when she retired from her post as librarian to the New York Federal Reserve Bank was mentioned at least as early as May. It originated with Mr. Sproul and Mr. Burgess; was mentioned in the Committee meeting of May 11th and approved as an idea to be elaborated later; was included in a letter of June 9th addressed to you, Mr. Burgess and Mr. Woodward. That letter of June 9th presented to you three the proposed budget, and it was on the basis of that letter that you submitted the budget to the Rockefeller Foundation.

In my letter of June 9th, the second paragraph on page 5, you will find the following sentences; "As for Miss Marguerite Burnett, who retires this summer as librarian of the New York Federal Reserve Bank, we would like her to work part time on a master bibliography of archival material in the twelve regional banks. Mr. Sproul is interested in the idea, and discussions to that end are under way. The figure assigned for her is based on her present salary."

The acceptance by the Committee of a budget which specifically included provision for Miss Burnett's services would, I should think, constitute acceptance of the project. Certainly I took it so,

and in the summer when Miss Burnett retired I made arrangements to have her start work in October. Mr. Sproul and Mr. Woodward were kept in close touch with these arrangements.

You ask for details of Miss Burnett's employment so that a letter of appointment can be sent her. I would suggest the following:

- (a) Title - research associate
- (b) Duties - to explore archival material in the 12 regional banks, and to set a pattern whereby such material can be catalogued and made available for the use of students; also to act as bibliographic consultant to the Committee as needed.
- (c) Terms of employment - to run 1/2 time for 6 months from October 13th, 1954 to April 15th, 1955.
- (d) Compensation - [REDACTED] for the entire project, to be paid at a rate of [REDACTED] per month.

I hope this clears up the matter. If there are other questions, I will be glad to search out the answers. I am sending a copy of this letter to Miss Maroney and Mr. Akers, who will also need some of the information therein.

Your questions concerning Dr. Kincaid I am holding for separate reply.

Cordially yours,

Mildred Adams

Dr. Robert D. Calkins  
President  
The Brookings Institution  
722 Jackson Place, N.W.  
Washington 6, D. C.

c.c. - Mr. Woodward  
Mr. Akers  
Miss Maroney

October 21, 1954

Dear Dr. Calkins:

Your letter of October 19th with its questions about Dr. Kincaid, together with a copy of a letter sent to Mr. Woodward on the same subject, was followed the same day by a letter from Dr. Kincaid. In reply to my letter asking further information about costs, he says, "I shall make some cost studies a little further along. Until then I cannot say whether insufficient funds have been provided."

Under those circumstances, and in view of your agreement that some adjustment may have to be made, I would suggest that the matter be left in abeyance until Dr. Kincaid sends us some kind of an accounting on which we can base a request for a supplementary grant. As I wrote you October 18th, the Committee agreed that a small run-over would be approved, but wanted to be sure about the figures.

We may eventually have to ask Miss Maroney's good aid to get Dr. Kincaid's figures in order. It sounds as though the keeping of accounts were a real difficulty. When adequate information arrives, we can work out a procedure of request to Brookings for the providing of supplementary aid from Committee funds. I only hope we won't have to use such a procedure frequently.

Cordially yours,

Mildred Adams

Dr. Robert D. Calkins  
President  
The Brookings Institution  
722 Jackson Place, N.W.  
Washington 6, D. C.

c.c. - Mr. Woodward  
Mr. Akers  
Miss Maroney

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# The Brookings Institution

Washington 6, D. C.

722 JACKSON PLACE, N. W.

October 19, 1954

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*Secretary*  
SHELDON B. AKERS  
*Executive Manager*

Miss Mildred Adams  
Committee on the History of  
the Federal Reserve System  
33 Liberty Street  
New York 45, New York

Dear Miss Adams:

In checking our files here I find we have no information about Miss Burnett. She has not received an appointment letter, and the information sent today by Mrs. Singer does not give me the monthly rate and the title, or the fraction of time she is to put in on her assignment. I would infer from the information supplied that she is to be paid [REDACTED] for a six months period, beginning October 13, and that she will be devoting possibly half-time to this assignment. I assume that this appointment has been approved by the Executive Committee and that the budget appropriation has been approved, although I have no record of such action

In accordance with Mrs. Singer's request, I am sending enclosed half a dozen copies of the final statement of the arrangement between the Brookings Institution and the Committee. This was approved by the Committee on May 21, 1954 and approved by our Trustees on May 14, 1954.

I also have your letter of October 18 regarding Mr. Kincaid. I am not sure what the procedure is regarding formal action in approving a supplement to Mr. Kincaid, or precisely what the supplement is to be used for. I gather that there are two problems presented. One is that we did not anticipate the taxes when originally we negotiated and agreed upon the grant to him, and that the portion of the taxes that normally is deducted from the employees' salaries has been erroneously paid to the persons and to recover this sum would require some repayment to Mr. Kincaid. His letter of October 11, copy of which I sent you, indicates the amount of the tax expense which was unanticipated. The second item is an additional sum that may be required in order to defray the cost of completing the assignment he has begun. I would favor a reasonable sum for additional expenses. I would also favor some further contribution toward the tax expense which was not

10/19/54

anticipated initially. If he can recover the portion of taxes chargeable to the employees, I think we should not make additional provision for this sum. If he cannot collect it, because employees have already severed their connection and are not locally available, I am inclined to think that some adjustment should be made so that this sum will not come out of his personal compensation. In defense of making some adjustment, I would point out that Mr. Kincaid is not accustomed to playing the role of employer and that we on the Committee and at Brookings may be somewhat inexperienced in supposing that these matters had all been thought of and taken into account when the agreement was reached. I am inclined to think that we should be strict, but not unreasonable.

Will you please check on just what procedure we are expected to follow in view of the arrangements with the Brookings Institution in order to authorize an appropriate supplementary sum for Mr. Kincaid?

Sincerely yours,



President

cc: Mr. Donald B. Woodward  
Mr. Akers  
Miss Maroney  
Mrs. Wilson

Enclosures



COMMITTEE ON THE HISTORY OF THE FEDERAL RESERVE SYSTEM  
33 Liberty Street, New York 45, New York

October 18, 1954

Dear Dr. Calkins:

Thanks so much for the copy of your letter of October 13th to Dr. Kincaid. Apparently we wrote him the same day - I hope a copy of my letter to him has reached you.

When we talked by phone about this you and I were both fearful that Dr. Kincaid's deficit could not be covered by as little as \$500. However, I asked Mrs. Singer to go through the correspondence in detail and dig out whatever basis for an estimate she could find. Her conclusion is that, with the exception of the un-withheld taxes which Dr. Kincaid must surely get back from the assistants who should never have been given this in the first place, the deficit may run under \$300. Her estimated figure is \$283.83.

I think Mr. Woodward mentioned the matter to you on Friday. If my memory serves, the Executive Committee agreed that a small run-over would be approved, but wanted to be sure about the figures. Perhaps Dr. Kincaid will furnish us with complete figures when he replies to my letter of October 13th. I will let you know further as soon as I hear.

Very sincerely yours,

Mildred Adams

Dr. Robert D. Calkins  
President  
The Brookings Institution  
722 Jackson Place, N.W.  
Washington 6, D. C.



October 18, 1954

Dear Dr. Calkins:

This is our first sheet of the new paper which lists you properly!

Miss Adams asked me to write you that Miss Burnett is to work on a master bibliography of archival material in the twelve regional banks. The figure of [REDACTED] assigned to her in the budget for 1954-55 is based on the salary she received as librarian of the Federal Reserve Bank of New York. She has been engaged to work part-time for six months, and started on Wednesday, October 14th.

As I went through the Brookings file recently, I noticed that we have no final statement on the relation the Committee on the History of the Federal Reserve System and the Brookings Institution. We have a proposed draft, dated May 14, 1954, but no copy of the statement as agreed upon by all members of the Committee. Would you please send us a copy of the final statement as it seems an important paper for us to have.

Sincerely,

ES

Secretary

Dr. Robert D. Calkins  
The Brookings Institution  
722 Jackson Place N.W.  
Washington 6, D.C.

COMMITTEE ON THE HISTORY OF THE FEDERAL RESERVE SYSTEM  
33 Liberty Street, New York 45, New York

October 15, 1954

Dear Dr. Calkins:

After a lull during the summer, work seems to be going ahead at good speed. On Monday, September 27th, Dr. Chandler began work here at the Bank on the Strong papers. Miss Marguerite Burnett started October 13th on her part-time project of setting up central archives in the member banks. Would you be so kind as to inform Mr. Akers of these dates? I understand that the necessary blanks for Miss Burnett have already been forwarded to you.

The Executive Committee meeting this morning seems to have accomplished a great deal toward getting our main project underway. Long distance telephone may be the only way of getting so busy an Executive Committee together, but apparently it is a successful one.

I hope the hurricane has not wreaked havoc in Washington. Our windows in the office are beginning to rattle and the sky is ominous.

Very sincerely yours,

Mildred Adams  
Research Director

Dr. Robert D. Calkins  
President  
The Brookings Institution  
722 Jackson Place, N.W.  
Washington 6, D. C.

Committee on the History of the Federal Reserve System

September 8, 1954

Dear Dr. Calkins:

Thanks very much for your letter of September 3 commenting on the details of my letter of August 17 regarding fringe benefits.

I take it that the only details left with any degree of doubt are retirement, hospitalization and New York State insurance provisions. So far as retirement is concerned I would agree that Brookings regulations would apply to employees of the Committee. As for any one who comes under the TIAA regulations I would think that could be left until it happens.

In regard to hospitalization I will make inquiries here in New York of the Blue Cross to see if this service can be extended to employees here.

As for insurance we will await the result of the correspondence which Mr. Akers has undertaken with the New York State authorities.

I would like to get these details in hand as soon as possible so as to report to the Executive Committee and cross them off the list of things still awaiting action.

Sincerely yours,

Mildred Adams  
Research Director

Dr. Robert Calkins, President  
The Brookings Institution  
722 Jackson Place, N.W.  
Washington 6, D.C.

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The Brookings Institution

Washington 6, D. C.

722 JACKSON PLACE, N. W.

September 3, 1954

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SHELDON B. AKERS  
*Executive Manager*

Miss Mildred Adams  
Committee on the History of the  
Federal Reserve System  
33 Liberty Street  
New York 45, New York

Dear Miss Adams:

In reply to your letter of August 17 regarding fringe benefits, I should like to set forth the following proposals:

(1) The contractual arrangement between the Committee and the Brookings Institution provides (Sec. 6) that employees "shall be joint employees of the Committee and the Institution for specified periods, and not regular employees of the Brookings Institution." Since employees are joint employees of the Institution they would normally come under such regulations which govern our own employees.

(2) Social Security. Employees must be covered by Social Security since employees of the Institution are so covered.

(3) Hospitalization. Since the Institution provides Blue Cross hospitalization at the employee's expense, we believe that efforts should be made to arrange for similar benefits through the Blue Cross or Blue Shield systems in New York. If such arrangements can be made and the employees pay the full cost of coverage, as they do here at Brookings, we should provide this service on the same terms as it is provided here.

(4) Sick Leave. The Brookings regulation on sick leave should apply to employees of the Committee in or out of New York.

(5) Vacation with pay. Brookings regulations providing vacation with pay should apply to the employees of the Committee.

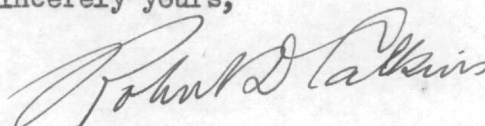
(6) Retirement. The regular retirement age here at Brookings is 65 years. Appointments of personnel beyond that age require special action of the Executive Committee. We believe that similar regulations should apply to employees of the Committee. Such employment may jeopardize the retirement income from OASI. It would not normally imperil other retirement rights of employees.

9/3/54

(7) Teachers Insurance and Annuity Association. The Institution allows participation in the TIAA for employees who have at least 3 years of service, are at least 30 years of age, and have a minimum salary of \$3,600. Since the employees of the Committee will come under Social Security and would not normally be eligible for TIAA for at least 3 years, we believe that any action with respect to TIAA should be left for later consideration. The problem may arise for employees who come from institutions that are under TIAA, and here through special contractual arrangements the Committee could undertake to continue the TIAA payments during the temporary period of service for the Committee.

(8) Insurance. I am turning your correspondence regarding unemployment insurance over to Mr. Akers with a view that he may follow up with you or the New York State officials regarding this matter. It seems clear that the Brookings Institution is exempt since we are incorporated as a nonprofit corporation for scientific and educational purposes, and are exempt under Sec. 101(6) of the Internal Revenue Code.

Sincerely yours,



President

C  
O  
P  
Y

THE BROOKINGS INSTITUTION

Washington 6, D.C.

September 3, 1954

Dr. E.A. Kincaid  
Rugby Road at Mason Lane  
Charlottesville, Virginia

Dear Dr. Kincaid:

I have asked Miss Maroney, our Treasurer, to furnish the necessary information regarding your responsibilities with respect to Social Security and withholding taxes relative to the persons who are employed by you on the Glass papers.

Miss Maroney informs me that it will be necessary for you to pay the Social Security tax on salaries of each of your employee assistants and to withhold taxes in the event their compensation is taxable. I hope that your estimates of compensation for assistants have taken account of the OASI tax.

The employee must supply an exemption certificate (W-2) and a Social Security number. If any employee does not have a Social Security number, it will be necessary for them to get one. The application forms are enclosed. These forms should be supplied to you as employer.

The amounts to be withheld are as follows:

Income Tax. This depends on the number of exemptions claimed by the employee on Form W-2, and whether the payroll period is weekly, monthly, daily or miscellaneous. The amounts are set forth in tables on p. 20 f. of the enclosed booklet.

OASI (F.I.C.A. tax). The amount withheld (to be matched by the employer) is set forth in the tables on pp. 30-31. There is an exemption for OASI, but not for income tax, for wages of less than \$50 in a calendar quarter. But this exemption is peculiar to nonprofit institutions and it would not, we think, apply to you as employer.

If you have only one or two assistants and the records of their service and payments are in good order it is possible that we might help you on the paper work in straightening out any complications you encounter.

I talked with Miss Adams about this today. We think it might be well for you to furnish an accounting showing the amount spent and any unexpended balances. We, of course, hope that the funds available will be ample to cover the OASI tax.

Dr. Kincaid

- 2 -

9/3/54

Miss Maroney also informs me that you will need to obtain an identification number as the employer. A form for this is enclosed. It is also advisable to keep suitable records for income tax purposes, since you will need to report the full amount of funds received from the Institution and then show the payments made as expenses deductible from other gross income received. A tax form is also enclosed.

If we can be of further assistance to you in this matter please let us know.

Sincerely yours,

President



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The Brookings Institution

Washington 6, D. C.

722 JACKSON PLACE, N. W.

August 30, 1954

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*Secretary*  
SHELDON B. AKERS  
*Executive Manager*

Miss Lois Krebs  
Secretary  
Committee on the History of the  
Federal Reserve System  
33 Liberty Street  
New York 45, New York

Dear Miss Krebs:

I have your note of August 27. I shall be  
here on September 2 and 3 and will be glad to see  
Miss Adams at that time.

Sincerely yours,

President

cc: Miss Mildred Adams

*Imp on Brookings + Hopkins press?  
Aug 17 letter on fringe benefits -  
his reply?*

*See Akers - see notes -*



COMMITTEE ON THE HISTORY OF THE FEDERAL RESERVE SYSTEM  
33 Liberty Street, New York 45, New York  
Telephone: REctor 2-5700, Extension 286

August 27, 1954

Dear Dr. Calkins:

Miss Adams asks me to tell you that she expects to be in Washington the second and third of September, and is hoping that it will be convenient for you to see her at that time. She will telephone for an appointment on her arrival Thursday morning.

Very sincerely yours,

Lois Krebs  
Secretary

Dr. Robert D. Calkins  
President  
The Brookings Institution  
722 Jackson Place, N.W.  
Washington 6, D. C.

Esteeck

Fidelity Oxon Skin

MADE IN U.S.A.

August 17, 1954

Dear Dr. Calkins:

It was good to hear that you are back from a California vacation, and that my favorite state was kind and refreshing.

Things have gone slowly here, but summer is usually like that. Dr. Kincaid reports that he expects to finish his survey of the Glass collection by September 15th. His wife's health is such that he has given up the idea of going to Arizona, which seems a pity, and he would like to be kept in mind for further work.

The problem of fringe benefits, about which I wrote you earlier, seems clearer after a careful reading of the Brookings Rules and Regulations which you sent me, and a long conversation with Mr. Smedley, the appropriate personnel officer here, concerning the practices of the New York Federal Reserve Bank. I am now prepared to make the following suggestions to you, and if you agree, to take them to the Executive Committee:

✓ Social Security - Federal practice rules both at Brookings and the Bank, and would govern any employee arrangements made by this Committee.

✓ Hospitalization - Brookings uses the Blue Cross plan, and employees pay all costs. The New York Bank uses both Blue Cross and Blue Shield, and pays two-thirds of the cost. Under those circumstances Mr. Smedley is sure that Blue Cross service can be acquired in New York for employees who want it. They should follow the Brookings arrangement in Washington and pay all costs if they elect to use the service.

✓ Sick Leave - Here the Brookings and the Bank arrangements are very similar. The Committee should therefore follow the Brookings rule that staff members may have sick leave with pay at the rate of fifteen working days for each fiscal year (1.25 days per calendar month) to a maximum of 90 days.

✓ Vacation on pay - Here Brookings is slightly more generous than the Bank, but not enough to stir trouble as between Bank and Committee employees. Staff members are eligible for annual leave with pay at the rate of two days per month plus one extra day for the 12th month, making 25 working days for each fiscal year.

Retirement - To most young employees this is a minor benefit. The only warning is that whatever arrangements are made should not imperil future retirement rights of employees.

Insurance - Because the chief Committee office is in New York employees come under New York State laws. I have written to the appropriate officers and received their replies. I take it that Brookings and the Committee would both be exempt under the provisions of the New York State Unemployment Act and also under the Workmen's Compensation Act. However, it might be well to have an opinion from Brookings' legal adviser on this so that we will feel doubly safe. I am enclosing copies of the pertinent letters.

I am abashed to learn from your letter of August 11th that we were overly optimistic in thinking we could stretch our pilot appropriation to cover an extra month. I would agree with your desire to squeeze the shortage out of our 1954-55 funds. We have let our typist go back to the Bank, and we do not expect to take on a full-time assistant until September, so the summer provides some economies which will help. I see no immediate prospect of heavy expenses in connection with the history, so my guess is that we are safe. However, I am all too well aware that we have set up no budgetary safeguards - they may be necessary.

If luck holds I'll be in Washington the last week in August and will hope to see you then. Meanwhile thanks for the suggestion about Ed Shaw. I'll see what reaction I can get on a tentative basis.

Cordially yours,

Mildred Adams

Enc.

Dr. Robert D. Calkins  
President  
The Brookings Institution  
722 Jackson Place, N.W.  
Washington 6, D. C.

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The Brookings Institution

Washington 6, D. C.

722 JACKSON PLACE, N. W.

August 11, 1954

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*Executive Manager*

Miss Mildred Adams  
Committee on the History of  
the Federal Reserve System  
33 Liberty Street  
New York 45, New York

Dear Miss Adams:

I have just returned from several weeks vacation in California, which was a welcomed change and rest.

I have one or two matters for your consideration. Miss Maroney reports that as of the end of June we had spent \$12,038.64, which is an over-run of \$2,038.64 above the \$10,000 grant originally made by the Foundation. This is much higher than I had thought, based on earlier figures. The explanation lies mainly in the fact that the statements rendered by the bank came in June and the amount of these we had not fully anticipated. This raises a question as to whether we should ask for \$2,038.64 more from the Foundation to cover those expenditures, or whether we should endeavor to absorb them in the budget for the coming year. Unless we get started promptly on the history it may be possible to squeeze the money out of the funds for the coming year. My own view is that we might both consider these matters as we re-examine the budget along with our plans during the next month, and if the sum cannot be absorbed in the budget for the current year we should then make a special request for an additional payment by the Foundation.

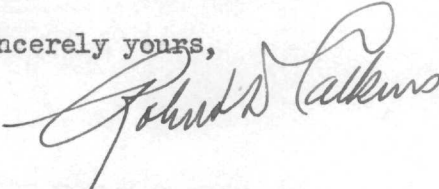
While I was at Stanford I visited Ed Shaw and talked over with him some of the problems connected with the history of the System. In the course of our discussion it became apparent that if we wished to switch Shaw's assignment and have him take on the history of the Federal Reserve, rather than the study of Trends in Commercial Banking, he would be very glad to do this. This shift might be feasible if the Committee wished to assign the task to Shaw, since Gurley, Shaw's assistant, could probably do the other study under Shaw's general oversight and direction, but without any great effort on the part of Shaw himself.

8/11/54

I have no idea what reaction the other members of the Committee might have to this suggestion. You may wish to explore the matter tentatively. If we should make this assignment, we should plan to reach the decision by early fall so that Shaw will not be too much involved in the other study. He will arrive here at Brookings the second week of September.

I hope you have had a good summer and some vacation.

Sincerely yours,



President

cc: Mr. Donald B. Woodward

Miss Mildred Adams  
Compo Parkway  
Westport, Connecticut

The Brookings Institution  
Washington 6, D. C.  

---

722 Jackson Place, N. W.

July 15, 1954

Dear Miss Adams:

Thank you for your note of the 8th.

In the rush of getting off on vacation, I evidently failed to tell Mrs. Birkel your address instructions. Sorry about the delay in receiving Mr. Calkins' letter of July 2nd.

The air-conditioning is wonderful, and I wonder how we ever managed without it.

Mr. Calkins left this morning for his California trip. I do hope he will manage to get a few days of rest while he is away.

Sincerely,

*Amelia M. Suttle*

Amelia M. Suttle

2/4  
4 1/2

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# The Brookings Institution

Washington 6, D. C.

722 JACKSON PLACE, N. W.

July 14, 1954

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SHELDON B. AKERS  
*Executive Manager*

Dear Miss Adams:

May I offer a few hurried comments in response to your letter of July 8. I am getting away tomorrow for a trip to the West Coast, and my remarks, therefore, will be brief.

I have had several favorable, but mainly second-hand, comments about Professor Wood. He has not written much in recent years, and I would think it worth checking to find out whether or not he has terminal facilities and can meet a dead line. I have become rather suspicious of scholars who do not write regularly.

I have very little information about Professor Reed. My question there is mainly his age. It would seem to me desirable to find a younger person, if possible, for this assignment.

Some time ago I talked with Shepard Clough at Columbia and got no very good suggestions from him. He mentioned John Sawyer of Yale and George Taylor of Amherst, but neither is, I think, especially qualified in the banking field. He also mentioned William Miller, who is reportedly a very good writer. He worked with Tom Cochran on one of his studies. He is now at Seventy Acres Road, RFD 4, Ridgefield, Connecticut. My impression is that he is something of a free lance and probably not in any way especially qualified for this assignment. Clough considers him, however, one of the most able and facile writers in the field of economic history.

On the matter of fringe benefits, I should be glad to have your suggestions. I would hope that for employees we would not depart markedly from Brookings practices since the arrangement between the Institution and the Committee specifies that the staff is to be special employees of the Institution.



Miss Mildred Adams

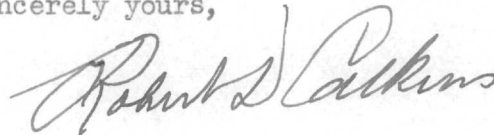
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7/14/54

On the matter of new members for the Committee, I think I favored Fred Lane before and I would still place him at the top of my list. I should think that it might be worth considering Ed Shaw of Stanford, who will be here at Brookings after September, as a possibility, but I feel that it might be better to leave that question for settlement after he arrives and becomes better known by the Committee. I shall give the matter some thought and send you further suggestions when I return from California early in August.

With very best wishes,

Sincerely yours,



President

Miss Mildred Adams  
Research Director  
Committee on The History of  
The Federal Reserve System  
33 Liberty Street  
New York 45, New York



July 8, 1954

Dear Mrs. Suttle:

A letter from Dr. Calkins dated July 2nd was sent by mistake to my home address at 340 East 72nd Street and then forwarded to me at Westport, Connecticut where I am now living. May I suggest that unless you are eager to reach me in a great hurry on a weekend it is normally quicker to send mail here in care of the Federal Reserve Bank of New York at 33 Liberty Street, New York 45, N. Y. Weekend mail may be addressed to Compo Parkway, Westport, Connecticut. I hope the air-conditioning is working well.

Cordially yours,

Mildred Adams

Mrs. Suttle  
Brookings Institution  
722 Jackson Place, N.W.  
Washington 6, D. C.

THE BROOKINGS INSTITUTION

RULES AND REGULATIONS RESPECTING EMPLOYMENT AND  
RETIREMENT OF STAFF

(Effective June 16, 1954)

In accordance with Article V of the By-Laws, the following Rules and Regulations Respecting Employment and Retirement of Staff shall apply:

1. Classification of Personnel

The personnel of the Institution shall consist of Administrative Staff, Professional Staff, Service Staff, and Maintenance Employees, as follows:

Administrative Staff, comprising the Officers and other Executive Directors or Managers;

Professional Staff, comprising the professional research and educational personnel;

Service Staff, comprising publishing, editorial, library, secretarial and clerical personnel, administrative assistants, and other personnel engaged in facilitating the research, educational, and administrative work of the Institution; and

Maintenance Employees, comprising employees engaged in maintaining and operating the building and related services, including the Dining Room.

The Professional Staff shall consist of the following grades:

Senior Staff, representing staff members who have demonstrated ability to carry out major independent studies or to direct major research or educational projects.

Research Associates, representing staff members who have demonstrated ability to carry out independent research assignments with limited supervision.

Research Assistants, representing staff members engaged on research or educational projects under the supervision of Senior or Associate Staff members.

6/16/54

Other Staff, representing professional staff personnel on temporary rather than regular appointment in such capacities as Visiting Scholar, Consultant, Senior Staff, Research Associate, Research Assistant, Brookings Associate, Research Fellow, or Guest Scholar.

The Administrative, Professional, and Service personnel may also be classified as Regular Staff or Special Staff according to the terms of appointment.

Regular Staff shall include Administrative, Professional, and Service personnel on tenure or annual appointment;

Special Staff shall include Administrative, Professional, and Service personnel on temporary appointment.

## 2. Terms of Appointment

Staff appointments shall be On Tenure, Annual, or Temporary:

Appointment on Tenure shall be made only with the approval of the Board of Trustees or the Executive Committee. Appointees on tenure shall be eligible to serve until retired and may otherwise be removed only for cause after investigation by the Executive Committee and after opportunity has been given to the individual concerned to appear in person before the Executive Committee.

Annual Appointment for employees on the Regular Staff shall be for the fiscal year with no obligation on the part of the Institution to renew the appointment.

Temporary Appointment shall be for a limited and specified period during a special assignment or during a training or probationary period following initial employment.

## 3. Appointment Procedures

All appointments to the Professional Staff and Service Staff of the Institution shall be made by the President of the Institution and shall be reported periodically to the Board of Trustees or Executive Committee. Pursuant thereto the President shall report to the Executive Committee each year the list of appointees for the next fiscal year with the rank and compensation for each.

6/16/54

Appointments to the Senior Staff on Tenure shall be made only with the approval of the Board of Trustees or the Executive Committee.

Appointments to the Senior Staff on Annual Appointment (Regular Staff) and appointments to the Senior Staff on Temporary Appointment (Special Staff) for the direction of a research project or equivalent responsibility shall be made only with the approval of the Board of Trustees or the Executive Committee.

Term Appointments. The President may arrange employment contracts with professional personnel for periods of one to five years provided the term of such contracts is specified and the appointments are approved by the Board of Trustees or the Executive Committee.

Other Appointments. All appointments of Professional and Service personnel, other than those referred to above, shall be for no more than one year at a time. The President is authorized to make such appointments whether on an annual or a temporary basis without the express approval of the Board of Trustees or Executive Committee; provided, however, that these appointments after the third fiscal year and every third year thereafter shall be continued only after the President has reviewed the individual case and satisfied himself of the advisability of continuing the appointment. The result of these three-year reviews, together with the recommendations of the President, shall be reported each year to the Board of Trustees or the Executive Committee for their information and review.

#### 4. Retirement

The automatic retirement age, as provided in the retirement system, shall be 65 years for all staff members. The Institution reserves the right, upon the recommendation of the President with the approval of the Board of Trustees or the Executive Committee, to retire any member of the staff or other employee at any time after he or she has reached the age of 60. The Institution shall also have the right, upon the recommendation of the President with the approval of the Board of Trustees or the Executive Committee, to offer such retired persons new contracts of employment on such terms as circumstances may warrant; but in such cases no rights, privileges, or obligations of the retirement system shall apply, so far as Institutional contributions are concerned.

6/16/54



## 5. Communication to the Trustees

Staff members holding appointments on tenure are free to address the Board of Trustees in writing on any matter of basic policy pertaining to the administration of the Institution.

## 6. Annual Leave--Vacations

Eligibility. All Administrative, Professional, and Service personnel of the Regular Staff are eligible for annual leave with pay to the extent of 25 working days for each fiscal year (at the rate of 2 days per month plus 1 extra day for the twelfth month of service).

Special Staff on appointment for 6 months or less are not entitled to annual leave.

Special Staff on appointment for more than 6 but less than 12 months are entitled to annual leave with pay of 1 working day per month beginning with the first month of service.

Special Staff, after 12 months of continuous service, shall be eligible for annual leave with pay on the same basis as Regular Staff.

Accrual. Accrual of annual leave begins on the date of appointment for employees on the Regular Staff and on the seventh month of service for Special Staff, and continues during periods in which annual leave is being taken, except for annual leave granted at the termination of appointment (terminal leave) or taken immediately prior to total disability leave or leave without pay. Accrual also continues during periods in which sick leave is being taken but ceases when total disability leave or leave without pay is being taken.

Vacation Period. Accrued annual leave may be taken in the course of the fiscal year in which it is being earned or within 8 calendar months after the close thereof. It may be taken, however, only at such time as conforms to Institutional convenience.

Employees on appointment for one year or more, but for whom renewal is not contemplated, must take all annual leave within the period of appointment.

Lapsing. Accrued annual leave for Regular Staff employees lapses if not used within 8 calendar months after the close of the fiscal year in which it is earned.

6/16/54

Extension. In a case where an employee is prevented, solely by Institutional necessities, from taking annual leave within the prescribed period, the period may be extended by the President for an additional 4 calendar months but no longer. Application for extension must be made before February 1.

Anticipation. Annual leave may not be taken before leave is earned.

Commutation. Since the purpose of annual leave is relaxation and revitalization, the practice of continuing Institutional work during a period of potential annual leave and thus receiving both regular pay and annual leave pay during such period is not contemplated. The same principle applies to paid employment outside the Institution during the vacation period.

Charging. During a period in which annual leave is being taken, only regular Institutional working days or hours are chargeable against such leave. Regular Institutional holidays (New Year's Day, Inauguration Day, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas), included within a period in which annual leave is being taken, are not chargeable against such leave, but specially declared holidays (such as closing because of heat) are so chargeable.

## 7. Sick Leave

Purpose. Sick leave is provided to cover absences necessitated by the illness or temporary incapacity of an employee or relatives or others for whom he is immediately responsible, and who require his services, or by the death of such relatives or others as above designated.

Eligibility. All Administrative, Professional, and Service employees on the Regular Staff are eligible to receive sick leave with pay at the rate of 15 working days for each fiscal year (1.25 days per calendar month), cumulative to a maximum of 90 days.

Special Staff employees shall be eligible for sick leave with pay at the rate of 1 working day per month, cumulative to a maximum of 15 working days.

Accrual. Accrual of sick leave begins as of the date of appointment. Accrual continues during periods in which annual leave (except terminal leave) or sick leave is being taken, but ceases when total disability leave or leave without pay is being taken.

6/16/54

Lapsing. Sick leave lapses at the termination of employment.

Extension. Extension of sick leave is not permitted.

Anticipation. Sick leave may not be taken before leave is earned.

Commutation. Sick leave may not be commuted into any other form of leave or into cash.

Charging. Sick leave is chargeable on the same basis as annual leave.

## 8. Leave Without Pay

The President, at his discretion, may grant leave without pay to employees of the Institution. During such periods Institutional contributions to the retirement fund and accruals of leave of any sort cease.

Periods of leave without pay do not constitute a break in "continuous" employment in determining eligibility for certain privileges, such as disability leave, but such periods may not be counted toward total months or years of employment necessary for such eligibility.

In the event that a general increase or decrease in pay has been instituted for a group in which an employee absent on leave without pay would otherwise have been included, he is, upon return to pay status, eligible for such increase or subject to such decrease.

## 9. Total Disability Leave

Purpose. Total disability leave is provided to cover accident to or illness of an employee resulting in prospective, continuing, total incapacity or disability, mental or physical, extending beyond the period in which all annual leave and sick leave accruals have been exhausted.

Such leave is intended solely for the employee whose condition, mental or physical, is such that return to productive work with the Institution is improbable.

The purpose of total disability leave is to provide a period of full pay in which the disabled employee may have an opportunity to adjust his personal affairs, looking toward imminent compulsory retirement.

6/16/54



Eligibility. Employees with a record of 10 years or more continuous full-time employment with the Institution may be declared eligible for total disability leave, but such leave applies to the employee only and not to others for whom he may be responsible.

Total disability leave may be granted at the discretion of the President of the Institution; and the Institution reserves the right, at any time, to select a physician or other qualified person to report upon the condition of the employee, and to base decision with regard to the granting or discontinuance of such leave upon such report without recourse.

Accrual. Total disability leave may be granted by the President to a maximum of 3 calendar months beginning as of the date the employee is declared eligible by the President. No form of leave accrues during periods when total disability leave is being taken.

Pay. Full pay is presumed for total disability leave, but Institutional contributions to the retirement fund cease at the initiation of such leave.

Lapsing. Total disability leave lapses at the end of 3 calendar months from the date of initiation, or before in case of the death of the employee or on order of the President, pursuant to report as to health status.

Extension. Extension of total disability leave, or resumption of such leave after interruption, is not permitted.

Anticipation. Total disability leave may not be taken before leave is earned. It is not presumed to be earned until an employee has had at least 10 years of continuous service and all sick leave and annual leave accruals have been exhausted.

Commutation. Total disability leave may not be commuted into any other form of leave or into cash.

Charging. Total disability leave is charged on a calendar basis for such period as it continues. No credit is allowed for nonworking days.

6/16/54



July 8, 1954

Dear Dr. Calkins:

Thanks so much for your letter of July 2nd inclosing copies of correspondence with Dr. Kincaid, Dr. Williams and the Rockefeller Foundation. It is very comforting to know that you actually have the check in hand.

The two possibilities whom Dr. Williams mentioned, namely Professor Wood and Professor Reed, have also been mentioned by Mr. Sproul. There is so much interest in Professor Wood that I am hoping to see him on a trip which I must make to the Middle West later in the month.

I know less about Professor Reed and would be most grateful for any comment you can give us.

Thanks also for your paragraph on the matter of fringe benefits. I talked this morning with Mr. Smedley, who is one of the Bank's personnel managers, and I hope shortly to have a basis which can be presented to the Executive Committee for approval. The fact that the Committee is in New York whereas Brookings is in Washington presents a few difficulties, but I think they are by no means major.

I seem to have no record of your choice on the names proposed for Committee members which was attached to the Progress Report of June 24th. I am eager to add your vote to the list.

Most sincerely,

Mildred Adams

Dr. Robert D. Calkins  
President  
The Brookings Institution  
722 Jackson Place, N.W.  
Washington 6, D. C.

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*Secretary*  
SHELDON B. AKERS  
*Executive Manager*

July 2, 1954

Miss Mildred Adams  
Committee on History of the  
Federal Reserve System  
340 East 72nd Street  
New York 45, New York

Dear Miss Adams:

Thank you for sending me the correspondence with Kincaid. I think the matter is now straightened out and we will be able to proceed.

In your letter of June 29 you asked about the fringe benefits of employees of the Committee and the Institution. We have very few fringe benefits here at Brookings. All members of the staff would come under Social Security. They would not be eligible for the Teachers' Annuity Old Age Benefits unless they were members of the Regular Staff and had served three years. The Institution does participate in the Washington Blue Cross Group Hospitalization plan, but the premiums are carried entirely by the individual. The Institution makes no contribution. I think it would be feasible to have employees stationed here in Washington participate in this hospitalization plan. I do not see that employees in New York could be brought under it, since we have no arrangement with the New York hospitalization program and no adequate group to permit group rates, as I understand the practice.

Sincerely yours,



President

Enclosure (Rules and Regulations  
Respecting Employment and Retirement of Staff)