

COMMITTEE ON THE HISTORY OF THE FEDERAL RESERVE SYSTEM

CORRECTIONS TO BE MADE ON "NOTES ON VISITS TO FEDERAL
RESERVE BANKS"

p. 3 "pride"

p.7, "Richard"

p.8, ~~RONALD~~ "has" (not had)

p.10 "Ronald" (not Roland)

p.17, "project"

"Isaac"

Committee on the History of the Federal Reserve System

Notes on Visits to Federal Reserve Banks 1954-55

This skeleton report is made on the basis of three-day visits to nine of the twelve Federal Reserve Banks. Of the others, the New York Bank houses the staff, and information is there acquired by specific question and by a daily process of osmosis; Boston and Philadelphia are so close at hand that they were each visited on two separate occasions, rather than on the three-day visit schedule.

Data set down after such quick surveys is necessarily superficial and inadequate. Much more remains to be learned about the history of the individual banks and their place in the System, as well as about the material available to scholars in libraries and files. What is here noted is only a sketch, to be filled in after further work.

To supplement the notes made after returning from each bank, two questionnaires were sent out - the first a "Preliminary Questionnaire on Federal Reserve Archival Material," which was sent to the librarians in the spring and was in effect a query on library resources, the second, a "Preliminary Questionnaire on Files and Historical Source Material in Federal Reserve Banks" which was sent in July to the Committee's liaison officers in the various banks. Both were filled and returned.

The material gathered at first hand is supplemented by answers to the two questionnaires. The former is descriptive, full of detail, difficult to compress into a quick report. Any attempt at summarizing the whole would, at this point, produce little but a handful of disjointed facts. There are, however, a few aspects which should be noted.

Committee members may remember at Princeton some discussion of the difficulty of defining just what categories of material would be most needed in historical studies of the kind contemplated. This problem of definition, particularly as applied to material in bank libraries and files, has been a constant puzzle. Finally the research director attempted to answer, "What kind of material are you looking for?" by asking, "What material have you?" It was at that point that the two questionnaires were framed. Even now a complete definition of what we are looking for must still be expressed in general terms, but at least we know more about what is the material in banks from which we can draw.

These we have divided into four categories. First come the documents of incorporation and proprietorship - a bank's Certificate of Incorporation, the contracts, deeds, leases, etc. These are kept generally in the President's Office, the Secretary's Office, or the vault, and this category is, so far as our quick search reveals, generally intact since 1914.

Also intact since 1914 is the second category which we call Management and Policy Records - this includes Minutes of the Board of Directors, with supporting memoranda, Minutes of the Executive Committee, of the Officers' Council, and so on.

The third category, Operating Records, includes Annual Reports, Presidents' Reports to the Directors, to the Stockholders, internal bulletins,

personnel records, officers' correspondence of a policy-making nature, legal records, departmental memoranda. Of this group, the Annual Reports are intact from 1914 to date except for a gap when none were published. Officers' policy correspondence is intact for forty years in some banks but not in others.

As for correspondence less clearly of long importance, that in some banks is kept active for 18 months, sometimes for two years, sometimes for five years. It is then transferred to an inactive file center, variously named, and kept for varying periods. Only one bank seems to be microfilming important papers for indefinite retention in limited space.

The diversity in filing practice is such as to confound anyone prone to assume that the twelve banks or any two of them are carbon copies of each other. Some banks swear by centralized filing, some swear at it and prefer to departmentalize their files. Some have their important files intact since 1914, some have little on hand before 1925, one made basic changes in file organization as late as 1951.

Only the New York Bank pays specific attention to archives in the usually accepted meaning of the term. One or two others use the word to designate the place where files are moved when they cease to be active, and from which a varying degree of destruction is decreed.

The variety in filing practices, and in historical material thereby available, is to a certain extent echoed in the bank libraries, but with this difference - that library methods have an accepted degree of standardization and librarians have a professional organization within which they meet to discuss those standards. This brings them closer to a uniform practice than obtains among filing circles.

The libraries vary in size, coverage, and in responsibility. Each is rich in the material of its region, and in material common to the System. Some have a marked historical interest that goes back to earlier days, one or two spread their interest to the broader field of international finance. No one of them, nor the Board itself, claims to have everything that an historian of the System might want.

In short, the scholar who goes seeking data from Federal Reserve Banks will find much that he needs, but not all of it in any one place. Files and libraries will be his friends, but vaults and the Secretary's Office may be more permanently dependable. Official records of action taken in meetings of officers and of directors can be found in all the banks, from 1914 to date. Correspondence which might provide background, explain decisions or the lack of them, illumine controversy, show the nucleus of an idea, reveal what was discussed but failed of support - all this is in uncertain quantity. Some banks have kept it from early days forward. Others threw it out. Under these circumstances, the finding of any crucial letter, on any subject, becomes in some degree a matter of luck.

The situation may improve, now that the importance of historical records and the historical point of view is being stressed. One bank, New York, has a collection of basic documents which is kept intact, by itself, and regularly added to as the years go by. Two other banks use the word "archives" to designate dead files, but do not keep them intact. A third intends to start an

"archives" center to preserve documents of historical importance. Others might follow if sufficiently urged, for the sense of local pride is strong. The danger in this idea is that, with the best will in the world, the picturesque will be preserved and the critical document will be judged confidential and kept out, to be destroyed under another heading at another time. *pride?*

The importance of official destruction schedules in this is more complicated than it may seem, and deserves more extensive treatment than it can be given here. Conversations between the executive director and the chairman of the pertinent sub-committee of the Presidents' Conference are still in process.

Each of these bank visits is reported under the following headings:

- (a) Character of the district, with a note about bank histories if they exist
- (b) Subjects of Special Interest
- (c) Officers or Directors to be Queried about Early Days
- (d) Men Whose Papers Should be Sought
- (e) Library Coverage
- (f) Filing System (with a note about archives and about local impact of destruction systems)

Visits to Federal Reserve Banks

<u>District</u>	<u>Date of Visit</u>
I. Federal Reserve Bank of Boston	March, 1954

a) This district includes all six of the New England states, with the exception of a southwestern county in Connecticut bound by transportation ties to New York. Densely populated, old in banking traditions, the region offered considerable opposition to the System when first set up, and certain practices in the Bank can only be understood in terms of that early history. Small, closely integrated territory traditionally centered on Boston, no branches were necessary. The Bank's earnings were at first enough to rank it immediately after New York and Chicago, but other districts have grown faster.

A history written in 1938 by Joseph Taggart and published by Bankers Publishing Company is entitled "Federal Reserve Bank of Boston."

b) Subjects of Special Interest

Co-equal responsibility of chairman and governors, as reported by Mr. Curtiss.

Value to Bank of Stockholders' Advisory Committee, annual stockholders' meeting, annual report to stockholders. Effect on System.

Experiment with Havana Branch, and resulting competition with Atlanta.

Bank's role in district's economic and industrial woes.

Effect of banking holiday.

c) Officers or Directors to be queried about Early Days

Frederic Curtiss (one of few original chairmen still living), Roy Young, Walter Eddy, Carl Pitman, W. W. Paddock, and retiring vice presidents.

d) Men Whose Papers Should be Sought

Frederic Curtiss, W. P. G. Harding, Roy Young, Alfred L. Aiken, Charles A. Morss, etc.

e) Library

Library is large in proportion to size of Bank. In addition to the usual Federal Reserve Reports and Bulletins, it contains a file of reports of the Comptroller of the Currency, and earlier reports of the Secretary of the Treasury back almost to the founding of the Republic; 50 volumes of local banking histories; 20 years of Banking manuals and annual reports of the banking commissions of the New England states; a complete run of the Commercial and Financial Chronicle and its predecessor, Hunt's Merchant Magazine, back to 1832, and other source material for monetary historians. Large number of regular bank publications here in complete series.

f) Filing System

The present filing system, set up in 1948, is a mixture of the centralized and the departmental. Correspondence and memoranda of senior officers

is centralized, so is Fiscal Agency correspondence. Legal and research material is in the relevant departments. Files are considered active for 2 years, material is removed annually to uncurrent files and stored for varying periods, depending on destruction schedules. There is a complete set of bank publications since 1947. In general, files can be said to go back to 1914. Selected Liberty Loan material, 1917 - 1923, is still preserved.

Bank has no archives division, either in files or library. Destruction schedules of Treasury and Presidents' Conference apply.

District

Date of Visit

II. Federal Reserve Bank of New York

(Staff housed here)

a) This district is small in area, large in population, limited to one state and parts of two others. Bank has one branch in Buffalo. Concentration of banks and money market makes active wealth the greatest of any in the System. The Bank is consequently possessed of assets and income far in excess of any other. Its influence in the System stems in part from this, in part from the character of the men who have run it, in part from the functions peculiar to itself which it performs for the entire System. As a bank, its size dwarfs the others and makes useful comparisons difficult, yet for the purposes of this resume, it is reported under the same headings.

A history written in 1930 by Laurence Roberts, published by Columbia University Press, is entitled "The Federal Reserve Bank of New York."

b) Subjects of Special Interest

New York's role in establishing character of American central banking, 1914 - 1928.

Lesson of the Liberty Loans, 1914 - 1918.

Conflict between Bank and Board, and effect on System.

Leadership relations with other regional banks.

International role, 1920 - 1929.

Bank's role in the making of Monetary Policy.

The Bank and the Money Market.

Effect of the crash of October, 1929.

The Bank and the System's Open Market Operations.

The Banking holiday in New York.

Development of research tools - e.g. Department store index.

c) Officers or Directors to be queried about Early Days

George Harrison (the second governor), Leslie Rounds, J. Herbert Case, Owen D. Young, Samuel Reyburn, etc.

d) Men Whose Papers Should be Sought

Papers of Benjamin Strong, George Harrison, Owen D. Young are available and rich. Others should be sought, e.g. Gates McGarrah, J. Herbert Case.

e) Library

Largest bank library in the System, with fine resources in district, national and international material. Books of clippings from 1914 valuable and should be preserved. Treasures include reports of Secretary of the Treasury 1790 to date, long runs of government reports and financial periodicals, charters and laws governing important central banks of the world, their annual reports; yearbooks and statistical reports for foreign countries; wartime foreign exchange regulations. Publications issued by the Bank are kept in complete sets. Pressures of space weigh heavily on older material, but thus far have been withstood.

f) Filing System

Present filing system set up 1914 by former librarian who adapted Dewey Decimal System to filing needs and set pattern for several other Federal Reserve Banks. Central filing established as a policy, upheld by Governor Strong and bank heads who followed. Covers general nonroutine correspondence, but not legal nor complete research material. Subject file of important correspondence goes back to 1914 and is rich in policy material valuable to historians. Files may be current or non-current, but are so well classified and identified that the old can usually be located without difficulty. Destruction schedules approved by Presidents' Conference and by Treasury apply to routine material listed therein.

"Archives" here refers to a collection of material set aside in a book vault in 1927 according to then current ideas of material with historical importance. Periodic items in this collection have been generally kept up to date. Sense of history strong in this bank.

DistrictDate of Visit

III. Federal Reserve Bank of Philadelphia

March 18, 1954

a) This is in area the smallest of the districts, including one of the smallest states in the Union and parts of two others. Long-settled, its banking habits firmly fixed in the community, its early System days bear comparison with those of Boston. Like Boston, the Federal Reserve Bank here has no branches. In the first years its earnings ranked with those of Boston and Cleveland; now they still rank with those of Boston. The diversity of manufacture which the Bank serves is said to make for a notable steadiness of business.

A history was published in 1943 by the Columbia University Press, written by Frank J. Tomby, entitled "Federal Reserve Bank of Philadelphia."

b) Subjects of Special Interest

Slow acceptance of the Bank in the district.
Lending policies during the Austin period.
Philadelphia and Gold Settlement Fund.
Role in the economics of anthracite and steel.
Contribution to System in terms of research men.
Banking holiday of 1933.

c) Officers or Directors to be queried about Early Days

Charles J. Rhoads, governor 1914 - 1918, is one of the few original bank governors still alive. Casimir Sienkiewicz, Thomas McCabe.

d) Men Whose Papers Should be Sought

Richare L. Austin, E. P. Passmore, George Norris, Thomas B. McCabe. ?

e) Library

Library is a good one, rich in historical material of the region and the nation. 9,000 volumes.

f) Filing System

File system set up in 1914 by Library Bureau, and non-routine correspondence, beginning then, is still held. Mixture of centralized and departmental systems. Present officers' files, Bank Examination, Legal, Government Bond and Custody, Research files kept in departments where they originate. No archives collection.

Destruction schedules of Treasury and Presidents' Conference applied except to officers' files.

DistrictDate of Visit

IV. Federal Reserve Bank of Cleveland

January 11-13, 1955

a) District includes all of Ohio, and parts of three neighboring states, giving it a mixture of highly industrialized and deeply rural regions with considerable agricultural variety. Not a homogeneous district nor self-contained, but described there as "open-ended." The Bank has two branches.

A history was published by the Columbia University Press in 1940, written by Arthur Blaser and entitled "Federal Reserve Bank of Cleveland." Two unpublished theses also contain material.

b) Subjects of Special Interest

Cleveland's part in events leading to the bank holiday of 1933.
Effect of Guardian Trust and Union Trust failures.
Cleveland Bank and big industry.
Cleveland Bank and lake traffic.
Relations with Chicago.
1929 - 1933 period.

c) Officers or Directors to be queried about Early Days

Ray Gidney, Mr. Laning, Mr. Ehninger. Several long-service employees about to retire.

d) Men Whose Papers Should be Sought

Gidney papers should be useful if obtainable. E. R. Fancher, David C. Wills, George DeCamp. Some long-service directors. Crissinger of

the Board came from this district, but his papers have not yet been found. Warren G. Harding was an Ohio man, but his papers are not yet open to the public.

e) Library

Library established in October, 1918 by Miss Alta Claflin (librarian 1918 - 1944) after consultation with New York. Her idea of a library was a place where historical research could be done. Consequently Cleveland has much valuable older material, including a clipping file 1918 - 1944. Their particular interest is the fourth district. Library has notable file of staff papers 1918 to date.

This Bank is unique in its "Chronicle Log of Important Happenings and Events" which is the particular charge of Mr. Harmen Flinkers, and which gives a picture of Cleveland Bank history for any year desired. This is a useful research device for quick reference.

f) Filing System

Files not centralized. General file system set up in 1920 on alphabetic basis. Includes general correspondence of senior officers, but not Fiscal Agency material, officers' memoranda, research or legal material; these latter are kept in the departments concerned. Active files cover current year and past two years. Older material goes to uncurrent files for micro-filming of important material, which is afterward destroyed. Rest, including general correspondence, is destroyed after 3 years without micro-filming.

The micro-filming program had not in practice caught up to the theory. The destruction of old records at this Bank is, however, a peril from the history point of view.

"Archives" used here to mean uncurrent, or dead, files.

District

Date of Visit

V. Federal Reserve Bank of Richmond

End of April, 1954

a) This district includes four of the southern states bordering on the Atlantic, part of West Virginia, and the District of Columbia. The Bank serves, with its two branches, three big cities and several small ones, but the district is predominantly agricultural and rural.

A "History of the Federal Reserve Bank of Richmond" was written by Charles C. Coit, published in 1938 by the Columbia University Press.

b) Subjects of Special Interest

Bank has had only one governor and one president - effect of these long regimes?

Richmond-Baltimore rivalry in 1913.

Par clearance experience and controversies in this district.

Effect of this Bank on southern banking practice, and vice versa.

Agricultural depression of 1920's.

Post - 1930 developments.

c) Officers or Directors to be queried about Early Days

Hugh Leach, now President, began as assistant auditor in 1921.
Mr. Kezeez, now retired, has good memory. Others can be found.

d) Men Whose Papers Should be Sought

William Ingle, Caldwell Hardy, William W. Hoxton, F. A. Delano.
Papers of Governor Seay (1914 - 1935) ought to be valuable. Much is in the Bank, but there is material in the possession of his wife, now very old. Papers of John Skelton Williams of this district are in the possession of his son. Those of Carter Glass are in the library of the University of Virginia.

e) Library

The library here, good if small, prides itself on being one of the best financial libraries in the south. The staff has a sense of history rare in banks and will try to hang onto their historical material, in which they have some interesting items. Chief function is to serve research division.

f) Filing System

The filing system was set up in 1920, after conference with Miss Mary Parker, head of files in New York, and according to the Dewey Decimal System she favored. It is a subject file, but at some time a card catalogue was set up according to authors of letters, and this provides a personal key into old files which is extremely useful. The files are not entirely centralized. Fiscal Agency correspondence, legal correspondence, research studies, most officers' memoranda are files in the departments from which they come. Subject files and files touching the other Reserve Banks go back as far as 1914; subject files are considered active for 5-10 years and then moved to the Old Record Room. Thus, material useful in historical inquiry should be available here.

Aside from one file drawer and a box, there is as yet no Archives section; the subject was discussed when I visited the Bank in 1954, and we are now told that future plans call for the organization of such a section.

Destruction programs of Treasury and Presidents' Conference are followed.

DistrictDate of Visit

VI. Federal Reserve Bank of Atlanta

February 15-18, 1955

a) This, the second southern district, includes three southern states and parts of three others, runs from the Atlantic to the Mississippi. Larger in area than the Richmond district, it includes about the same number of people, but continues smaller in earnings than Richmond. The recrudescing South, coming to balance old agriculture with newer industry, is burgeoning here, thanks perhaps to steel and chemical as well as textile mills. The bank, with its four branches, has taken a considerable spurt since 1938.

A history of the Bank was published in 1940 by the Columbia University Press, written by Axel E. Nielson, entitled "The Federal Reserve Bank of Atlanta."

b) Subjects of Special Interest

Governor versus Chairman controversy, Wellborn versus McCord.
 Par clearance experience and controversies.
 Rivalry with Boston over Havana Branch.
 Effect of this bank on southern banking practices, and vice versa.
 Agricultural depression of the 1920's.
 Florida land boom of 1925-1926.
 Role of the Bank in recent industrial penetration.
 Economic research and the Bank.

c) Officers and Directors to be queried about Early Days

M. B. Wellborn, chairman, is old, deaf and in Florida. Mr. Lewis Adelson might have useful memoirs to contribute. Frank Neely is a mine of information.

d) Men Whose Papers Should be Sought

Hoke Smith, ^{Ronald?} Roland Ransom, Mr. McCrary, Mr. Saunders, Mr. Wellborn, Frank Neely.

e) Library

Library a good working collection, 10,000 volumes, but until now its librarian has had little demand for keeping older materials or searching for them. An unpublished "history" of the Bank was put together by Joseph McCord, the first governor, after he was old and infirm. It is not distinguished, but has some useful material.

f) Filing System

Files suffer from past intervals of what was described here as "careless housekeeping." The policy from 1914 to 1948 was that everything should go into General Files, but there is considerable evidence that General Files was hardly equipped to handle material with complete efficiency. From 1948 to 1951 files were kept in individual departments, and centralization, even as a policy, was forgotten. In 1951 a new set of General Administrative files was set up, and the sub-basement, which houses uncurrent files, was completely overhauled under the direction of Miss Poeppel, head of files at the Board, and one of her assistants. The system of location then installed has mostly been followed, but chaos still reigns within certain of the older file drawers.

For practical working purposes the General Administrative files serve the present officers. For students seeking to do historical research, the sub-basement is highly important. Fortunately there is no suggestion that early files be destroyed simply because it has not seemed imperative to set them in order. Material back to 1914 can still be found.

There is no archives collection.

Destruction schedules framed by Treasury and Presidents' Conference apply.

DistrictDate of Visit

VII. Federal Reserve Bank of Chicago

July 26-29, 1954

a) This district, composed of the state of Iowa and parts of four other states of the north central section, includes the major cities of Chicago and Detroit. The latter contains the Bank's one branch. While it has agricultural interests, the size of cities and industries tends to dwarf the importance of the farming element except insofar as it becomes the raw material for industry. In wealth the Bank is second only to New York.

A history was published in 1935 by the Columbia University Press, written by John Alfred Griswold, entitled "History of the Federal Reserve Bank of Chicago." Federal Reserve material also exists in Cyril James' two volumes on "Growth of the Chicago Banks."

b) Subjects of Special Interest

Given Chicago's size, independence and rivalry with New York, it is to be expected that banking characters and banking controversies both flourished there.

Influence of Chicago in the Aldrich-Glass controversy which preceded the setting up of the system.

Par clearance and collection troubles.

Reserve Requirements.

Discount rate controversy.

Bank holiday.

Chicago's influence in the Federal Advisory Council.

c) Officers or Directors to be queried about Early Days

Older staff members are going out. 8 men still in the Bank came to work in 1914, 9 in 1916. Bentley McCloud, vice governor, is interesting. President Young retires in a year or two, 3 vice presidents retire in 1955. All have memories to be tapped.

d) Men Whose Papers Should be Sought

Papers of Forgan, Traylor, Wetmore are in the keeping of the First National Bank of Chicago. Papers of James McDougal, George J.

Schaller, C. H. Bosworth, William A. Heath, Eugene M. Stevens would help.

e) Library

The library is good, useful, in charge of an able young librarian who is alert to historical needs. She has several file drawers of archival material with a certain historical importance. Some Liberty Loan material is preserved in the Chicago Historical Society.

f) Filing System

The filing system has from the start been decentralized, organized alphabetically. Material of a record character is forwarded to General Files, confidential and specialized material is retained in the department handling

the transaction. General correspondence, wires and advices are retained 10 years; Fiscal Agency material is intact from 1925. Departmental files contain "permanent file" subject matter of some age, but this is spotty except for such essential records as Directors' Minutes, etc. General Files holds material for 18 months, then moves it to Bindery and Inactive Records Department where it stays for 3 1/2 years, then to Records Warehouse for 5 years; then destruction.

Three destruction schedules are followed - Treasury, Presidents' Conference and the Bank's own.

There is no archives section.

District

Date of Visit

VIII. Federal Reserve Bank of St. Louis July 20-23, 1954

a) This district includes the state of Arkansas and parts of six other Mississippi Valley states. Slightly larger than the Chicago district in terms of area, it has less than half the population and a quarter of the annual earnings. The economic balance of the district is weighted heavily on the agricultural side. Industry is diverse, including oil, a complex of chemicals and atomic energy. The district includes the confluences of three great rivers, but river commerce is only recently being restored as an important economic factor.

A history was prepared in 1941 as a graduate thesis for Washington University, written by Wilber C. Bothwell, entitled "Federal Reserve Bank of St. Louis."

b) Subjects of Special Interest

Chairman as executive officer - Wells and Martin.
Early troubles with the discount rate.
Par clearance and collection.
Agricultural depression of the 1920's.
Bank holiday of 1933.
Growth of specialized research.

c) Officers or Directors to be queried about Early Days

Clarence Stewart, vice president and head of Little Rock branch,
Chester Davis, vice presidents near retirement.

d) Men Whose Papers Should be Sought

William McC. Martin, John S. Wood, David C. Biggs, Chester Davis.

e) Library

Library a good working collection, 6,000 volumes, mostly devoted to the System and the economics of the 8th district. Includes cumulative file of staff memoranda and special studies, 1914 to date. Also reports of State Bank Commissioners and Departments for 7 states in district.

f) Filing System

Present filing system, alphabetic in order, was set up in 1945. It is a mixture of the centralized and the departmentalized, with the emphasis tending to fall on the latter. Files are considered active for two years except for subject matter correspondence which is retained indefinitely. An Old Record Room contains material back to 1914, but few of the files, active or inactive, go back that far. Active files are considered to cover 1945-1955. Earlier material is complete only in such essential categories as, for example, Directors' Minutes and Annual Statements.

There is no archives collection.

Destruction schedules of Treasury and Presidents' Conference are followed with some divergence for the Bank's needs, particularly in research.

DistrictDate of Visit

IX. Federal Reserve Bank of Minneapolis

June 8-11, 1955

a) This district centers on the northern tier of the Mississippi Valley, but it also stretches west so far as to cover all four time zones in the U. S. In terms of territory, it is one of the four great western districts, four times as big as the New York district in area, but with less than a third as many people. The Bank has a single branch. Economically, the district's income is derived from agriculture, mining, and a few industries, with the major accent on agriculture, now suffering a decline.

b) Subjects of Special Interest

Par clearance **history** and controversy.
Effect of the Bank on isolated country banking.
Montana and the demand for silver coinage.
Agricultural depression of 1920's.
Closed banks and sod house bankers.
The Bank and the bank holding company controversy.

c) Officers or Directors to be queried about Early Days

Mr. Clark, Mr. Decker, Mr. Peyton, Mr. Jaffrey, Norman Holter, John W. Black, J. Cameron Thompson.

d) Men Whose Papers Should be Sought

Theodore Wold, Andreas Ueland, Roy Young, Peyton, Jaffrey, John A. Rich, John R. Mitchell.

e) Library

The library is small (4,000 volumes) and designed to serve research department, member banks and public in that order. New librarian. Collects Rutgers Graduate School of Banking theses. Recently set up "Memory Lane" collection of miscellaneous older material, mostly of persons and events.

f) Filing System

Most files are centralized, but such centralization does not include officers' memoranda, legal memoranda or legal correspondence. It does include officers' correspondence and Fiscal Agency correspondence. Other material is kept within the departments where it originates. No effort is made to hang on to any of it for any length of time. Fiscal Agency files go back to 1925, general files to 1949; otherwise, correspondence and Bank entries are moved annually from active to inactive status, and kept in an "old records division" only until destruction schedules permit of their destruction.

This program bodes ill for historical studies. It might be noted, however, that the Minnesota State Historical Society is recommended as a source of financial information.

There is no archives section.

Destruction schedules framed by Treasury and Presidents' Conference are followed.

DistrictDate of Visit

X. Federal Reserve Bank of Kansas City June 13-20, 1955

a) This district is second only to San Francisco in area, but with half as many people as in the 12th district. It includes four of the states of the central plains area, stretching from the Missouri River west to the Rocky Mountains, and parts of four others. Cattle and grain, air transport, railroads, oil, automobiles, farm machinery and uranium are the most obvious sources of wealth. The remnants of the frontier are disappearing, but the district cherishes its memories.

b) Subjects of Special Interest

Progressive discount rate, invented here.
Agricultural depression of the 1920's.
Failed banks and bank robberies. Liberty Loan experience.
Character and influence of Jo Zach Miller on Bank and Board.
Check collection complaints.
Cattle paper and central banking.

c) Officers and Directors to be queried about Early Days

Mr. White, Mr. John Phillips, etc.

d) Men Whose Papers Should be Sought

Jo Zach Miller, E. F. Swinney, Asa Ramsay, Charles M. Sawyer,
J. W. Fleming, W. J. Bailey.

e) Library

The library is a good modern center, well arranged, serving mostly the big research division under Clarence Tow. They have a small amount of historical material, including an unpublished history by Jesse Worley, and a typed

master's thesis ("The Federal Reserve Bank of Kansas City, 1914 - 1921") by Robert Wallace who had the advantage of long conversations with Jo Zach Miller. There is also a history written by Hershel Underhill, published by the Columbia University Press in 1942, entitled "The Kansas City Federal Reserve District, Origins and Developments."

f) Filing System

Files were set up in April 1918. Some are centralized, others kept in departments. An alphabetic system of filing prevails. Active files which are classified for permanent retention go back to 1914, but "active" in general means only for 2 years; inactive material is moved annually, bank files to an old records file room and Fiscal Agency files to a Federal Records Center in Kansas City.

This does not sound like a promising place for historical research; much of its picturesque past will be lost unless collected from retiring officers by interview process.

There is no archives collection.

Destruction schedules framed by Treasury and Presidents' Conference apply.

District

Date of Visit

XI. Federal Reserve Bank of Dallas

March 30 - April 1, 1955

a) This district includes all of Texas and parts of four other southwestern states, yet it is in area the smallest of the four great western districts. It is also one of the most interesting, partly because its economic changes and its extremes have been so great. It suffered heavily from the depression of the 1920's, yet much wealth has been made very fast. The shift from cattle and agriculture to petro-chemicals and industry is still visible. The Bank's president is trained in economic research and possessed of a broad point of view. Except for his interest, curiosity about elements in the Bank's history is very slight, mostly anecdotal and on the picturesque side.

Two unpublished accounts are kept in the Bank's library, one a "History of Organization and Growth of the Federal Reserve Bank of Dallas" by James L. Lumpkin, dated March, 1920; the other, "Discount Operations of the Federal Reserve Bank of Dallas" by Jean Richardson (master's thesis, 1947).

b) Subjects of Special Interest

Agricultural loans of the 1920's.
Failed banks.
Cattle paper.
Heavy use of checks in the district - cause and effect.
The bank holiday.
Effect of oil boom.
Growth factors and their influence on the Bank.
Relations with the Board.

c) Officers or Directors to be queried about Early Days

This Bank will lose four of its older officers this year, and with them a vast amount of knowledge of how things were done in older days, most of this unwritten. It can only be collected through interview sessions.

d) Men Whose Papers Should be Sought

Governor Talley's papers, if available, should be interesting. Also the papers of R. L. Van Zandt, B. A. McKinney, E. O. Tennison, W. F. Ramsey, etc.

e) Library

Library good but small (3,000 volumes) with special emphasis on economic conditions and the new industries of the region. Furnishes monthly appraisal of national situation for directors and officers. Keeps track of international data touching Texas.

f) Filing System

Files are mostly departmentalized, but a General Files system is set up chronologically and by subject. Active files cover a very short period, and are moved out at the discretion of each officer and each department. Some consideration has been given the installation of complete central filing, but it would be expensive, difficult, and opposed by many officers used to the departmental way. When moved to "archives" (synonymous in Dallas with dead files), files stay for a period set by destruction programs of the Treasury, the Presidents' Conference and the Dallas Bank.

No archives collection in any sense other than dead files. All Liberty Loan and War Finance Corporation material has been destroyed.

Destruction schedules framed by Treasury apply. Those of Presidents' Conference used with some variation.

DistrictDate of Visit

XII. Federal Reserve Bank of San Francisco

April 7-11, 1955

a) This district, containing six of the far western states and a section of a seventh, is in area the largest in the System. Alaska and Hawaii are, for certain purposes, now included. Population has grown hugely. As for relative wealth, current earnings in 1953 put the San Francisco Bank in third place among the twelve banks, though it was eighth when the System was started. Growth is thus recurrently an influential economic factor.

A history was published in 1937 by the Columbia University Press, written by Willis Parker Brown and entitled "The Federal Reserve Bank of San Francisco."

b) Subjects of Special Interest

Effect of long early battle for power between president and chairman.
 British influence on Bank habits and practices.
 Par clearance troubles.
 Agricultural depression.
 Effect of recurrent expansion factor on the San Francisco Bank.
 Attitude toward inflation.
 Branch banking in the district and its effect on the System.
 Gold and silver coin usage and handling in the 12th district.
 Effects of far western situation and location - unusual degree of
 autonomy?
 Competition between branch and home office.
 The Bank and the evacuation of the Japanese in World War II
 (deserves a monograph, though late for this project).

c) Officers or Directors to be queried about Early Days

Mr. Morrison, Mr. Herman Mangels, Mr. Leisner of the Seattle branch,
 certain older bankers in remote sections.

d) Men Whose Papers Should be Sought

John Perrin, Archibald Kains, John U. Calkins, Ira Clerk, Issac B.
 Newton.

e) Library

Library has about 4,000 volumes, good librarian. Mostly concerned with
 financial and economic life of region, but is now building up collection of for-
 eign bank reports, both central banks and commercial, along with monthly eco-
 nomic reviews and special studies; emphasis in present early stages on Pacific
 and Asiatic areas. Library treasures include supercargo's journal of ship which
 burned in gold rush days at site now occupied by the building.

f) Filing System

Files are centralized, organized and managed in such a way as to
 delight any research worker. Dewey Decimal System used in subject or reference
 file. Central filing system includes officers' correspondence and memoranda,
 Fiscal Agency correspondence, legal correspondence and memoranda. Research
 studies are retained in research department. Files go back to 1914, but pres-
 ent system was set up in 1920. All material in reference file (which is quite
 understandably their pride) is considered active and kept that way. Inactive
 files are moved to records room, kept according to dates set in the Bank's de-
 struction schedule (related to schedules issued by Treasury and the Presidents'
 Conference), and then destroyed. This affects only ephemeral and routine
 material.

The word "archives" is used in this Bank as meaning a room for inactive
 records.

Destruction schedules framed by Treasury and Presidents' Conference
 are applied.