

**Business Associates Club
April 16, 1997**

- o Glad to be here - unique opportunity to meet and interact with the cream of Boston's young leaders**

- o Want to do two things tonight -**
 - (1) Some personal perspectives on making the move from the back office to the front office- so to speak**

 - (2) Talk to you a bit about the role that FRBB is playing in the Boston and New England communities**

- o First the personal**
 - (1) Worked for the Federal Reserve System 29 years this summer - 23 in New York and 6 in Boston**

 - (2) Recruited as a computer programmer, talked my way into management development program**

 - (3) Had no real background in business--had learned programming as part of Poli Sci graduate course**

- (4) Started as a bank examiner--first had to master accounting on the job
- (5) Went back to school - MBA part time at NYU
- (6) At the same time got involved with the development and implementation of cost accounting system still used by Reserve Banks - sort of learned it at night, practiced it during the day
- (7) I had the responsibility of implementing that system across the country
- (8) From there went on to any number of operations and staff jobs at increasing levels of seniority until in 1987 I was made a senior vice president over all the high value transfer areas, Treasury Security issuance, accounting and data system risk management -- at that point I figured I'd gone about as far as I could go
- (9) That wasn't to be the case, however, because through the 80's and early 90's I was involved with crises after crises, the resolution of which brought me ever closer to developing policy and to policy makers

- (10) Banco do Brazil, The Bank of New York computer failure, the stock market crash, the Drexel failure, just to name a few
- (11) We in the back office learned a lot and became very valuable members of the team; policies success depended on the systems and operations to make them work and we who know how to do that were partners as never before
- (12) That experience -- repeated again and again -- convinced me that I wanted to be one of the policy makers
- (13) That opportunity presented itself in 1991 when the Chief Operating Officer of the Federal Reserve Bank of Boston retired; I had known Dick Syron and worked with him in the early 80's so when he called and asked me to interview for the job, I didn't hesitate

(14) The next big step came in 1994 when Dick left to become Chairman of the American Stock Exchange. I had to ask myself the question, did I want to be president? It's an entirely different job than COO--much more outwardly focused and involved with monetary policy in ways I never had been before

(15) Surprisingly, this was a hard question to answer -- but with some help from an executive counseling firm I was able to put myself fully in the ring

(16) Since becoming president two things have struck me

it's even more an outside job than I ever expected;

to make an impact/difference, a Reserve Bank has to be integral to the life of its communities

(17) FRBB continues in this tradition

(18) Discuss 3 areas

--Education

**--Access to lending for low and moderate income
borrowers**

--Economic/community development

Questions