



**DOROTHY ROPER DALY**  
**DEPARTMENT OF THE TREASURY**  
**ORAL HISTORY**

Taken on the dates of  
AUGUST 6 and 7, 2014

**BY ABBY L. GILBERT**

**TREASURY HISTORICAL ASSOCIATION**

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**April 1993 photograph of Dorothy Roper Daly with former Treasury Secretary Joseph W. Barr, former THA President Abby L. Gilbert, and Arnold J. "Tim" Daly, Lt. Col. USAF, Retired.**

**Photograph courtesy of the Treasury Department Photography Office**

## **Treasury Historical Association**

**INTERVIEWER:** Today is Wednesday, August 6, 2014, and I, Abby Gilbert, Chairwoman of the Treasury Historical Association's Oral History Committee, am having an oral history conversation with Dorothy Roper Daly, Treasury employee from 1942 to 1951 and from 1968 to 1987. Dorothy was the first Chairwoman of THA's Oral History Committee. Dorothy, I'm going to begin by asking you about your education at Cottey College and the University of Wyoming between 1938 and 1942. Will you tell us about how your parents decided you would go to Cottey College and then your subsequent education at the University of Wyoming?

**MS. DALY:** My parents wanted me to go to a smaller school because I was only 15 and they felt that it would be good for me to go to a women's college. They were somewhat concerned about the University of Wyoming, with all those males. Statistically, there were two-and-a-half men to every woman at the university. So, I accepted a P.E.O. scholarship of \$100, I remember, to go to Cottey College in Nevada, Missouri. It was a beautiful campus – small. For someone who was going to major in economics, I think I had one of the finest professors I ever had in college, a woman, Ms. Curless, who taught World History. She had her master's degree from Drake and, at that time, was beginning her studies for a Ph.D. She taught a complete range of history and started me on some reading and on some interests that I carried with me through my whole life.

Also, during that year, I entered a speech contest in which neighboring colleges participated. It concerned the outcome of the First World War and how the overwhelming demands of the allied victors were leading to a revolt in Germany and the rise of the Nazis. Marjorie Mitchell, President of Cottey, a graduate of Radcliffe and a holder of a number of advanced degrees, became interested in me and became my speech advisor. Cottey College was a splendid experience for me. I wanted to go to a big university, but at Cottey I learned what it was to be a real student. I was young. It was a year that I was taught by really remarkable women, the professors and Marjorie Mitchell. I was given a chance to be special, and I learned then

the value of women's colleges. I think it was the beginning for me of my whole feeling about women's education, and that women had a place in the world. I think it began with that wonderful small college in Nevada, Missouri.

Still, I wanted to get back to my own state. I wanted to be in a bigger university, although Wyoming wasn't very big in those days. I remember I went back to the University of Wyoming and, as I said, I had decided to major in economics because I had always been concerned about what had caused the Great Depression in the United States. I wondered why our economy had changed so much that people were out of work and the stock market failed, so I decided that I would find answers by majoring in economics. An economics major was considered somewhat unusual, particularly for a woman, at the University of Wyoming in the early '40s.

I very much liked my first economics professor, the head of the Economics and Sociology Department, Professor Ralph Conwell. Strangely, Professor Conwell was like me, and he was also fascinated with dramatics, just as I was. In that year, while I was taking his economics class, he was directing the play *Our Town*. The wife of one of the psychology professors who was going to play the female lead became pregnant. I, who was an extra, took over as Emily in *Our Town*. I had to learn my part over the Christmas vacation. At the time our school year was divided in quarters, so we had to come back after vacation and take our exams. Well, Mr. Conwell, as the director, said that I wouldn't have to take my final exam if I would learn my part as Emily. Can you imagine that? He said I'd get my grade, which in those days was a 1, or an A, so that was my grade in beginning economics. It was a 1.

I took more economics courses from Richard Bourne. I don't think he had his Ph.D. at that point, but was very well informed and was an excellent instructor. I also took classes in sociology because at the University of Wyoming you had to major in economics and sociology to get a degree. But each year, I took other courses that helped me with economics as well, like history, statistics, etc.

**INTERVIEWER:** Dorothy, can you tell us a little bit more about your experiences studying economics at the University of Wyoming? Did you have to write a thesis in order to graduate?

**MS. DALY:** No, not then. The only real thesis in economics that I had to write was for a professor Schweitzer, a Ph.D. who came to the University of Wyoming and taught a course in advanced economics. He had come out of Germany with his Jewish wife. He came through Cuba and finally got to the United States. He was extremely well qualified, over-qualified, and his credentials were such that he could have taught anywhere. Regardless of that, he was hired at the University of Wyoming. He taught me probably more about economics than any person I've ever known, like Ms. Curless, who taught me about history. I had to write; that was the rule in his class. I had to write a thesis on economics. Why, I don't know, but I chose to write about the economic growth of Japan.

I can still remember staying down in the basement of the university library researching Japan. There were volumes on Japan and its economics, and the conclusion of my paper, dated May 1941, was that Japan was going to attack the United States. The paper was lost. It was lost when my Uncle Charles died. All of the papers that I had from high school and college were in his house in Casper, and they were lost when it was sold.

After graduation, I truly intended to have a career in economics. I wanted to go on. And, because I almost had a major in French, I thought that I would go to Europe, go to France, go to the Sorbonne, and get my Ph.D. in Economics. I was determined to do this, of course, and my French professor encouraged me. He was a Belgian, really, and his wife, a Parisian, insisted that his accent was not as good as it should have been. He was a favorite professor of mine, and I remember particularly a prophecy he made. In the spring, it would have been – let me see – it was in the spring of '41, and he and I were standing at a window in the Liberal Arts Building (now called Arts and Sciences), looking out on the marching men in the ROTC classes. He said to me, "By this time

next year, they will all be marching in the true military." They were. World War II had begun.

**INTERVIEWER:** Dorothy, do you remember the names of your economics professor and your French professor?

**MS. DALY:** The name of my economics professor was Dr. – his first name escapes me – [Arthur] Schweitzer, who later became head of the Economics Department at Indiana University. My French professor's name was Dr. Adolphe Dickman. They both were, as I've said, both of different nationalities, but both among the finest professors I ever had.

**INTERVIEWER:** Dorothy, would you tell us a little bit about the influence that World War II had while you were in college?

**MS. DALY:** We began to think about World War II in college. In my junior year, I belonged to a group called Bundles for Britain. We went to homes and collected money for the British who were already at war. At the same time, there was another group of students who were attached to a group called America First, whose members were determined we were not going to get into the war, that America should not be involved in the European war. These were the influences we were experiencing.

**INTERVIEWER:** What happened then?

**MS. DALY:** A little background. Mme. Dickman, my French professor's wife, was substituting for her husband, Dr. Dickman, who was away as he was also a Captain at the time. She, as a Parisian, came in to class and told us that Paris had fallen, and all of us in class wept along with her. This was June 1940, and it was a strange time. People didn't want to get involved and yet they were uneasy.

We didn't have any idea of Hitler, of how horrible Hitler was. It's surprising to me, looking back, that it was only after the war that we knew about all the atrocities.

Our graduation in June of 1942 was a sad graduation. Pearl Harbor had been attacked; the young men of the university were gone. There was a large ROTC detachment at the University of Wyoming and they had already reported to

their units. There were many young men who joined up and there were a lot of losses from those at the University of Wyoming. They were among the early losses. The prophecy of Dr. Dickman had come true. They went to the Pacific and European theaters, and many of them died.

**INTERVIEWER:** Dorothy, would you tell us how you came to enter the United States' government civil service?

**MS. DALY:** Before I graduated, I, along with many others, took civil service exams. One was for a position as an economist; the other exam was for a general CAF, or Clerical, Administrative and Fiscal. The exams were sent to Washington. I have never known to this day what my scores were. The economist's exam was hard. I thought that the people from Harvard and Yale probably answered it a lot better than I did. Anyway, I took both exams, but when I graduated, I didn't have a job. Nobody came after me and hired me. I even stayed in Laramie with a friend because I had a job in a store. I think it was a small hardware store, and I worked there for a few weeks that summer.

Then, I got a call from my family in Casper. They said that I had a telegram from the Treasury Department offering me a job as a statistical clerk and asking if I would come to Washington. I decided to take it, so I went back to Casper and got myself ready. I remember I still have a postcard addressed to my family that I mailed from Cheyenne. I don't remember if I took the bus to Cheyenne, because I left by train from Cheyenne, on the *Challenger*, and I was on my way to Washington.

It was an amazing time. I sat up all the way. I was on a train with young men in uniform. I finally got into Union Station in Washington, D.C. and, from there, I went to a boarding house, the address of which had been given to me by someone in Casper whose daughter was working in Washington and who lived there. I remember getting a cab at Union Station and looking over at the Dome. I said to the cab driver, "Is that the Capitol?" And he said, "There ain't no other, lady." I couldn't believe that I was really seeing the Capitol of the United States. He took me to my boarding house.

I remember I had to call my family to get some more money because I found out how much lodging was going to cost me. It wasn't very much, but I wasn't going to get very much in pay and I wasn't going to get a paycheck for a while. It was the next morning that I got up and got on a streetcar and went down the avenue we talked about. What was the avenue?

**INTERVIEWER:** Connecticut.

**MS. DALY:** Connecticut, down Connecticut Avenue, and I'm sure that the track went by the Treasury then because it went down Pennsylvania Avenue and I got off. I went in at the right, at the small door on the east side of the Treasury. There were two Secret Service types at the desk, right there. One was the first woman who had been hired by the Secret Service, and the other was a big handsome Secret Service type. I asked for Anna Michener, who was the person I was supposed to report to in the Division of Research and Statistics. I was told, "Oh, let's see. That office is on the second floor. Just go up the stairs or take the elevator." Can you imagine? This was wartime. That was the way they felt about security in those days. So I walked up the stairs and I walked in to Anna Michener's office and reported.

Actually, I don't think I saw – yes, I saw Ms. Ziegler instead who told me I would not be permitted to work in any Treasury office where there was anybody else because I had not been cleared by the Secret Service yet. So, I was taken upstairs to the fourth floor, now renumbered as the fifth floor, to an office next to an economist named Bob Mayo, who later became Director of the Bureau of the Budget and then President of the Federal Reserve Bank of Chicago. He was then a senior economist with the department. Laura Gilman – who later became Laura Gilman Saunders – was his assistant. Laura became my very best friend in Washington. Laura later married R. Duane Saunders who was also an economist with Research and Statistics. Duane Saunders went on to have a career in debt management in Treasury. He was an extraordinarily brilliant man and he never received enough credit for what he did.

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I was put in the office next to Mr. Mayo and Laura all by myself and someone brought me stacks and stacks of the Annual Report of the Secretary of the Treasury. Nobody told me what I was to do with them. I wasn't sure whether I was supposed to read them, or whether I would be graded on them, but I assumed I would be graded and I didn't know what I would be graded on. They were filled with tables and with information about Treasury securities. I came in every day for some weeks, and I would read the Annual Reports of the Secretary of the Treasury. Actually, it was a good background for me because what Mrs. Huntley – she was then Ms. Ziegler – actually had hired me for was to help with the Annual Report of the Secretary of the Treasury. That was what I was going to do.

In later years Ms. Ziegler, a Radcliffe graduate who was also Harvard-trained in economics, admitted to being intrigued by a 19-year old economics major from the University of Wyoming, with minors in French and history and a near minor in speech, drama, and play production.

Sid Tickton discovered that I was a statistical clerk working for Ms. Ziegler, but that I had passed my exam to qualify as a government economist. He decided I was going to be an economist. He felt that the Annual Report of the Secretary of the Treasury was the most useless thing under the sun because, by the time it came out, it was of no help to anybody. So actually, he was not concerned about it, but I continued to do part of the Annual Report work for Ms. Ziegler. Sid Tickton also moved me to an office on the third floor, Room 3055, where I sat from March 1943 to September 1946. This meant that I was a few doors down and just around the corner from the Secretary.

As a junior economist, my first assignments were to write letters. They were the kind of letters that I didn't have to think too much about. They were sent out over the signature of the Secretary of the Treasury or his assistants. They were written to people about basic things, explaining, for example, what the public debt was, how the government was going to pay for the war, and how the purchase of savings bonds helped the government. I prepared standard answers to these letters which I adapted to each

inquirer individually. At other times, we used form letters, making small changes in them from time to time. In time, I became responsible for preparing letters which required extensive research concerning fiscal and economic matters.

As time went on, I became involved in the wide responsibilities of the Division of Research and Statistics. We did everything. During those years my boss was Sidney Tickton. He was actually under a man named George C. Haas. George C. Haas had been brought to Treasury by Secretary Morgenthau, who had been the head of the Farm Credit Administration before coming to Treasury. Mr. Haas had a reputation as a brilliant agricultural economist, but he was usually withdrawn because I understand he was deeply grieved over the loss of a son and did not like to communicate with others. In later years, Duane Saunders said that he met George Haas and said that Mr. Haas had recovered somewhat and retired as a highly respected financial economist.

At the time I entered the Treasury, Secretary Morgenthau would get his assignments directly from Franklin Delano Roosevelt. I think he went over to the White House for breakfast on Monday mornings. He would get some of the assignments, and he would give these assignments to Sid Tickton or Wes Lindow. At the same time, this division was responsible for the development of the securities which were going to be sold to individuals, to corporations and to banks in order to raise money for the war effort.

There were three divisions: the division to which I was attached, modestly entitled the Division of Research and Statistics, was the one where the borrowing of the money was being arranged for and where all the instruments for borrowing were developed. There was a second division which was the Tax Division; that was the one which decided who would be taxed and at what rate. The third division was the Division of Monetary Research which was the division which was working with allied countries, which was another incredibly interesting story. These three divisions were probably the most important divisions, insofar as the money that was being raised, in the whole government. IRS was very important, but it wasn't making policy. The Tax

Division was making policy. I think they still do. And, as I said before, when I first went there to work I had no idea of the importance of my division, the Division of Research and Statistics. It doesn't sound at all like the immensely, enormously, tremendously important division of government it was at the time.

**INTERVIEWER:** Dorothy, would you tell us a little bit more in detail about how you got to work in Treasury as a professional economist?

**MS. DALY:** I am not sure how Sid Tickton discovered that I was an economist. I think that the Treasury was looking at economist lists and discovered they already had one on their roles as a statistical clerk. I remember him saying to me directly, "You should not be a statistical clerk. You are an economist." The economists at that time, instead of being clerical, administrative and fiscal, which was my grade, were classified under "P, Professional." These were the grades, so I was the beginning professional grade. The professionals had to take responsibility for – they were not just assigned clerical tasks, although one of my jobs as a professional was answering the letters of the people who wrote. I had to explain to them about the government and explain why the government couldn't just cancel all the public debt.

I also wrote letters for Secretary Morgenthau. These were signed off on by six or seven people.

Then, professionals were also there to do research on sources of funds, although that was under Wes Lindow. But, we were assigned a lot of research on debt and on security types, on interest rates, also in some cases on other countries, and how they were raising money. It was a very wide range of research that was required of the professionals. In the Division of Research and Statistics, we covered a lot of different subjects. I also was sent up to the Hill to listen to congressional hearings where government finance was being discussed because the Division of Research and Statistics was responsible for the securities to be issued to finance the war.

We junior economists sometimes didn't see the whole picture. We were just engaged in part of the picture. It was being put together by our

bosses. I don't think we really realized the seriousness of what we were doing. It was what we were committed to producing. And yet, I remember we were working a lot. When I first came, we worked half a day on Saturdays. Before the war ended, we were working six days a week and I remember working nights turning out research reports. I prepared studies on war financing in other countries, in the early years of this nation, on debt instruments, and on sources of funds. I used the knowledge from every course in economics I ever took. It was my personal contribution towards winning World War II.

Actually, I became responsible for preparing 30 charts that were shown to the Secretary. These charts were concerned with the financial picture of the United States and about how much money was in the banks. I had to prepare them and keep them up to date. I can't remember all of the different statistical sources I had to go to. This was very strange because the production of these charts later became the duty of a man called Mr. Banyas who ran the statistical graphics unit. I still had to give him the figures, but the charts were then produced in a much more sophisticated manner. But, the first charts that were prepared were ones I made. They were charts that were made and then were put up on a screen. They were my charts and they were thrown on the screen for the Secretary of the Treasury – and for others who came. It was supposed to give the Secretary a picture of the financial situation of the United States and the government.

Sometimes, I remember, I would go to Mr. Tickton and I would say, "Well, how am I going to find out this figure?" for whatever I was supposed to put in. Sid would be looking down F Street and he would say, "Oh, make an F Street estimate." He looked down F Street a lot it seems to me. I say this because once I came back to the office and he said, "You shouldn't be crossing Fifteenth Street with your nose in a book." I said, "But how did you know it was me?" He said, "Because of your orange suit." Orange is still my favorite color.

**INTERVIEWER:** Dorothy, you have a couple of funny stories from your early days in Treasury. Would you like to tell us about them?

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**MS. DALY:** One of the things was, of course – here I was in Treasury, and people somehow exchanged news about who had gone to Washington and who was going into the service and who was still at Wyoming. It was quite often that young men who had been at the university with me and had come to Washington would stop by the office. The Secret Service types would let them come right upstairs to where I was sitting. For a long time, I sat in Ms. Ziegler's office because that's where my desk was. They would come in, and they would say they were only going to be here today and they wanted to see me. Ms. Ziegler would say, "Go on. Go on." I never seemed to be doing such important work that Ms. Ziegler, and then sometimes Sid, would mind my going. I think they felt this was a contribution to the war effort and I was supposed to go out – and I did!

I'd show these young men from Wyoming all over Washington and take them to the Capitol. We'd do as much as we could do in the time they were there. I can still remember Teno Roncalio, a close friend from the university, stopping in one day, and off Teno and I went. Teno had been a secretary in Senator O'Mahoney's office and later was elected as the one Wyoming Congressman. In later years we always stopped by his office whenever an opportunity presented itself. Teno was in combat and made it back, but there were a number who didn't come back – bless them. It was wartime and they were leaving for overseas and were coming to Washington and were going to be shipped out. So, of course, as I said, I think they felt – Ms. Ziegler and Sid, all of them, thought they were contributing to the war effort when they let me go off with these young men in uniform.

Mr. Daggit had come over from Farm Credit Administration with the Secretary, along with Sid, Mr. Haas, and Wes Lindow. Mr. Daggit still kept track of agricultural statistics. I didn't realize, I had no idea, that Mr. Daggit was an agricultural economist and a very, very bright guy. But, he worried about the young women in the Treasury, worried that we might get into trouble.

So, when I was first there and we had Saturday afternoon off, he took us hiking. After our work

week, which included all of Saturday, we would go hiking on Sunday. Instead of resting on Sundays, we would go with Mr. Daggit's hiking club. We would take a bus out to some spot along the Appalachian Trail and hike all day. This, he felt, was a good thing to keep us out of trouble.

Now Mr. Daggit also played the fiddle. He played the violin and he played for a USO group. He would take some of us from the Treasury with him to the USO dances. We could dance with the young men, and then Mr. Daggit would see that we got on public transportation and went home. We did not get to stay. It was a marvelously chaperoned group. We never thought a thing about it. That was the proper thing to do.

Mr. Daggit's wife was killed in an accident on the Pennsylvania Turnpike and he later remarried. He got in touch with me. He was interested in some organization that I have forgotten about. I think it was because of his marriage, but that was the last I knew of Mr. Daggit. I enjoyed working with him. He was an extraordinary statistician, but it was an odd thing to have us keeping agricultural statistics, which he kept very carefully, in the Treasury Department.

**INTERVIEWER:** Dorothy, you worked for Sid Tickton, and one of the things that Sid Tickton did was to develop the Series E Savings Bond, along with Wes Lindow, that debuted on May 1, 1941, with the sale of the first Series E Bond by Treasury Secretary Henry Morgenthau to President Franklin Delano Roosevelt. It was Henry Morgenthau who took the French Rente and originated the U.S. Savings Bonds concept which was different from the World War I Liberty Bonds in not being a marketable bond that fluctuated in value. The most famous of these bonds, of course, for all of us was the Series E Savings Bond.

**MS. DALY:** These bonds were important because they were affordable and available to young people who were just starting out, but I truly believe Treasury officials had no realization of what the bonds were contributing. I was asked to be a part of the U.S. Treasury Historical Association from its inception. This was because someone said that I'd been there

from the start and I knew things no one else did. As head of THA's Oral History Committee, part of my work was interviewing people like Sid Tickton and a variety of Treasury officials and collecting history that might never have been put down. While not a Treasury official, I knew a lot because there were so few of us and we had the responsibility for a lot. How important the Division of Research and Statistics sounds, but it truly was the heart of war financing. I did not realize until I interviewed my boss, Sid Tickton, that he was the father of the Series E bond. I didn't know all this because I didn't come until 1942. Exciting. In another day, these men would've been much more famous, but they were just members of Treasury doing their job.

**INTERVIEWER:** We would like you to tell us the story of Henry Morgenthau's interest in the early days of the republic. How did Hamilton issue and redeem the early securities of the United States that George Washington and Alexander Hamilton issued to finance the government? You said that this question was raised by Henry Morgenthau and you were the person assigned by Sid Tickton to answer it. Could you tell us how you determined your line of research and what you researched, because in the mid-1940s, much of Alexander Hamilton's correspondence had not yet been published?

**MS. DALY:** This question was asked of me. My boss, Sid Tickton, said that the Secretary was interested in how the government was financed at the beginning of our history. How Hamilton gathered up the debts of all the states that had come together as the United States and then issued securities, securities that were now United States securities, in order to borrow money.

We were discussing the matter of what happened to the securities that were issued by Hamilton, or under Hamilton, in the Treasury after the debts of the states were gathered up and became the United States government debt, and the securities that were issued to cover those, as well as other borrowings by the United States, and what happened to those securities. How were they redeemed? When were they redeemed? What were the prices?

The only way that Sid and I – we talked it over – thought we could find out would be to go to the papers at the time, which did at certain times, not at established times, quote the prices of various securities. The papers, they were the leading papers at that time, in the late 1700s. One was in Boston, one in Philadelphia. There may have been a New York paper.

But, in any case, I went up to the Library of Congress, and I asked to have a series of these papers brought out so that I could go through them to see if I could find prices of the securities that had been issued by the United States. The papers, I have never forgotten, they were so sheer and so precious that I was afraid that they would crumble in my hands. To this day, I wonder why people didn't put gloves on or something to protect them because they were so fragile. [By the 1960s, gloves were used when reading original 18th century newspapers.] Occasionally, very occasionally, I would find a quote on government securities, but very, very little was mentioned. In all this material in the newspapers of the United States, I did not find much information about the government, what it was doing, and certainly about the securities that were being issued.

I did bring back to Sid a very small and, I felt, insignificant amount of quotations concerning government securities and issues, and I was completely dismayed. I told him that I just looked and looked, and I'd go through page after page of the newspapers. "You assure me that you have done this?" and I said yes – because I did. I went up to the Library of Congress every day. I know it was a month, but it may have been for six weeks, and I went through the papers and this was all I found. And Sid said, "This is all?" I said, "That's all." He said, "This is what I will tell the Secretary." And I said, "Mr. Tickton – will you explain? Will you tell him?" He said, "I trust your word exactly. I will tell him that you looked and this is all you could find. That is what I am going to say."

I remember after that that I would have worked, I believe, for Sid Tickton eight days a week, and any hour of the day or night. I never worked as hard again for anyone as I did Sid Tickton.

**INTERVIEWER:** Dorothy, I understand that one of the letters, your letters that you answered for Treasury, ended up in *The Washington Post* in the mid-1940s. Would you like to tell us that story?

**MS. DALY:** As I said, I answered letters. One of the letters that I answered was to a boy, a young boy – maybe under 10, I believe – and he had been told by his grandfather that it would be better for him to buy stocks rather than United States War Bonds because he'd be richer if he did that. He wondered why he should buy U.S. Savings Bonds, and I wrote him a letter explaining about how important it was to support his country. I made a wonderful argument for buying war bonds so that we could win the war. The letters that you wrote in those days were initialed by at least seven people, it seemed to me. I didn't know whether this letter would be signed by a senior Treasury official. I didn't sign them at all. It might have been signed by the Secretary, I don't know.

One day, in my office, somebody goes by and says, "Oh, Dorothy. I saw your letter to the little boy who wanted to know about savings bonds in *The Washington Post* today." I don't know why I didn't think it was important or what. I was pleased that somebody was saying this to me. But by the time you had written a letter and so many people had signed off on it, and it had gone up some place, you didn't feel it was your letter. It was just a Treasury letter, so I never looked it up. But I always wondered about that letter. I would have been glad to have seen that it was published. I always wondered who signed that letter, if the Secretary signed it or whether the Under Secretary had signed it, but it was published in *The Washington Post*.

**INTERVIEWER:** What other newspaper research did you do for Secretary Morgenthau?

**MS. DALY:** Another assignment was to look in the main newspapers of the day to see if they headlined the drives and sales of savings bonds. I remember sitting in a temporary government building, now gone, that sat on the island that still exists across from the Commerce Department.

And I must say, for all that work we were paid what we thought was a good salary in those

days. I went from \$1,800 a year as a Statistical Clerk to \$2,000 as a Junior Economist. By the end of the war I was making \$2,700 as an Economist.

**INTERVIEWER:** Dorothy, would you tell us about your Franklin Delano Roosevelt sightings from the Treasury Building in the mid-1940s?

**MS. DALY:** I should start talking about my sightings of the President. We all stood on the south steps of the Treasury, the Alexander Hamilton side, to welcome Franklin Delano Roosevelt coming to the White House after his election in 1944. He drove by looking at us, smiling, waving his arm in the air in that wonderful jaunty way he had. You could feel him. You could just feel his presence at any time. Then, later in January, because the inauguration had been changed to January, we watched from the south corner of the Treasury. It was a gloomy, grey day, I remember, and the inauguration took place on the balcony, the White House balcony. I was standing by a Secret Service agent who had been charged with guarding Elliott Roosevelt's wife, then Faye Emerson. I remember Orson Welles and Rita Hayworth walking through the gates to the White House. There must have been other dignitaries that I didn't recognize, but many, many were invited inside to the inauguration.

The final story about Franklin Delano Roosevelt is about his death. We didn't realize, no one knew, how ill he was when he was elected for the fourth term. He was in Warm Springs, Georgia. I heard about his death going through a line at a grocery store. They said, "The President is dead." It was a shockwave that went across Washington. His funeral cortege came down Pennsylvania Avenue from the Capitol. It came by the Treasury. Treasury employees – can you imagine in this day with so much danger and security – we went up and sat on the roof of the Treasury and watched the President's cortege go by.

I have never forgotten it. The whole city was so still, and all you could hear was the beat, the constant beat of the drum. It was one of the most impressive moments that I had ever had while I was in Washington – being there at the death of a man I considered one of the greatest

Americans. I understand that those who saw President Kennedy's memorial parade deeply felt the same way, but never again will I feel so in touch with my government.

**INTERVIEWER:** Thank you Dorothy. You've told us about how, as a young 19-year-old college graduate from the University of Wyoming, you came to Treasury; how you worked for Elizabeth Ziegler Huntley on the annual report; how Sidney Tickton, a Senior Economic Analyst and later an Assistant Director of Research and Statistics, found you and asked you to work for him; how you did research on the public debt; how you wrote a letter that ended up in *The Washington Post* urging a young boy to buy war bonds so that we could win the war; and your special project for Secretary Morgenthau who wanted to know the prices of and what happened to the securities issued when the debt of the states became the debt of the United States; and, about your several sightings of Franklin Roosevelt.

Now we would like to know your general impression of what it was like to work in the Treasury Department during World War II and the first year of the Korean War.

**MS. DALY:** From the time I came into the Treasury in 1942, I was excited. It's strange to think that you could be excited and always interested in going to work in a department which was based on numbers, in a sense. Despite the fact that I had chosen to become an economist, I was never really good with mathematics and numbers. I remember there was a post office on the first floor, really the basement of the Treasury, and I would go down and buy stamps. I never had the correct change and the postmaster once said to me, "What do you do upstairs, Miss Roper?" I said "I'm an economist." And, he said, "My God, now I know why the government is in such a mess." I laughed a little bit because this was, of course, what I was doing. It really didn't depend upon my mathematical abilities, thank goodness.

This was wartime. We were raising funds. My Treasury was raising funds to fight this war. We knew about the war. I remember when we invaded, Mr. Banyas had a big map near the 15th Street entrance as we came into the Treasury

and the lines were drawn of the invasion of Europe. Mr. Banyas would update the map. We felt a part of it because of what we were doing; we were somehow providing the means by which our country was helping to conquer an evil, which I came to believe was a kind of evil empire. As little and as short a time as it was, the Treasury was an integral part in the bulwark of democracy. We felt it. Then, after the war was over and I remained in Treasury for a period of time, it was still a place where we were involved with what was happening in our country. The Korean War, of course, was on our minds.

There was a sense of commitment, a sense – at least I felt – that what we were doing was helping our country. It was a place that you weren't bored in. What we were doing seemed to be something that was strengthening our government, and the people that we worked with were excited. No, excited isn't the word, but they were deeply involved with what they were doing. It was expressed and we felt it. That period, the early period when I was employed, I truly believed that the Department of the Treasury along with the Department of State were the two most important departments in government. The people in them were aware that they were important, and we worked as if the work that we produced made a difference to the country.

**INTERVIEWER:** Dorothy, would you tell us a little bit about what the relationship was between the civil servants and the politically-appointed officials in the Treasury?

**MS. DALY:** When I tried to review my work, my early work in the Treasury Department, I would sometimes say that I was four people removed from the President. The reason for that was that the hierarchy was much less. My boss, Sidney Tickton, reported to George Haas who frequently was not there. Sid Tickton had also been brought along with George Haas to the Treasury from the Farm Credit Administration by the Secretary of the Treasury. So, when the Secretary of the Treasury would have breakfast, as he sometimes did – well, I think it was Monday morning when he had breakfast with the President – and when the President wanted to know something about the finances of the

United States, the Secretary of the Treasury would come back and relay this request to my boss, and my boss would then relay it to me so I could find out what was going on.

As I said, I was never closer to power in my whole life than I was when I was just a junior economist in the Treasury of the United States. But that was the way it was throughout government at the time. There weren't the layers of bureaucracy that came to be in later years, and the number of assistant secretaries and the number of deputy assistant secretaries in the Treasury. The power was concentrated really. So, it was remarkable how much the civil servants felt like they were contributing to the war effort and to the strength of our government and to the way it was run.

**INTERVIEWER:** Dorothy, what a wonderful description of your position in the civil service hierarchy! Now please tell us about your first retirement from Treasury.

**MS. DALY:** I retired from Treasury on October 11, 1951, but my official leave date was January 28, 1952. I moved to Anchorage, Alaska to join Tim who was a professional military officer and pilot in the Air Force. Two of our children were born in Anchorage. We then were assigned to Glen Burnie, Maryland, then to Denver, Colorado, and then went on to Bitburg, Germany, after having our orders changed three times. I would add that, when we were in Glen Burnie, our third child was born at the Naval Academy Hospital in Annapolis, Maryland.

**INTERVIEWER:** Dorothy, what we want to know is what happened that made you decide that you wanted to go back to work and how is it that you got back into the Treasury Department?

**MS. DALY:** When I was in Amarillo, Texas, our last assignment, my husband retired. He retired, but I felt that his retirement pay, which was quite good for the time, would eventually not be enough to get our three children through college. So I decided to seek another job. I thought, because I had always edited every newspaper on every military base we've ever been stationed on, that I would seek a job on the newspaper. I remember going to the newspaper and I met a woman who was a writer, and I asked her what I should say to get the job. She said,

"Do not, with your qualifications, apply for a job on the Amarillo paper." She said, "I and every other woman receives half the salary that a man does. Look for another job."

I decided to look for a job in the government, but Texas didn't offer a lot of opportunities or open doors for women in government. When I retired in October of 1951, I retired at GS 11, a grade I had held for three months before I left. In 1951 this was a high grade for a Civil Service woman and few women attained it at that time.

As I was writing my resume, I had put in a person as a reference who was then working in the Savings Bonds Division in Washington. When I contacted her, she said, "Don't you realize that savings bonds are growing in leaps and bounds because of the Vietnam War?" Lyndon Johnson was very concerned that the people of the United States would learn of the enormous cost of the war and so, at that point, United States savings bonds were again being touted as a way to raise money for a war effort, this time so that we could win the war in Vietnam. Therefore, I submitted my application to Savings Bonds in Washington and was immediately hired without any problem whatsoever. At first, I didn't have to fill out anything, but I did eventually. I remember I had to go back and fill out all the places I'd been for my application, but this was a month or so after I was hired. So, in 1968, after 16 and ½ years, I was back in Treasury.

That time was a time when we were – it was an exciting time in Savings Bonds. I was the Assistant Market Analysis Officer in the Office of Planning and Research. I became the head of that office. Ariel Cambron, my boss, retired while I was there.

**INTERVIEWER:** Dorothy, will you tell us something about Ariel Cambron who was the Market Analysis Officer in the Office of Planning and Research at the United States Savings Bonds Division?

**MS. DALY:** Ariel was the one who hired me in 1948. I had met Ariel when she was working for Anne FitzGerald, and this was during the period back when I was first in Treasury after I had been let out or "RIF'd" [Reduction in Force] as a war service appointee. I came back and I

worked for a time in the Savings Bonds Division before I then returned to Research and Statistics at the request of Sid Tickton. By the time I returned in 1968, Anne FitzGerald had retired and Ariel had taken her job as the Market Analysis Officer. Neither of them had received a grade of GS 14. They didn't get to that level while the men in Savings Bonds, all of them, had this grade level. I went back as an assistant to Ariel Cambron, who was then head of Market Analysis, and was later a great friend of mine. I followed Ariel as Market Analysis Officer in September 1973 and held that position for about 5 and ½ years. Like my predecessors, I only rose to a GS 13.

Now, in Market Analysis, there was a great push to sell savings bonds through the payroll savings system. At that time, Marty Miller was selling the payroll savings system to big corporations. They had big meetings. I was keeping track of the corporations; what they were doing, the sale of savings bonds by state. Actually I was allotting these sales to the different states, and there were state directors who were getting credit for the sales that I was sitting in an office in Washington and allotting the sales to them, based on various factors – population and other things – for which they had no input. They were just figureheads.

I don't know whether I should go into this, but most of the state directors of savings bonds who were out there, supposedly working to sell savings bonds to the corporations and the people in their states, were nothing but figureheads and were political appointees. Savings Bonds was one of the most – it was liked by political appointees, and civil service employees were overlooked. I think to this day about dividing up the total sales, which were added up from corporations, civil servants of the United States Government who were very big buyers of savings bonds, and individuals into a single number. I divided those total sales up and allocated them to the states based on their population and other factors. The sales data was never reported by state; they were only reported in big lump sums.

The whole system of rewards for state directors was based on my market analysis positions. That's exactly what it was. I took the sum of all

recorded sales of savings bonds and I divided them up for these so-called employees, who were out in the states, who weren't doing a blessed thing or were doing very little. They were supposed to be going to the corporations. Marty Miller, a civil servant, was getting the largest amount from the corporations, and raised annual sales by \$2 billion. He was the one who brought them all in and they came in to support savings bonds.

In a way, I'm ashamed to put this down, but Treasury overlooked this methodology. I remember Hobart Rowen, the financial writer for *The Washington Post* – very famous, always stopped by to see me and to see what really was happening with the savings bonds program. I'd tell him the truth – I didn't know exactly where savings bonds were being sold. He was the one who published information about the sale of savings bonds in *The Washington Post*. In those days, Duane Saunders would come over and go over what I was doing, this business of dividing up the sales throughout the country.

I'm not against it, but I'm ashamed of it. But I must say that the market analysis was totally honest – I'd play with state figures as I wrote out the monthly report, and then I sent it in. Steve Mead came over to become an acting director because he had been in the White House. He came over toward the end of the Ford administration. He came over to be the Director of Planning and Market Research, a position I felt I deserved because I was doing all the work. Mr. Mead reviewed my figures and sent the report forward. I went in to the office of the head of Savings Bonds, not to Steve Mead, but to the man who was the head of Savings Bonds. Yes, the head. He called me in and he asked me for some statistics. He said, "You know, the reports have been so much better since Steve has been the director." I said, "The reports have been written by me ever since you've ever heard of them, and they've been written by me ever since Steve Mead came to Savings Bonds." At least, he had noted how much better the reports were. The same reports that Steve never changed a bit.

They went to Steve Mead, he looked at them and signed off on them and sent them up to the

head of Savings Bonds. [Savings Bonds reported to the Treasurer of the United States, who had been appointed National Director of Savings Bonds in December 1974, and who now supervised the Savings Bonds Division.]

So that was Savings Bonds. As I say, everybody knew about Savings Bonds.

**INTERVIEWER:** Dorothy, did you meet any famous movie stars while in Savings Bonds?

**MS. DALY:** While in Savings Bonds, I got to meet a lot of famous people. They came in because they were asked to promote savings bonds, and I met Bob Hope before the war in Europe ended. When I went back to Treasury in the late 60's, I also met various celebrities because President Johnson was promoting sales of savings bonds rather than raise taxes. He was quite a character. He knew a lot of people because of his time in Congress and he knew what buttons to push. In those days, when the President was entertaining, different people were chosen from all levels of government to attend. We didn't go inside, but we were close enough to see the dignitaries, to see everybody. We were at the side of the White House and we watched him greet everyone. They wanted us to feel that we were a part of the government, I guess, and I can't imagine that they do anything like that today. Again, this was a different time in Washington.

**INTERVIEWER:** Dorothy, will you tell us about how the Treasurer of the United States, Francine I. Neff, who was appointed by President Richard M. Nixon in May 1974, and who was assigned the Savings Bonds Division by Secretary William E. Simon, helped you in Savings Bonds?

**MS. DALY:** Francine Neff was a charming, intelligent woman who came to Savings Bonds and who looked at the employment list which had just one other woman really of any high grade. That was me and at the time I was a GS 13 and also headed up the Savings Bonds Women's Program. Francine was aware of the fact that the job I was doing in Market Analysis was probably the job that showed what Savings Bonds sales were really doing, what the whole program really was about. She recognized me and my staff for the work we were doing,

keeping track of what the program was supposed to entail. She was interested. She wanted to know about what things were happening. She wanted to know about how we did our work. She was appreciative of what it was, and she was very helpful. She was most helpful to me in the job I was in. I'm afraid that the Savings Bonds Division was not particularly conducive to the real statistics of savings bonds sales, and she knew that I was keeping the real statistics of savings bonds sales.

**INTERVIEWER:** Dorothy, please tell us about your major accomplishments as the Federal Women's Program Manager at Savings Bonds.

**MS. DALY:** I became actively involved in invigorating training programs designed to expand employment and promotion opportunities for women in Savings Bonds. Because of my background in economics and public finance, I was selected to chair a committee of professional women representatives from the 12 Treasury bureaus. This committee prepared a model study on the impact on women of Treasury programs in taxation, banking, law enforcement, and public finance. Secretary William E. Simon commended our impact study and sent it to the International Women's Year Commission in 1976. Our study was named best of all the U.S. Government department submissions and cited as a model.

**INTERVIEWER:** Dorothy, will you please tell us something about how you came to be named the Treasury Department's Federal Women's Program Manager and what you did in that position to help civil service women in Treasury?

**MS. DALY:** When I realized that I was not going to advance in the Savings Bonds Division, that they had chosen a new Director of Planning and Market Research [Steve Mead], I decided that I would apply for the job as Treasury Federal Women's Program Manager because I had been the Program Manager for Savings Bonds. At that time, there was a program manager in each bureau of Treasury, and I was running the program in the Savings Bonds Division. As a result of my accomplishments and the IWY study, the Assistant Secretary for Administration requested that I be detailed to the position. I left Savings Bonds and went over to Treasury, the

Main Treasury Building, in March 1979. A few months later I applied and was given the job. As the Federal Women's Program Manager in Treasury, I was responsible for seeing that women were treated equally, that they were getting the right promotions in Treasury.

One of the first things that I did as the Federal Women's Program Manager in Treasury was to take a census of all the women in Treasury, what their grade levels were, and then I worked from there. It was that census actually that was later used by Under Secretary Bette Anderson as a basis for her desire and for her intent to see that there was training in the Treasury; that trainers were brought in so that women could advance within the Treasury. It was my Treasury census which revealed that women were always or mainly in lower paid positions and did not advance above them. Very few advanced to the level of GS 13 at that time. The highest level was generally an 11. I set up and prepared the statistics that revealed the fact that most women did not rise above a GS 13.

Bette Anderson reacted positively to the statistics which I collected – actually were always available – about where women were in the Treasury. This became a mission of Bette Anderson, because she was amazed at the fact that there were so many lower-level women in Treasury. So she wanted to initiate a training program that would make it possible for them to move up in Treasury. It was based on the training program that she had sponsored for women in banking. This was the program which was started in Treasury. I do not know how long it was undertaken, but the idea was to see that women attained higher grades in the Treasury Department.

**INTERVIEWER:** Dorothy will you please tell us about your work to advance women in law enforcement? Most people do not realize that the Treasury Department was the second largest law enforcement agency in the federal government. It is our five major historic law enforcement bureaus, past and present, that make up the core of the Department of Homeland Security, which was created after 9/11 by the Act of November 25, 2002 and to which President George W. Bush transferred the bureaus on March 1, 2003.

**MS. DALY:** As the Treasury's Federal Women's Program Manager, I was selected as co-chair of an interagency committee with the Federal Women's Program Manager at Justice, Doris McCrosson, a fierce little lady. Together we formed a committee – we didn't actually form it because the committee itself had been formed by the Civil Service Commission. We took over the Interagency Committee on Women in Federal Law Enforcement and enlarged upon it. We called it "ICWIFLE." We met in the Justice Department. I remember we set up a training program for women in federal law enforcement. Justice arranged to get a hundred dollars for it. I told Cora Beebe – she was the first woman to be appointed Assistant Secretary for Administration – that Justice had provided a hundred dollars for the training, so she got us a hundred dollars for Treasury's part of the ICWIFLE program.

Doris and I, we worked together and got the first big training session for women in law enforcement and we publicized it. We used facilities in the District of Columbia. The training became so popular that women came from all over to take the course. We even got women police officers and other law enforcement officers from the states.

We called attention to the fact that many women who were actually in federal law enforcement were not permitted to carry guns, although a small start had been made in, I believe it was 1971 and 1972. That was part of the push that the committee forced in their departments. As a result, many more women in federal law enforcement were permitted to carry guns.

Over 20 years later, Doris and I were honored for being the founders of ICWIFLE and were seated at the head table at a big banquet where over 1,000 women in law enforcement filled the room. The speaker was Hillary Clinton.

You were talking about Bonni Tischler who later became head of our ICWIFLE Committee and continued it. Bonni Tischler was a powerful woman in Customs and a member of the federal law enforcement group. I think Bonni was probably one of the first women to become a GS 15 in Customs. That was because she headed that group. Bonni, I'll just talk about her briefly because we know her so well. She was a

splendid person and an excellent marksman. I remember she was down in Florida. She finally came back to Washington because she was heading a group in Florida that was trying to stop the drug traffic and became a target of the drug dealers.

**INTERVIEWER:** Dorothy, will you tell us something about the Federal Women's Program under the Reagan administration and under the administration of Secretary of the Treasury Don Regan?

**MS. DALY:** George H.W. Bush, who was Vice President under President Ronald Reagan, wanted to know about women in government. He really did want equality for women. He wanted women to have equal opportunities, but I don't really know firsthand what influenced him. This was communicated to Angela Marie "Bay" Buchanan, Treasurer of the United States. I believe that Mr. Bush wanted women to be appointed in all agencies, so he wanted to find out about all the women in the agencies. So, Bay Buchanan called Diane Clark, Director of Treasury's EEO Office, and me over to find out about women in Treasury. But, at the same time, she also was talking about the statistics of women in government and where they were. When I went back to my office with Diane, I think there was some question in Diane's mind about what the White House was doing about women. I just picked up the telephone, called Elizabeth Dole, and asked her how many women were employed in senior positions in the White House. I don't recall the statistics on it, but I did get them.

When we went back to talk to Bay about the women in Treasury, this was mentioned. She said, "How did you get the information?" I said, "Why, I called Elizabeth Dole." She said, "You called Elizabeth Dole?" I said, "Yes, of course. She would be the person to call to get the information in the White House." That's just the way you do it. Bay was, I think, not too used to government, although she was related to a man who was quite active in politics, her brother, Pat Buchanan. She had been appointed because she was active, too. So, it was just a surprise that she was in a learning position about women when she asked the EEO Office in the Treasury Department for information.

**INTERVIEWER:** Dorothy, will you please tell us how the Federal Women's Program ended?

**MS. DALY:** I don't have the exact reason that it ended. I do believe that it was decided that there would be no special program for different groups. Because, in the EEO Office, there was one part concerned with minorities, another part concerned with Hispanics, another concerned with African-Americans, and also the women. They decided this was not going to be. We were not going to have separate people working for each different and individual group. We would all be Equal Employment Opportunity Specialists. So, all the titles that had been there before – there were titles like the Hispanic Coordinator and the Federal Women's Program Coordinator – they were no longer on the federal government list. All of us became just EEO Specialists.

**INTERVIEWER:** Dorothy, would you tell us about your final three years in Treasury as an Equal Employment Opportunity Specialist?

**MS. DALY:** In the last three years that I was in the Equal Employment Opportunity Office, I had mainly become a writer of decisions. That is why I went to Antioch College to get my master's degree in equal employment opportunity law. This was because the Reagan administration had cut funding, and there were no longer enough attorneys available to make these sorts of legal decisions. I felt that if I was going to be adjudicating these issues I needed to have a working knowledge of this kind of law. So, during my last years in Treasury, I was mainly concerned with writing decisions about some of the employment decisions that were made. That is, employee complaints would be submitted from all over the United States. They would state a grievance with regard to not being promoted or being discriminated against, and it was necessary to either meet these complaints or to write a decision as to why they couldn't be met. Eventually, I had to travel to offices in different parts of the country. I helped people in those regional offices to write decisions.

That became the main objective of my job in those last years when I was an Equal Opportunity Employment Specialist. As I said, that's why, instead of being just the Federal

Women's Program Manager, I had to become knowledgeable about equal employment opportunity law because what we handled mostly were employment complaints. If those submitting complaints didn't get satisfaction from the Treasury, they would take them to the Equal Employment Opportunity Commission (EEOC) because federal employees can appeal agency decisions. Then, EEOC would make a decision too. Writing these decisions was what I was mainly involved in the last few years of my career.

**INTERVIEWER:** Dorothy, will you please tell us about your decision to retire from the Treasury Department?

**MS. DALY:** I decided that it was an optimum time to retire. I had 28 years of service and I could receive my retirement. I had been the recipient of an award of \$1,500 for my work in the Equal Employment Opportunity Office. I was also given the Gallatin Award for excellence of service during my years in the Treasury Department. It was just time for me. I had worked a long time in the government. I went out so quietly, actually, that the office had to call me back in to give me a retirement luncheon. I remember they met afterwards because I just sort of walked out one day. But, they were very complimentary. They were very kind to me. I never felt, however, that I performed as well as a writer of decisions as I had as Federal Women's Program Manager.

The legal side of equal employment opportunity was very dry and very cold, and I was not that happy with it. I think that's one of the reasons that I chose to retire. I didn't come in to work with the joy that I had when I thought that I was doing something for women in the Treasury Department.

**INTERVIEWER:** Dorothy, would you like to close your oral history by telling us a little about your impressions of the difference in the Treasury Department when you returned in the 1960s compared with what it was when you worked during World War II?

**MS. DALY:** When I came to the Treasury in World War II, there was a real fervor, a real eagerness, about government service. Those who were working there felt that everything they

were doing was helping the United States to win the war. It was a heady time to be in Washington and there was a true excitement even in the Treasury. It seemed that everything was directed towards getting the funds to advance our cause. Washington was an exhilarating place to be and the Treasury was an exciting place to be in. Many of the men of the Treasury were gone because Secretary Morgenthau would not keep any man – any man – in the Treasury who could go into service. There was some physical reason that any man in Treasury, our bosses, all of them, were not serving in the United States military. It was either because of their age or their health.

There were women throughout the Treasury in professional positions. At that particular time, there were lots of young women in the Treasury. I've mentioned sometime before this that Mr. Daggit took us on hikes because they wanted to keep us out of trouble. We were young – I was young – and it seemed to me that Washington and the Treasury Department were the most wonderful places to be to somehow contribute to the war effort. We were involved with our country and we were actually helping.

When I first came back to the Savings Bonds Division, I must say that, in the beginning, there was somewhat the same kind of patriotic energy because President Lyndon Johnson hoped to help finance the war in Vietnam with an increase in the sales of savings bonds. The Savings Bonds Division was enlarged. It was promoting and selling savings bonds to government employees. It was starting with payroll savings plans in corporations. There was a great deal of enthusiasm about the savings bonds, and I was there. This was some cause for excitement in this period. This excitement came during the Vietnam War era.

In the Office of Planning and Research – where I was – in the Savings Bonds Division, it seemed to me that, after the Vietnam War, in the later years that I was in Treasury, there was not the sense of involvement with what was happening in the United States, with government. The later years in Treasury seemed to me to be more, I would say, bureaucratic. It was less exciting maybe because I was older, and was simply more concerned with the job at hand. In the

Savings Bonds Division, I did have a managerial position as a Market Analysis Officer with a market analysis staff, but somehow this was not as exciting to me as earlier jobs, even though I did build a number of statistical bases for Savings Bonds. But, the thing about it was we seemed farther removed from our superiors, the various Treasury Assistant and Under Secretaries. There were many more employees and employee levels and I think we just didn't have the same *esprit de corps* in Treasury. It had become "the Department," I guess, "where securities were being formed." I wasn't involved with government financing. It seemed to me that Treasury employees did not have the kind of heart that made my government run in the early part of my career. Work had become more routine.

From my viewpoint, I think government employment had become less enthralling than it had previously seemed to me to be. I always resented the fact that people didn't think government employees were well-trained, skilled, and excellent at their jobs because most of the government employees that I knew certainly were. I found that there was a high degree of expertise in the government. But the sense of working for my country in a very special way was not the same by the time I came back in the spring of 1968.

The second part of Dorothy Daly's Oral History, consisting of information on the Treasury bureaus where Mrs. Daly worked and identifying notes on agencies and people mentioned in this oral history will be posted on the THA website separately.

## **ADDENDUM**

Transcript and manuscript changes were approved by Oral History subject Dorothy Roper Daly.

Minor editing and punctuation have been added to Ms. Daly's interview responses by the Treasury Historical Association.

Layout, formatting, and publication were done by Thomas P. O'Malley, who joined the Board of Directors in 1988 and has been Chairman of the Board of THA since 1996.

Photograph of Tim and Dorothy Daly with Abby Gilbert and Secretary of the Treasury Joe Barr is published with the permission of Dorothy Daly and the Treasury Historical Association.

Transcription of the two Oral History tapes was prepared by ACE Transcription Service of Washington, D.C.

The Treasury Historical Association expresses its appreciation to Patty Daly Laucomer for her insight. The Treasury Historical Association wishes to thank Andrew Young, Hadass Blank Kurtis, and Kimberley Carter, Treasury Department Librarians, for providing assistance and for giving THA access to the invaluable Treasury Collection and Vertical Files in the Treasury Department Library.

Two other persons mentioned by Dorothy Roper Daly also had an oral history made by THA, R. Duane Saunders and Sidney Tickton. Secretary Joe Barr, pictured in the photograph, also had an oral history made by THA.

THA chose Dorothy Roper Daly as an oral history subject for the same reason that Mrs. Daly chose some of our other subjects, they worked in Treasury during two very important periods in our history – the Depression and World War II.

Dorothy also worked in the Treasury Department during another important period in our history – the Vietnam War.

## APPENDIX A

### BIOGRAPHY OF DOROTHY ROPER DALY

Dorothy Roper Daly was born on September 25, 1922, in Casper, Wyoming. Her parents, Lance and Vena Roper, lived on a cattle ranch, the Oilcan, out in the Sweetwater country, close to Independence Rock. Her mother, Vena Haworth Roper, who was a former teacher herself, hired teachers to educate the four Roper sisters in a one-room school house on the ranch as they lived 50 miles from Casper. Dorothy and her sisters often rode horseback all over the ranch and the surrounding sage-covered Sweetwater and she became an excellent horsewoman. In order to attend Natrona County High School, Dorothy lived with her aunt and uncle in Casper. She went on to attend Cottey College and then the University of Wyoming. She graduated Phi Beta Kappa and first in her class from the university with a B.A. in Economics in June of 1942. A major in Economics was considered somewhat unusual for a woman at the University of Wyoming in the early 1940s. She is a member of Mortar Board. Dorothy married Arnold J. (Tim) Daly in July of 1947. Tim Daly was a pilot in World War II and received his regular commission in the U.S. Air Force in 1947. They had three children. Dorothy received an M.A. in Legal Studies from Antioch in 1985. The University of Wyoming named Dorothy R. Daly an Outstanding Alumna in 1996.

Dorothy Roper arrived in Treasury in September 1942, and began her career as a Statistical Clerk in the Division of Research and Statistics. On December 26, 1942, after her division discovered that she was on the Civil Service Commission's Economists Register, Ms. Roper was made a Junior Economist, and was transferred to do economic research for Senior Economic Analyst Sidney G. Tickton. Within a year she was promoted to Economic Analyst. The Division was tasked with finding the best ways of borrowing money and issuing public debt securities to fight World War II. Ms. Roper's assignments included researching how Alexander Hamilton financed our young nation for Secretary of the Treasury Henry Morgenthau, preparing studies on war financing in other countries, developing and updating 30 charts on government securities, and helping to prepare analyses and recommendations for use by the Secretary in discussing government fiscal policy with President Franklin D. Roosevelt. Dorothy Daly recalled the dedicated group who worked six and seven days a week for long and arduous hours during World War II.

Dorothy Daly worked for Sid Tickton during her career in Research and Statistics from January 1943 to July 1947 and December 1948 to October 1951. Mrs. Daly worked for nine months in 1948 with the U.S. Savings Bonds Division. While there she worked on an economic study of the most pertinent factors bearing on the sale and redemption of savings bonds in peacetime, and she also helped to develop marketing strategies. Mrs. Daly returned to Research and Statistics (reorganized as the Technical Staff) in December 1948 at the request of Assistant Director Sid Tickton. There she looked at the composition of the public debt and directed a professional and clerical staff in collecting and summarizing economic data for government expenditure studies, correspondence, speeches, and slide shows. Dorothy Daly rose quickly from a GS 7 to a GS 11 over the next three years. A GS 11 was a high grade for a woman in Treasury in the early 1950s. Dorothy Roper Daly resigned from Treasury on October 11, 1951 to follow her husband to his assignment in Alaska and to raise her children.

Mrs. Daly spent the next 16½ years accompanying her husband Tim Daly whenever he received orders and assignments to new Air Force bases, traveling extensively in the United States and abroad. Dorothy's volunteer activities included editing base newspapers, chairing charitable and service outreach programs, and as an elected officer in many Air Force and community organizations that helped build relationships between Air Force personnel and local communities.

When Lt. Colonel Daly retired from the Air Force, the family moved to Alexandria, Virginia, as Mrs. Daly decided she wanted to return to work in Washington. In April 1968, Mrs. Daly returned to Treasury. She was named an Assistant Market Analysis Officer in the Office of Planning and Research of the United States Savings Bonds Division in May 1969. Dorothy Daly rose to become the Market Analysis Officer and from September 1973 to February 1976 ran the Office of Market Analysis where she developed and coordinated a

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market analysis plan upon which administrative decisions for the savings bonds program were based. In February 1976, she was made head of the Market Analysis Section in the reorganized Office of Planning and Market Research. In both positions Mrs. Daly directed the office in researching economic conditions which might have a bearing on the sale of U.S. Savings Bonds. Special studies included the effects of inflation on savings bond holders and the value of the tax exempt feature of savings bonds. These and other subjects were summarized in a monthly newsletter which was used by Treasury and other government officials and by banks.

In 1974, as a result of the passage of the Equal Employment Opportunity Act of 1972, which extended the EEO provisions of the Civil Rights Act of 1964 to cover government employees, Mrs. Daly assumed a second collateral job as Federal Women's Program Manager at Savings Bonds, serving from July 1974 to February 1979. She was selected to chair a Treasury-wide committee of professional women selected from all 12 Treasury bureaus that prepared a model study on the impact on women of Treasury programs in taxation, banking, public finance, and law enforcement, which was named best of all U.S. Government department submissions to the International Women's Year Commission in 1976.

In March 1979, Dorothy R. Daly was appointed the Treasury Department's Federal Women's Program Manager, and served in that position for six years through 1984. Mrs. Daly represented Treasury at White House meetings concerning the status of women. She provided leadership, training, and direction for the Federal Women's Program Managers in the 12 Treasury bureaus. Among her accomplishments was a training and development program for women, recognized as outstanding by the U.S. Office of Personnel Management. OPM used it as a model for setting up its government-wide Executive Leadership Program to move qualified female clerical employees into career ladders that would help them advance to professional positions. In response to a request from the Carter Administration's National Advisory Committee for Women, chaired by Lynda Johnson Robb, Dorothy Daly developed and directed a study which highlighted areas of progress for Treasury women and showed the areas where serious under-representation continued to exist. Mrs. Daly also directed and coordinated 24 bureau representatives from the legal and administrative staffs of the 12 Treasury bureaus in an extensive review for the President's Task Force on Sex Discrimination to discover if laws, regulations, directives, and orders directly or inadvertently discriminated against minorities and women. The report made recommendations to remove or amend the offending public regulation or law. The report was cited as a model for all other agencies to follow. During the Reagan Administration, Dorothy Daly provided current information on the effects of tax and economic policy on working women and families to Angela Marie (Bay) Buchanan, Treasurer of the United States, who served on the President's Task Force on Legal Equity for Women.

With the Federal Women's Program Manager at the Department of Justice, Mrs. Daly advised, obtained financial support, and coordinated training activities for the Interagency Committee on Women in Federal Law Enforcement, ICWIFLE (now Women in Federal Law Enforcement or WIFLE). Mrs. Daly established the Treasury Women's Network and initiated noontime programs and seminars to aid women at all levels to enhance their career opportunities. Dorothy Daly also served on the National Board of Federally Employed Women (FEW). From 1985 to 1987, Mrs. Daly worked as an Equal Employment Opportunity Specialist in the Office of Equal Opportunity Programs, Departmental Offices. Dorothy Roper Daly retired from Treasury with 28 years of public service on October 2, 1987. Treasury awarded Dorothy Daly the Albert Gallatin Award for long and exemplary Treasury service.

Mrs. Daly used her training in speech and drama and experience making speeches during her career to become a storyteller. As the Sagebrush Storyteller she recounted tales of ranch life and pioneer women, cowboys and shepherders, lawmen and outlaws. In December 2005, Dorothy returned to the West to be near her rancher family.

Dorothy Roper Daly, a long-time member of the Treasury Historical Association, was a member of the Board of Directors from 1992 to 2003 and Chairwoman of the Oral History Committee from 1992 until 2004. She continues to consult on oral histories. Dorothy Daly views the oral histories as a way to enliven the official records.

## APPENDIX B

### BIOGRAPHY OF ABBY L. GILBERT INTERVIEWER

Abby Gilbert was born in Philadelphia, Pennsylvania. She received a B.A. in International Relations from Goucher College and an M.A. from the Johns Hopkins School of Advanced International Studies (SAIS).

Ms. Gilbert came to Treasury in July 1964 after spending the summer of 1963 as an Intern at NASA. She worked in several different bureaus and offices in Treasury including the Comptroller of the Currency, the Treasurer of the United States, International Affairs, and Economic Policy. She was on the Treasury Team that served on the President's Interagency Task Force on Women Business Owners and she was on the Treasury staff that worked for the Presidential Advisory Commission on Holocaust Assets in the United States. Currently, Ms. Gilbert does historical research for the Historian's Office of the United States Mint in Washington, D.C.

Ms. Gilbert was the prime researcher for Dr. Ross Robertson who wrote *The Comptroller and Bank Supervision*. She researched and wrote three articles on banking history in the 1840s. "The Bank Veto Riot" was published in *The Banker's Magazine* 125th anniversary edition in 1971 and the impact of the Treasury Secretary's advocacy for a national bank in *Ohio History* in 1973. "Of Banks and Politics: The Bank and the Election of 1840" (*West Virginia History*, 1972) focused on the significance of the election of 1840 on the American banking system.

"The Comptroller of the Currency and the Freedman's Savings Bank" was published as the lead article in *The Journal of Negro History* (now *Journal of African American History*) in April 1972. She also published an annotated bibliography on African-American banks. "Foreign Banking Operations in the United States" appeared in the *SAIS Review* in 1971.

Working with Treasury bureau representatives and Treasury's Graphics Department, Ms. Gilbert prepared an historical chronology of firsts by women in Treasury, "Treasury Women, 1795-1975," as part of the Treasury Department's celebration of America's Bicentennial in 1976. She prepared a chronology about women in the United States Mint in 2012. And she researched and wrote "The Treasury Department" for *A Historical Guide to the U.S. Government*.

Abby Gilbert has been a long-time member of the Treasury Historical Association (THA). She has been a Board Member since 1977, has served as an officer, and has been on the Oral History Committee since she helped to establish the program in 1980. Ms. Gilbert has done extensive research on the government agencies that began in the Treasury Department. She provided research assistance to Pamela Scott, author of *Fortress of Finance: The United States Treasury Building*, published by THA in 2010. Ms. Gilbert served as President from 1988 to 1991 during which time she created, developed, and helped to implement THA's two-year program in 1989 and 1990 celebrating the Bicentennial of the United States Treasury Department.