

Planner

2002-2005 Action Plan
of the Securities and Exchange Commission Historical Society
Revised Draft: March 29, 2002

Proposed Statement of Purpose

The U.S. Securities and Exchange Commission makes a distinctive contribution to the evolution of United States and world financial markets, and plays a unique role as an effective regulatory agency. The Securities and Exchange Commission Historical Society believes that an objective understanding of the role the SEC has played in the past can help us better understand the present and lead to more informed decisions about the future.

Therefore, the Society:

- preserves historical resources – documents, recollections and other records – of the SEC's role;
- provides access to information and interpretations of the SEC's role, through its Web site, publications and programs; and
- encourages scholarship to improve understanding of the SEC's role.

The Society believes that the entire financial community, including lawyers, accountants, financial professionals and business organizations, as well as the public at large will benefit from these resources and services. Ultimately, our purpose is to contribute to the understanding of how the SEC shapes vibrant and reliable U.S. and international capital markets.

Proposed Action Steps

The following action steps have been developed for consideration and decision:

- I. Confirm the Board of Trustees as the governing board, and establish an Advisory Group (see attachment I).
- II. Enhance the resources and outreach of the Web site (see attachment II).
- III. Secure the funding needed to sustain and expand the operations and activities of the Society (see attachment III).

Future Action Steps – to be Developed

The following action steps have been identified for development (see attachment IV for the questions to be addressed in developing each step):

- Divide the history of the SEC into distinct subject areas, and develop a range of activities for each area.
- Review and make available resources on the history of the SEC from the SEC archives and other sources.
- Inaugurate a program of sponsorship of research and papers.
- Develop programs of substance for lawyers, financial professionals, etc. with sponsorships.
- Enhance the oral histories program.
- Develop a physical presence and public face for the Society in the new SEC building.
- Develop a relationship with ASECA.
- Develop strategic relationships with other constituencies.

I. Confirm the Board of Trustees as the governing board, and establish an Advisory Group.

A. Confirm the Board of Trustees as the governing board.

1. The Board of Trustees has the authority and responsibility to run the Society.
2. The members of the Board of Trustees shall be persons who will undertake that authority and responsibility.
3. The terms of service for each board member will be determined:
 - *Currently*: Each board member serves terms of 3 years each, with unlimited number of terms.
 - *Proposal #1*: Each board member can serve two consecutive terms of 3 years each, with the ability to extend that in special circumstances if it is in the best interests of the Society, as determined by a 2/3 vote of all the other board members.
 - *Proposal #2*: Each board member can serve two consecutive terms of 5 years each, with the same proviso for extension as in proposal #1.
 - *Proposal #3*: Retain current unlimited length of terms and terms of service.
4. Officer terms would not be staggered or limited. Currently, the term for an officer is 1 year.
5. The Chairman retains responsibility for chairing the Board and running the Board meetings.
6. The President becomes the key person responsible for Board governance and relationships. The President needs to ensure that the persons who constitute the Board understand and fulfill their responsibilities.
7. Retain all governance and fiduciary responsibilities within the Board. Ensure that the by-laws reflect the Board's responsibilities.
8. Revitalize and/or create committees to be chaired by Board members - Archives and Research, Audit, Budget, Development and Membership, Executive, Nominating, Oral Histories, and Programs.
9. Ensure that committees, other than Executive or Nominating, have non-trustee members (perhaps from the advisory group – see below).
10. Grant the Executive Committee the authority to take action and implement policy when the Board is not in session but subject to reporting to and ultimate control by the Board.

11. Set a Board meeting schedule of at least 4 meetings annually.

B. Establish an Advisory Group for persons who do not wish to have governance commitment, but who wish to be associated with the Society.

1. The number of members in the group will be flexible.
2. The term of service will be three years, renewable without limit.
3. The types of persons to be recruited for the group:
 - a. Current Board members who do not wish to stay on the Board.
 - b. Representatives of other constituencies.
 - c. Potential trustees.
 - d. Former SEC chairmen and commissioners.
4. Potential purpose of the group – to share advice, ideas and assistance with:
 - a. programs.
 - b. communications and advocacy.
 - c. securing corporate, foundation and association grants and sponsorships.
 - d. securing individual gifts.
5. The Advisory Group will be chaired by the Chairman or President.
6. The Advisory Group will meet at least once per year with the Board of Trustees. The number of meetings on its own will be flexible.

II. Enhance the resources and outreach of the Web site.

A. Foundation of the Web site:

1. The Society's Web site – www.sechistorical.org - is being developed to serve as a virtual museum and repository of SEC history and information.
2. The site currently includes transcripts, in downloadable formats, of the oral histories interviews conducted to date, and the transcripts and papers from the major issues conference. The site also includes a free lending library of oral histories tapes, photographs from the SEC archives, SEC history, and a list of former and current chairmen and commissioners.

B. Enhancements to the Web site:

1. Digitize the completed oral histories interviews and placing them permanently on the Internet. Persons visiting our site can therefore access the interviews in three ways – reading the transcripts, borrowing the tapes, or watching or listening to the interviews through their computer.
2. Continue to add oral histories interviews – in transcript, digitized and tape format – to the Web site as they are conducted.
3. Identify and provide links to significant SEC historic materials available on other Web sites.
4. Add historic records, including papers and photos, from the SEC archives and other sources to the site.
5. Set standards for which materials will be digitized and placed in the virtual museum. Term the contents of the virtual museum as a collection, rather than official or authoritative history.

C. Enhance traffic to the Web site:

1. Continue to ensure that the site is updated monthly on the major search engines.
2. Ask other constituencies to put a link on their Web site to ours. Currently, the SEC and the Securities Industry Association have links to our site. Other possibilities are:
 - a. ABA Committee on Federal Regulation of Securities
 - b. AICPA
 - c. ASECA
 - d. Federal Bar Association

3. Publicize what's new on the Web with periodic blast emails to persons on our database with email addresses.
4. Provide visitors to the Web site with the opportunity to send emails to the Society on what they would like included in the virtual museum.
5. Notify academics throughout the nation on the contents and updates to the Web site, with the request that the information be shared with their students and colleagues.
6. Consider placing advertisements highlighting the Web site in publications of interest to the securities and financial industry.

III. Secure the funding needed to sustain and expand the operations and activities of the Society.

- A. Recruit a Development and Membership Committee chair (from the Board of Trustees) and committee members (either trustees or non-trustees). Ensure that the chair and committee members understand and accept the responsibility of leading the fundraising effort.
- B. Work with the Development and Membership Committee on an ongoing basis to identify, cultivate and build relationships with donors and prospects.
- C. Work with the Development and Membership Committee on an annual basis to:
 - 1. set the funding goals – both unrestricted and restricted – for the Society.
 - 2. set the development strategies, and determine the donors and prospects.
 - 3. develop the appropriate development materials (both print and online).
- D. Secure individual gifts:
 - 1. Determine annual membership goals and solicitation strategies, including:
 - a. mailings.
 - b. use of the Web site.
 - c. asking each Board member to secure a number of members through personal asks?
 - d. exhibitions at securities-related conferences.
 - 2. Assess membership benefits and determine strategies to attract new members and upgrade current members.
 - 3. Solicit members from:
 - a. Board of Trustees, with annual 100% membership goal.
 - b. Advisory Group members (annually)
 - c. current members (annually)
 - d. prospects:
 - lapsed members (annually)
 - non-members on database (annually)
 - SEC staff. (annually)
 - former SEC leaders (annually) *
 - members of bar associations (focusing on securities lawyers) and financial associations (focusing on CPAs) in cities/regions where there is a concentration of former SEC staff members, i.e. California, District of Columbia, Florida, Illinois, New York,

Pennsylvania, Texas, etc. (several each year)*

- members of associations, such as ABA Committee on Federal Regulation of Securities, ASECA, etc. (several each year)*

** dependent on ability to secure lists.*

- E. Secure institution gifts and grants:
1. Determine annual unrestricted and restricted gift opportunities, including sponsorships.
 2. Institute giving levels for institution grants and gifts.
 3. Secure gifts and grants from:
 - a. current institution donors.
 - b. past institution donors.
 - c. prospects:
 1. work with the Board of Trustees to identify and open the door to:
 - accounting firms.
 - associations.
 - banks.
 - financial companies.
 - foundations
 - law firms.
 - mutual fund managers.
 - self-regulatory organizations.
 2. meet with prospects to determine funding interests and levels related to Society operations and activities.
- F. Provide appropriate recognition and benefits to individual and institution donors:
1. Publish and disseminate an Annual Report.
 2. Consider and implement recognition on the Web site.
 3. Develop and coordinate the Annual Meeting to attract members and donors to attend, and to appropriately acknowledge their support.

IV. Future Action Steps – to be Developed

- G. Divide the history of the SEC into distinct subject areas, and develop a range of activities for each area.

Steps in planning:

- a. Determine the SEC subject areas.
- b. Form committees to develop a range of activities for each subject area. These committees can include retired SEC staff members.
- c. The activities can include review and selection of related records, oral histories and programs.

- H. Review and make available resources on the history of the SEC from the SEC archives and other sources.

1. The National Archives and Records Administration (NARA) currently holds 7,114 cubic feet of SEC records from 1933-88 as permanent records.
2. NARA is also currently holding approximately 80,000 cubic feet of temporary SEC records from 1934 to the present.

Steps in planning:

1. Determine the pivotal events in the history of the SEC as “hooks” for archival storage and dissemination.
2. What are the SEC’s current costs for storage of the temporary records at NARA?
3. What other historic materials at the SEC should be included in the archives?
4. Ask the committee of academics (see under sponsorship of research and papers) to make recommendations on what to archive, catalogue and disseminate.
5. What role would the SEC play in making these recommendations?
6. What would be the cost for assessing the materials? Conserving? Cataloging? Digitizing?
7. Contact the University of Maryland and other institutions to gauge interest in providing a repository.
8. What criteria should the Society use in accepting materials outside of the SEC holdings? Where would they be stored?

9. What securities history repositories at other institutions are available via the Internet?

I. Inaugurate a program of sponsorship of research and papers.

Steps in planning:

- a. Determine a focus of research and papers.
 - The Society should encourage papers and/or research on as narrow or broad topics as possible, paying attention to past developments as they impact on the present and future.
 - The Society should attract the attention of persons in many disciplines who are doing historical research at the Ph.D. or post-doctoral level in securities areas.
- b. Sponsor research:
 - Determine and secure the level of funding needed to encourage persons to do the research the Society wishes.
 - Establish a committee of academics, identified from the leading economic historians and 20th century financial historians.
 - Have the committee of academics set criteria for research, prepare a grant application and process, disseminate information on the grant through academic journals, review the applications, and make recommendations on recipients to the Board.
 - Determine and provide appropriate recognition for the recipients:
 - a) The recipients present their research at an annual event of the Society, perhaps the Annual Meeting.
 - b) The Society ensures that the recipients receive media attention.
 - c) The research is placed on the Society's Web site.
 - d) Consider print publication if the Society develops in the future a publication of the stature of a university press.

- c. Establish a prize:
 - Consider establishment of a prize for outstanding research or writing in a topic selected each year.
 - Determine and secure the level of funding needed for the prize (could be a sponsorship opportunity).
 - Use the committee of academics (see above under research) to set the criteria for the prize and the topic each year, publicize the prize through academic journals, review the submissions and nominate the winner to the Board.
 - Determine and provide appropriate recognition to the winners:
 - a) The winners present their papers at an annual event of the Society, perhaps the Annual Meeting.
 - b) The Society ensures that the winners receive media attention.
 - c) The research or paper is placed on the Society's Web site.
 - d) Consider print publication if the Society develops in the future a publication of the stature of a university press.

J. Develop programs of substance for lawyers, financial professionals, etc. with sponsorships.

Steps in planning:

1. What lessons can be learned from the major issues conference?
2. Ensure against financial loss: explore possible sponsors.
3. Pick a specific target audience, talk to them and design and offer a program that meets a specific need or interest.
4. Take the approach of trying something small and see if it works; build a model which can be replicated.
5. Consider the involvement of SEC staff and other government officials, subject to ethical concerns if private sponsorship is involved.

K. Enhance the oral histories program.

Steps in planning:

1. Use the pivotal events in SEC history (see above under archives) to plan the individual and Roundtable oral histories.
2. Address the concerns of objectivity and obtaining substantive historical information in the interviews.
3. Should professional historians conduct individual interviews? Who? How would the interviews be prepared? What would be the costs?

L. Develop a physical presence and a public face for the Society in the new SEC building.

Steps in planning:

1. What is the SEC planning for the atrium-public space of the new building? Can the Society be part of the planning of that space?
2. Is the SEC setting aside funds for displays within that atrium-public space? Can the Society contract with the SEC to develop the contents of the displays?
3. If yes, who would determine the contents of the displays? Who will curate? How often will the displays change? What professional help will be needed in designing and mounting the displays? What will be the costs?
4. What is the timeline for the development of the new building?
5. What will be the rental costs for space within the new building?
6. What office and/or repository space will the Society need in the new building?

M. Develop a relationship with ASECA.

Steps in planning:

1. Meet with the current head of ASECA to explore where the Society and ASECA have shared interests and complementary needs.
2. What are ASECA's current activities and situations?
3. What would be the costs and benefits (short term and long term) of any possible collaboration or alliance?

4. What relationship will best serve the mission of the Society and the mission of ASECA?

N. Develop strategic relationships with other constituencies.

Steps in planning:

1. Identify the key constituencies, such as the ABA Committee on Federal Regulation of Securities, AICPA, the Federal Bar Association, the Federal Executives Institute, Investment Company Institute, Practising Law Institute, Securities Industry Association, etc.
2. Identify possible activities, such as involvement in a second volunteer leader group, joint membership drive, sponsorship of Society actions, mutual links on Web sites, etc.
3. Meet with the decision makers at each key constituency to discuss what activities will best serve the Society and the other group.