

Project On Government Oversight

Dangerous Liaisons: Revolving Door at SEC Creates Risk of Regulatory Capture

February 11, 2013

TABLE OF CONTENTS

Overview	2
Part I: Money Market Meltdown – A Case Study	3
Part II: Scores of SEC Alumni Go to Bat for SEC-Regulated Companies	8
Part III: Revolving Door Rules Apply Unevenly	14
Part IV: Revolving in the Dark	19
Part V: Much Ado about Nothing?	21
Part VI: Looking Beyond the Numbers.....	30
Part VII: Looking Outside the SEC	33
Part VIII: Conclusion	35
Part IX: Recommendations.....	37
Endnotes	39
Appendix A: SEC Revolving Door Rankings	
Appendix B: SEC Revolving Door Career Paths	

OVERVIEW

A revolving door blurs the lines between one of the nation's most important regulatory agencies and the interests it regulates.

Former employees of the Securities and Exchange Commission (SEC) routinely help corporations try to influence SEC rulemaking, counter the agency's investigations of suspected wrongdoing, soften the blow of SEC enforcement actions, block shareholder proposals, and win exemptions from federal law.

The revolving door was on display in 2012 when the investment industry opposed one of the top priorities of the SEC chairman, a plan to tighten regulation of money market funds. Former SEC employees lobbied to block the plan, and an SEC Commissioner who previously worked for an investment firm played a pivotal role in derailing it.

The movement of people to and from the financial industry is a key feature of the SEC, and it has the potential to influence the agency's culture and values. It matters because the SEC has the power to affect investors, financial markets, and the economy.

Yet, the SEC has exempted certain senior employees from a "cooling off period" that would have restricted their ability to leave the SEC and then represent clients before the agency. In addition, the SEC has shielded some former employees from public scrutiny by blacking out their names in documents they must file when they go through the revolving door.

The SEC is a microcosm of the federal government, where widespread revolving expands the opportunities for private interests to sway public policy.

One academic study suggested that concerns about the SEC's revolving door are misguided. But the academics looked at only a sliver of the SEC's work. They did not examine, for instance, how the revolving door affects the SEC's regulation of Wall Street, its granting of relief to specific companies, its handling of cases related to the financial crisis, or its decisions to drop investigations without bringing charges. The study sought to quantify any influence the revolving door might have on SEC enforcement actions, but the subtleties involved do not lend themselves to such simple measurement.

This report, the Project On Government Oversight's (POGO) second on the SEC, is based in part on interviews with current and former SEC officials and thousands of federal records obtained through the Freedom of Information Act.

POGO found that, from 2001 through 2010, more than 400 SEC alumni filed almost 2,000 disclosure forms saying they planned to represent an employer or client before the agency. Those disclosures are just the tip of the iceberg, because former SEC employees are required to file them only during the first two years after they leave the agency.

POGO's report examines many manifestations of the revolving door, analyzes how the revolving door has influenced the SEC, and explores how to mitigate the most harmful effects.

PART I: MONEY MARKET MELTDOWN – A CASE STUDY

When the then-chairman of the Securities and Exchange Commission (SEC) was asked in early 2012 what kept her up at night, she pointed to money market funds, the supposedly safe investment vehicles that played a role in the financial crisis of 2008 and today manage \$2.7 trillion for investors.¹

As Mary L. Schapiro tells it, money market funds remain so vulnerable to sudden waves of withdrawals that they “pose a significant destabilizing risk to the financial system.”² At the height of the 2008 crisis, Schapiro has testified, a \$300 billion run on money market funds ended only when the federal government put taxpayer money on the line to backstop the industry. Since then, the kind of federal guarantee used to stop the run has been outlawed, making any future meltdown harder to contain, she said.³

Investors in money market funds “have been given a false sense of security,” Schapiro said in a [February 2012 speech](#). “Today, the money-market fund industry...is working without a net,” she added, comparing the situation to “living on borrowed time.”⁴

Schapiro was not alone in sounding the alarm.⁵ A council of federal regulators headed by outgoing Treasury Secretary Timothy F. Geithner unanimously called for additional reforms, noting that money market funds are still susceptible to the kinds of runs that made the financial crisis more severe.⁶ Former regulatory leaders, including Sheila C. Bair and Paul Volcker, have echoed the call for reforms.⁷

But when Schapiro tried to tighten regulation of money market funds, she encountered powerful resistance. In August 2012, without even bringing her proposal to a vote, she acknowledged that she was blocked. There was no point in calling a vote, she said, because three of the SEC’s five commissioners had stated their opposition.⁸

Many of the people who lobbied the SEC on this issue on behalf of the investment industry had traveled a familiar path: they once worked at the SEC but had gone through the revolving door to join the industry.

There was Justin Daly, formerly a counsel to an SEC Commissioner.⁹ He became a registered lobbyist and represented the Investment Company Institute, an industry association that fervently opposed the regulatory proposals.¹⁰ Daly met with Congress and the SEC to discuss “[i]ssues relating to investment companies, particularly money market funds,” according to a [federal lobbying disclosure](#) filed in July 2012.¹¹

There was Karrie McMillan, a former official in the SEC’s Division of Investment Management, which oversees money market funds.¹² She became general counsel at the Investment Company Institute, represented the group in [meetings with Schapiro](#) and [other senior SEC officials](#), and [sent several letters](#) to the agency objecting to the proposals.¹³

There was Susan Ferris Wyderko, who once held the top job in the SEC’s Division of Investment Management.¹⁴ She became president and CEO of an industry group called the Mutual Fund

Directors Forum, which [argued](#) that the SEC could “harm the markets and the economy more broadly” by making money market funds—a type of mutual fund—less attractive to investors.¹⁵ Wyderko and another former SEC employee, David B. Smith, Jr., expressed the group’s views [in letters to the SEC](#), and they had [a meeting on the subject](#) with an SEC Commissioner in March 2012.¹⁶

There was Fran Pollack-Matz, a former Investment Management attorney who “did work on money market related issues” before leaving the SEC in 2009, [according to agency records](#).¹⁷ She became a vice president at T. Rowe Price Associates, Inc., which, as of December 2012, managed approximately \$32 billion in money market fund assets.¹⁸ Her name appeared on [a January 2011 letter from the firm](#) arguing that one of the regulatory proposals would “substantially reduce the attractiveness of money market funds to investors, and potentially cause serious disruption in the short-term credit markets.”¹⁹

And, among others, there was Laura Unger, who had served as an SEC Commissioner and as acting chairman of the agency. She became a special adviser at the consulting firm Promontory Financial Group.²⁰ In a February 2012 visit to the SEC, she accompanied a delegation from Fidelity Investments, a giant of the industry that opposed Schapiro’s regulatory effort.²¹ An [SEC memo](#) about the visit doesn’t explain what Unger might have said or done at the meeting.²² But [her bio](#) on Promontory’s website says she “provides clients with strategic advice about matters relating to the SEC, regulatory and legislative process.”²³ Unger is also featured in a Promontory brochure highlighting the “[s]enior regulatory experience” of the firm’s professionals. The brochure states that Promontory has advised a “leading trade association” on how to “best influence government agencies and regulators.”²⁴

POGO made attempts to contact Unger, as well as the other SEC alumni and businesses named in this report. We have included the comments of those who responded.

It’s hard to know how much any of these alumni contributed to the at least temporary derailment of Schapiro’s money market fund initiative. “I imagine you could find alumni on all sides of this issue, but...matters are decided on their merits,” SEC spokesman John Nester told POGO.²⁵

In the end, the balance was tipped not by a former official, but by a current one: Luis A. Aguilar, one of the five SEC commissioners. Aguilar, a Democrat, has often been the toughest of the commissioners when it comes to regulation, and has frequently chastised the agency for not doing enough to protect investors. But, at a pivotal juncture on the money market fund issue, he [sided](#) with the two Republican commissioners and the investment industry.²⁶

As it happens, Aguilar previously worked in that industry. He had been executive vice president of Invesco, a money management firm, and worked as a corporate attorney at law firms where his practice involved, among other things, mutual funds.²⁷

In March 2012, Invesco sent a team to meet with Aguilar at the SEC and tell him why tightening rules for money market funds was a bad idea.²⁸ In its [presentation](#), Invesco called the regulatory plan “extreme” and “not warranted.”²⁹ One of the Invesco team members also participated in a larger meeting with representatives from other companies and officials from various SEC

offices, according to a memo posted on the SEC's website.³⁰ But Aguilar was the only commissioner with whom the Invesco team had an exclusive meeting, according to the SEC's website.³¹

Explaining his opposition to Schapiro's initiative, Aguilar [issued a statement that closely tracked arguments made by industry](#)—including arguments advanced by Invesco and SEC alumni. The statement shows how much convergence there was between his thinking and that of the industry in which he once worked.³²

Before writing new rules, Aguilar argued, the SEC should determine whether rules adopted in 2010 had solved the problem. "A critical analysis of the efficacy of the 2010 Amendments would be a necessity to analyze what, if any, additional steps are required," he said.³³

Members of industry made a similar point. "Prior to proposing fundamental changes to money market funds, the SEC must first fully analyze the effects of the 2010 amendments," the Mutual Fund Directors Forum said in a [letter to the SEC](#).³⁴ "Reforms from 2010 are working," Invesco said in its March 2012 presentation.³⁵

Further, Aguilar argued, the proposed changes could make matters worse by prompting investors to move assets from money market funds to other investment vehicles that regulators are unable to track or oversee.³⁶ "I remain concerned that the Chairman's proposal will be a catalyst for investors moving significant dollars from the regulated, transparent money market fund market into the dark, opaque, unregulated market," he said.³⁷

Here again, a similar view was expressed by Aguilar's former employer and by SEC alumni representing the industry. For example, in a letter to the SEC, Invesco warned: "Large investors, in particular, may be prone to transfer funds currently invested in...money market funds to other, less regulated vehicles."³⁸

Aguilar also expressed concern that the proposed changes "could be needlessly harmful" given the "fragile state of the economy."³⁹ Likewise, in its presentation, Invesco warned that "unnecessary regulation" could "damage a fragile economic recovery."⁴⁰

Did Aguilar's past relationship with the mutual fund industry make him more receptive or sympathetic to its point of view?

In a November 2012 interview with POGO, Aguilar said the answer was no. "It gives me a level of knowledge," he explained. "I think my background gives me the ability to understand and put into context both the...pros and cons of their arguments."⁴¹

Aguilar told POGO that he follows the public interest as he sees it. "I don't think I'm anybody's puppet," he said.⁴² He pointed out that he opposed the mutual fund industry on an earlier, unrelated SEC initiative, and that the leadership of Invesco has changed since he left the company a decade ago.⁴³

A spokesman for one mutual fund company argued that the revolving door actually helps investors. “We strongly believe that having people with industry experience work for a regulator and having people with a regulatory background work in the industry benefits both sides as well as investors,” T. Rowe Price spokesman Brian Lewbart said in an email to POGO.⁴⁴ Before signing the January 2011 letter on behalf of T. Rowe Price, former SEC official Fran Pollack-Matz consulted with the agency’s ethics office, Lewbart added.⁴⁵

Treasury Secretary Geithner and other regulators haven’t given up on tightening the regulation of money market funds,⁴⁶ but they could be hard-pressed to do so without the SEC’s support. Indeed, they turned up the pressure on the agency.⁴⁷

In December 2012, the SEC released a staff report taking a closer look at the issue.⁴⁸ In a December 5 statement on the report, Aguilar reiterated his view that the “outflow of money fund assets to an unregulated market is a significant systemic risk concern,” and added that he welcomed the “serious consideration” the issue was receiving.⁴⁹

The SEC could revisit the issue this year, and news reports suggest that the backing that eluded Schapiro may yet coalesce around at least part of her initiative. According to those reports, Aguilar and another commissioner have been warming to the possibility of certain regulatory changes.⁵⁰ (As of this writing, President Obama’s new nominee for SEC chairman has not publicly taken a position on the issue.)

Whether the 2012 regulatory stalemate—which former SEC Chairman Arthur Levitt called a “national disgrace”⁵¹—was a defeat or merely a delay for Schapiro’s money market fund initiative, the episode illustrates a conspicuous feature of the SEC: the pervasiveness of the revolving door. The constant spinning blurs the lines between the regulatory agency and the world it regulates.

This blurring is hardly unique to the SEC. The phenomenon is so familiar that economists and political scientists have a name for the most extreme cases: “regulatory capture,” when an agency is effectively taken over—culturally, if not literally—by the industry it regulates.⁵²

The potential stakes of regulatory capture are particularly far-reaching at the SEC because the agency is responsible for regulating a vast swath of American business, including the investment and brokerage industries, stock markets, accounting firms that audit public companies, and information that publicly traded corporations disclose to investors. It’s the agency’s job to protect investors.⁵³

Currently, the SEC is bogged down in the biggest overhaul of the nation’s financial markets since the 1930s: a long-delayed and heavily lobbied effort to write rules implementing the Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act), which Congress passed and President Obama signed in 2010 to reduce the risk of future crises.⁵⁴

The SEC also continues to investigate whether additional individuals or corporations should be charged with law-breaking for contributing to the last crisis. The agency [points to a long list of](#)

[enforcement actions](#) it has taken so far; federal judges and other observers have criticized some of the biggest settlements as too weak to make a difference.⁵⁵

Meanwhile, the revolving door keeps turning.

In September 2012, the Alternative Investment Management Association—a global hedge fund group—announced a new chairman: former SEC Commissioner Kathleen Casey, who left the agency in 2011. She is expected to enhance the dialogue between the association and industry regulators, the group’s chief executive said in a [press release](#).⁵⁶

In December 2012, Deloitte—one of the “Big Four” global accounting firms that cater to big corporations—announced that it had hired James L. Kroeker, a former SEC chief accountant who left the agency in July. He will be reporting directly to Deloitte’s CEO, who, in a [press release](#), praised Kroeker’s “unique perspective” and “experience as a regulator.”⁵⁷ The move completed a round-trip for Kroeker; he had been a partner at Deloitte before joining the SEC in 2007.⁵⁸

And in January 2013, President Obama [nominated](#) Mary Jo White—a partner at the law firm of Debevoise & Plimpton—to serve as the next SEC chairman. “You don’t want to mess with Mary Jo,” President Obama remarked, referring to her work from 1993 to 2002 as the U.S. Attorney for the Southern District of New York,⁵⁹ where she “built a career the Hardy Boys could only dream of” prosecuting white-collar criminals.⁶⁰

At Debevoise & Plimpton, however—where White has worked since 2002—she has routinely defended clients before the SEC.⁶¹ For instance, she defended JPMorgan when the SEC charged the company with misleading mortgage investors, according to [The Washington Post](#).⁶² In a separate matter, Morgan Stanley’s board hired White to explore if a prospective CEO was in danger of being charged in an SEC insider trading probe. After reviewing how the SEC handled White’s inquiries, Senate investigators criticized the agency for “providing prominent individuals selective access to senior SEC officials.”⁶³

This report—POGO’s second in-depth study of the SEC’s revolving door—examines many manifestations of the phenomenon. It also explores the question: Are concerns about the revolving door much ado about nothing?

A widely noted [study by several academics](#) dismissed the notion that the revolving door weakens SEC regulation.⁶⁴ Robert Khuzami, the head of the SEC’s Enforcement Division from 2009 until early 2013, [cited the study](#) as evidence that the agency has been unfairly maligned.⁶⁵

But, as this POGO report explains, the academic study does not settle the issue. For a more detailed analysis of that study, see Part V.

The revolving door is deeply embedded at the SEC and throughout the federal government. The problem transcends the thoughts and actions of individual government employees; it is both subtler and more powerful. The close linkage between the regulators and the regulated can influence the culture, the values, and the mindset of the agency—not to mention its regulatory

and enforcement policies—both from the bottom up and from the top down. To be sure, many employees may be immune to its influence and may explicitly reject it. But when so much of a regulatory agency’s world view can be shaped by the industry it oversees, consciously or otherwise, the public has reason to be concerned.

As matters now stand, the public has only limited ability to see through the revolving door. With this report, POGO attempts to shed additional light.

PART II: SCORES OF SEC ALUMNI GO TO BAT FOR SEC-REGULATED COMPANIES

From 2001 through 2010, 419 former SEC employees filed at least 1,949 disclosure statements saying they planned to represent clients or new employers in matters pending at the SEC.⁶⁶ One former official filed 46 of them.⁶⁷ (See Appendix A)

POGO obtained the statements, which were previously unavailable online, through the Freedom of Information Act (FOIA). An [earlier POGO report](#) focused on disclosure statements filed between 2006 and 2010⁶⁸; the new data go back an additional five years and are searchable online through POGO’s [SEC Revolving Door Database](#).⁶⁹

The 1,949 statements are just the tip of the iceberg, because former employees are only required to file them during the two-year period immediately after they leave the agency.⁷⁰

POGO found that many former SEC employees have helped businesses get a break from the agency.

SEC Alumni Have Helped Companies Charged with Wrongdoing Soften Blow of SEC Enforcement Actions

Many big, established companies enjoy a special privilege: they can issue and sell new securities—say, additional shares of stock—to investors without going through a fresh review by the agency. The privilege—known as “well-known seasoned issuer” or WKSII status—can save companies time and money. Conversely, losing the privilege could make it harder for companies to raise capital and could put them at a competitive disadvantage.⁷¹

Companies that are found to have committed securities fraud—and, under certain circumstances, companies that agree to settle fraud charges—automatically lose their special status. The theory is that their financial disclosures are less trustworthy.⁷²

However, they can request a waiver allowing them to retain the privilege,⁷³ and many do. A [New York Times investigation](#) found 350 instances since 2001 in which the SEC gave financial firms WKSII waivers and other forms of relief that softened the blow of enforcement actions. The *Times* reported that “[c]lose to half of the waivers went to repeat offenders—Wall Street firms that had settled previous fraud charges by agreeing never again to violate the very laws that the S.E.C. was now saying they had broken.”⁷⁴

In many instances, POGO found, the companies were championed by former SEC officials.

In 2008, for example, the SEC alleged that UBS Securities LLC and UBS Financial Services Inc.—subsidiaries of UBS AG, the big Swiss bank—had “misled tens of thousands of...customers” about the risks of investing in products known as auction rate securities. As a result, “over forty thousand UBS customer accounts holding more than \$35 billion in auction rate securities had their investments rendered virtually illiquid overnight,” according to the [SEC’s complaint](#).⁷⁵

The agency charged the UBS subsidiaries with violating an anti-fraud provision of the federal securities laws, and it ordered them not to violate the same provision in the future. The [UBS subsidiaries settled the charges](#) without admitting or denying any wrongdoing.⁷⁶

Meanwhile, Kenneth J. Berman—an attorney at the law firm of Debevoise & Plimpton LLP, and a former associate director of the SEC’s Investment Management Division—[requested and obtained a waiver](#) allowing UBS AG, the parent company, to retain its WKSI privilege. He argued, among other things, that UBS AG and its subsidiaries had “strong records of compliance with the securities laws.”⁷⁷

In 2011, the SEC [charged one of the same UBS subsidiaries](#)—UBS Financial Services Inc.—with “fraudulently rigging at least 100 municipal bond reinvestment transactions in 36 states and generating millions of dollars in ill-gotten gains.” The subsidiary was charged with violating the same anti-fraud provision that it had promised not to violate in the auction rate securities case. This time, the firm paid \$160 million to settle charges brought by the SEC and other authorities—without admitting or denying the SEC’s allegations—and agreed once again to stop violating the anti-fraud provision.⁷⁸

Once again, Berman [requested and received a waiver](#) on behalf of UBS AG, arguing that “UBS AG and its affiliates have strong records of compliance with the securities laws.”⁷⁹

In 2012, another UBS subsidiary was charged with violating the anti-fraud provision.

This time it was UBS Financial Services Inc. of Puerto Rico, which was [charged](#) in May 2012 with “making misleading statements to investors” and “concealing a liquidity crisis,” among other things. The firm paid \$26.6 million to settle the case, without admitting or denying the SEC’s allegations.⁸⁰

In this case, Colleen P. Mahoney—a partner at the law firm of Skadden, Arps, Slate, Meagher & Flom LLP and a former SEC deputy enforcement director who left the agency in 1998 after 15 years of service—requested a waiver on behalf of UBS AG. The SEC [granted the waiver shortly after filing its charges](#).⁸¹

The earliest WKSI waiver posted on the SEC’s website was granted in 2006. Of the [64 posted WKSI waivers granted from 2006 through 2012](#), more than half—at least 35 of them—were requested by SEC alumni.⁸²

The numbers show that SEC alumni aren't the only lawyers seeking waivers, and that you don't have to be an alumnus to win one.

But the mere fact that so many waiver requests involve former officials could influence the way people at the agency think about regulatory relief, regardless of who asks for it. If an SEC official used to represent companies seeking waivers or envisions himself doing so in the future, it's hard to see how he could remain completely neutral in evaluating such requests from others. He could identify with corporations seeking relief, and he could have a stake in the agency's willingness to grant it. In that sense, the revolving door could shape the environment in which all SEC employees work and the institution's mindset, to the benefit of companies accused of wrongdoing.

SEC Alumni Have Helped Companies Secure Other Accommodations That Took Some Sting Out of Enforcement Actions

Additional rules—variants on the WSKI theme—allow the SEC to issue waivers to companies facing the loss of a shortcut for small securities offerings.

When a business wants to raise funds by selling stock to the general public, it typically has to register the stock offering with the SEC. Some businesses, however, are allowed to raise a limited amount of capital by selling stock without having to register.⁸³

This shortcut is off-limits to businesses and underwriters⁸⁴ that are the subject of certain SEC enforcement actions.⁸⁵ But companies can avoid the ban by obtaining a waiver.

For example, in 2011, the agency [charged](#) that a subsidiary of JPMorgan had “misled investors in a complex mortgage securities transaction just as the housing market was starting to plummet.”⁸⁶ Responding to the charges, Herbert F. Janick III—an attorney at the law firm of Bingham McCutchen LLP and a former senior SEC enforcement staffer—[requested a waiver](#) for the JPMorgan subsidiary.⁸⁷

Among other things, Janick argued that “issuers may wish to retain J.P. Morgan Securities to participate in the offerings of securities” that rely on the shortcut, and that the disqualification of the firm “could adversely affect J.P. Morgan Securities’ business operations.”⁸⁸

The agency granted the waiver one week after charging the JPMorgan subsidiary, according to agency records.⁸⁹

The earliest version of this waiver that's posted on the SEC's website was granted in 2003. The SEC [issued at least 100 of these waivers from 2003 through 2012](#) to firms that faced a similar kind of disqualification. Of the 100 posted waivers, 40 were requested by SEC alumni.⁹⁰

Still other rules allow the SEC to give a break to companies that are in danger of being disqualified from providing bread-and-butter services such as underwriting to mutual funds because the companies or their affiliates are the subject of certain SEC enforcement actions.⁹¹

For example, in July 2011, the SEC [charged](#) a JPMorgan subsidiary with “rigging at least 93 municipal bond reinvestment transactions in 31 states, generating millions of dollars in ill-gotten gains.” The firm had entered into secret arrangements to get an “illegal ‘last look’ at competitors’ bids,” according to the SEC’s charges.⁹²

After consenting to an injunction and other penalties—without admitting or denying the SEC’s allegations—JPMorgan and affiliated firms [applied for an exemption](#) that would allow them to continue offering key services to mutual funds.⁹³

It wasn’t the first time something like this happened. Since 2003, the SEC had granted exemptions to JPMorgan and its subsidiaries when they were charged with alleged misconduct relating to mortgage securities products, transactions with Enron, initial product offerings, and research analyst conflicts of interest, according to the application.⁹⁴

There were several contacts listed on the new application, including Stephanie Avakian, James E. Anderson, and John M. Faust—attorneys from the law firm of Wilmer Cutler Pickering Hale and Dorr LLP (WilmerHale). Avakian used to be a counsel to then-SEC Commissioner Paul R. Carey, while Anderson and Faust used to be attorneys in the SEC’s Investment Management Division, according to bios posted on the law firm’s website.⁹⁵

The SEC [granted an exemption](#) to JPMorgan and its subsidiaries the following month.⁹⁶

The SEC’s website features similar exemptions that have been granted since 2007, but POGO was only able to identify the requestors for exemptions granted since 2009. Of the [23 exemptions on the SEC’s website granted from 2009 through 2012](#) to firms facing a similar predicament, at least 16 were requested by legal teams that included SEC alumni.⁹⁷

The SEC’s willingness to spare big companies the potential consequences of enforcement actions—even when those companies are cited as repeat offenders—has fueled concern in some quarters that the agency is too sympathetic to powerful firms.⁹⁸ The agency has said its waivers and the like are not meant to pull punches on any punishment but rather are intended to serve the public interest—for example, by avoiding collateral damage to customers of mutual funds that are advised by the firms.⁹⁹ But perceptions of what is in the public interest are unavoidably subjective.

SEC Alumni Have Helped Clients Win Exemptions from Federal Law

The SEC is responsible for enforcing the federal securities laws, but it also has the power to exempt businesses from provisions of law on a case-by-case basis. Financial firms frequently argue they should be permitted to operate in ways that would otherwise be considered illegal.¹⁰⁰

For instance, the SEC can excuse a company from any provision of the Investment Company Act if the exemption is “necessary or appropriate in the public interest” and “consistent with the protection of investors.”¹⁰¹

SEC alumni have represented businesses in the successful pursuit of such exceptions.

In 2012, for example, Federated Investment Management Company sought the SEC's permission to market an exchange-traded fund (ETF), a financial product that is similar to a mutual fund but trades like a stock.¹⁰²

In order to provide this product, Federated [asked to be exempted](#) from several provisions of the Investment Company Act, including provisions that were designed to “prevent unreasonable, undisclosed or unforeseen delays in the actual payment of redemption proceeds” and to “prevent one investment company from buying control of another investment company.”¹⁰³

The point of contact listed on Federated's application was Stacy L. Fuller, a former branch chief in the SEC's Investment Management Division who, during her career at the agency, “oversaw the review of multiple exemptive applications for ETFs,” according to a bio posted on the website of the law firm where she currently works.¹⁰⁴

In June, the SEC [agreed to provide the exemptive relief](#) requested by Fuller on Federated's behalf.¹⁰⁵

The SEC has stated that these rule exemptions are often necessary to “avoid the unintended consequences that could arise with the innovation of new financial products and services—such as those that may not have been envisioned when the securities law was passed.”¹⁰⁶

POGO examined all of these exemptions on the SEC website issued under the Investment Company Act in 2011 and 2012. Of the [158 issued during those two years](#), 58 of them were requested by legal teams that included SEC alumni.¹⁰⁷

SEC Alumni Have Helped Companies Obtain Letters from the Agency Giving Them Green Light to Venture into Regulatory Gray Zones Without Fear of Getting in Trouble

The SEC often issues advisory opinions known as “no-action letters” which assure companies that the SEC will not punish them if they take a particular course of action. The SEC sometimes describes no-action letters as a form of regulatory “relief.”¹⁰⁸

Former SEC officials have helped companies secure such letters.

Joan McKown worked at the SEC for 24 years, serving most recently as chief counsel in the Enforcement Division. She left the agency in 2010 and is now a partner at Jones Day.¹⁰⁹

In early 2012, she [helped PNC Bank obtain no-action relief](#) from an SEC regulation issued under Dodd-Frank. The regulation required more disclosure to help investors identify underwriting deficiencies in asset-backed securities—financial products backed by loans (such as residential mortgage, commercial, and student loans) that are bundled together and sold to investors. The no-action letter sets a precedent for PNC and other companies to avoid disclosing information about mortgage-backed securities guaranteed by Ginnie Mae, a government corporation that promotes home ownership.¹¹⁰

On its website, [Jones Day says](#) that, as of February 2012, this was the “only no-action letter

specifically interpreting an SEC regulation under Dodd-Frank that the SEC staff has issued and published so far.”¹¹¹

SEC Alumni Have Helped Companies Thwart Shareholder Proposals

Shareholders often try to use their voting power to influence a company’s policy on issues such as executive compensation. But companies can stop these proposals from even making it onto the ballot.¹¹² Before blocking such proposals from coming to a vote, companies often seek the blessing of the SEC’s Division of Corporation Finance.¹¹³ SEC alumni have represented companies in the successful pursuit of such blessings, issued in the form of no-action letters.

Martin Dunn left the SEC in 2007 after 20 years of service, including stints as acting and deputy director of the Division of Corporation Finance, and became a partner at the law firm of O’Melveny & Myers LLP.¹¹⁴

Less than two years later, Dunn [wrote to the division](#) on behalf of Alaska Air Group, Inc., the holding company for Alaska Airlines and Horizon Air. He asked for the division’s assurances that it would not recommend enforcement action if Alaska Air Group excluded several proposals, including one that would give shareholders more of a say on executive pay.¹¹⁵

The division staff agreed that Alaska Air Group could exclude the proposals without running afoul of the law.¹¹⁶

More recently, Dunn obtained favorable SEC responses to multiple requests for JPMorgan to exclude shareholder proposals. Those proposals would have required JPMorgan to disclose more information about the bank’s political contributions and lobbying expenditures; replace the bank’s independent auditor on a regular basis¹¹⁷; assess the impact of mountaintop removal coal mining by the bank’s clients; take steps to prevent “illicit financial flows” such as tax evasion and money laundering; review the bank’s handling of foreclosures and loan modifications; and review the risks associated with “high levels of senior executive compensation.”¹¹⁸

Dunn has also requested and received no-action letters on behalf of UnitedHealth Group, Inc. and Yahoo! Inc.¹¹⁹

In a [disclosure statement](#) filed shortly after he left the SEC, Dunn said he was certain that matters on which he would be appearing before the agency did not relate to any matters he worked on during his SEC service.¹²⁰

However, in the same disclosure statement, Dunn showed how much his work as a lawyer for corporations had in common with his earlier work as a member of the SEC staff.¹²¹

“I have been retained to represent [name of company withheld by SEC] in connection with the filing of a no-action request with regard to shareholder proposals received by that company,” he wrote. “During my tenure on the staff, I worked on a number of issues relating to shareholder proposals, including shareholder proposals submitted to [name of company withheld by SEC].

However, all shareholder proposal matters on which I worked while on the staff were resolved during that time and there were no such matters pending upon my departure,” he added.¹²²

Dunn wrote that he was so sure that none of this posed an ethical impediment that he was notifying the SEC of his plans “before receiving verbal clearance from the Ethics Office.” The disclosure statement does not say whether the Ethics Office ended up giving Dunn the green light.¹²³

The SEC receives [hundreds of requests each year](#) from companies that are seeking to exclude shareholder proposals. POGO found that many of these requests were submitted by legal teams that included SEC alumni.

Money Market Industry Frequently Deployed SEC Alumni to Request Accommodations from the Agency During Period of Market Turmoil Beginning in 2007

In many cases, these accommodations gave the companies that manage money market funds a green light to prop up funds. To extend such support, the companies sought regulatory relief from the SEC’s Investment Management Division, which provided it through no-action letters.

In September 2008, at the height of the financial crisis, Jack W. Murphy—a former associate director in the SEC’s Division of Investment Management—requested the division’s approval on behalf of the Bank of New York Mellon Corporation and its affiliated money market funds. The division staff responded the following month to approve the proposed arrangement.¹²⁴

One section of the SEC’s website features 69 no-action letters granted during a period of market turmoil from 2007 through 2009 that provided the green light for corporate sponsors to prop up money market funds. Of these 69 letters, 28 were requested by SEC alumni.¹²⁵

Allowing the corporate parents to provide financial support for individual money market funds could have masked the degree of risk associated with those funds, giving investors an inflated sense of security. It also could have posed financial risks for the corporate parents and the shareholders of those companies, though a [study by the Federal Reserve Bank of Boston](#) said the companies might have been trying to protect their reputations in the marketplace—in other words, their brand names.¹²⁶

PART III: REVOLVING DOOR RULES APPLY UNEVENLY

There is a complex set of ethics rules governing what SEC employees can and can’t do when they go through the revolving door, but the rules have gaps and apply unevenly.

SEC “Middle Managers” Excused from Cooling Off Period

At the SEC’s request, certain senior employees at the agency have been exempted from a “cooling off period” that would have restricted their ability to represent clients before the SEC shortly after leaving the agency.

The cooling off period, which is supposed to limit influence-peddling and avoid troubling appearances, prohibits highly placed employees from contacting the agency on behalf of a client within one year of leaving. Explaining this restriction in 2007, an [internal SEC newsletter](#) said that, where ethics are involved, “appearances do matter.”¹²⁷

“Think of how it would look for a Division Director to leave office on Friday and contact his or her former staff on Monday on behalf of a private client,” the SEC wrote.¹²⁸

Nonetheless, the newsletter explained, some alumni have been excused from the cooling off requirement.

In 1991, the SEC wanted to exempt several positions from this restriction. The agency asked the Office of Government Ethics (OGE) to [waive the rule for senior agency litigators](#), including the Enforcement Division’s chief litigation counsel.¹²⁹

The SEC’s ethics official at the time argued that OGE should grant the waiver because SEC litigators do not make policy and are unlikely to exert undue influence on the agency after leaving. He also argued that the exemption was necessary for the SEC to recruit talented lawyers. Unless they were given an exemption, senior litigators “would have difficulty conducting a securities law litigation practice” after leaving the SEC because “Commission litigation is a major component of such a practice,” he said.¹³⁰

OGE [agreed to exempt the positions](#), allowing the SEC’s former senior litigators to interact with the agency shortly after leaving.¹³¹

For example, David L. Kornblau was a chief litigation counsel in the Enforcement Division—one of the exempted positions. Kornblau resigned from the agency in August 2005 and became an in-house counsel at Merrill Lynch. Several months later, he [disclosed](#) that he would be representing the bank in connection with 17 separate matters pending before the SEC, at least some of which involved enforcement cases in which other parties were charged, according to agency records.¹³²

In 2003, the SEC [wanted to exempt other positions](#) from the cooling off requirement. The agency had obtained the authority to pay some employees on a new pay scale (known as the SEC “K” or “SK” scale) in order to compete more effectively with employers in the financial industry. (An SEC supervisor who was paid as a GS-15 employee on the federal pay scale, for instance, became an SK-17 employee under the SEC’s new system, and was eligible for pay increases beyond what a typical GS-15 employee could receive.)¹³³

In a letter to OGE, an SEC ethics official pointed out that the one-year cooling off rule applied to any executive branch employee who was paid at least \$134,000 at the time. This meant that some SK employees would be covered by the ban as a result of a pay increase to a level of \$134,000 or greater, even if their responsibilities did not change.¹³⁴

The SEC ethics official asked OGE to exempt all SK employees from the cooling off rule. She observed that SK employees include “supervisory accountants, attorneys, economists, and

various analysts and administrative specialists.” These employees, she said, are “quintessential government middle managers” who do not “make policy decisions affecting the Commission’s overall operations” and are “not situated to influence overall Commission policy...once they leave.” She also warned that the cooling off ban would make it “exceptionally more difficult for [SK] employees to seek work outside the Commission.”¹³⁵

For these reasons, she argued, SK employees should not be covered by a cooling off rule that’s targeted at other senior policymakers in the federal government. OGE agreed to [provide a blanket exemption](#) for all SEC employees paid on the agency’s SK scale.¹³⁶

The SEC’s Inspector General [criticized the SK exemption](#) in a January 2011 report about a former SEC official in the Trading and Markets Division who had gone on to work for a high-frequency trading firm. The exemption has “enabled some SEC employees who are highly compensated and who hold prominent positions to evade the ban, despite [the fact] that they are the very type of employees the ban was intended to cover,” the report says.¹³⁷

For instance, a “counsel to a Commissioner who has a salary in excess of \$200,000, has been privy to a wealth of confidential SEC information, and has high-level contacts at the SEC due to his position is currently able to leave the Commission and immediately represent industry interests to the Commission,” the Inspector General observed.¹³⁸

The Inspector General also noted that “Justin Daly, who had served as counsel to Commissioner Kathleen Casey before leaving the Commission in February 2010 to become a lobbyist at Ogilvy Government Regulations, would not be subject to [sic] cooling-off ban and could immediately lobby the SEC,” as described in a [July 2010 New York Times article](#).¹³⁹

Indeed, POGO found that Daly started lobbying the SEC within months of leaving, representing clients such as CME Group and The Blackstone Group to discuss proposed agency regulations, according to federal lobbying disclosures.¹⁴⁰

The Inspector General concluded that the SK “blanket exemption...opens the door to potential abuse,” and urged the agency to work with OGE to limit the exemption.¹⁴¹

SEC spokesman John Nester told POGO the exemptions were “no longer deemed necessary.”¹⁴² But, as of February 2013, more than two years after the Inspector General called for their curtailment, they were still in place. In October 2012, Nester said the SEC was “in the process of working with OGE” to remove them.¹⁴³ In a February 2013 email to POGO, Nester said the issue was still “pending with OGE.”¹⁴⁴

Uneven Cooling Off Periods for Other SEC Alumni

The government-wide cooling off bans can last for one year, two years, or a lifetime, depending on what the alumni did at the agency and what they are seeking to do on behalf of a private-sector employer or client.¹⁴⁵ A different set of rules apply to President Obama’s political appointees. For instance, an appointee who leaves the government and becomes a federally

registered lobbyist cannot lobby any senior executive branch official for the remainder of Obama's administration.¹⁴⁶

Not only are there different rules for various SEC alumni, there are also different rules for former senior officials at other federal agencies. For instance, a former Treasury Secretary has to wait at least two years before he can represent anyone before any executive branch employee. But this mandatory two-year cooling off period for "very senior personnel" does not cover the SEC chairman and commissioners.¹⁴⁷

"Every one of those commissioners should have the two-year ban," said Richard Painter, a professor at the University of Minnesota Law School, according to a 2012 *Bloomberg* article.¹⁴⁸

In addition to being uneven, these timeout periods—which only restrict SEC alumni from personally appearing before the agency on certain issues—do not cover all the ways in which former employees can take advantage of their inside knowledge and connections.

For instance, the timeout periods do not prevent SEC alumni from providing "behind the scenes" assistance to their new private-sector colleagues. Even if a former SEC employee does not personally appear before the agency, she can still provide invaluable assistance to her new employers or clients, such as telling them who to contact or which arguments to use in appealing to the agency.

"[A]s long as you're not going to talk to us you can do anything," a former SEC ethics official told the agency's Inspector General, according to its 2011 report.¹⁴⁹ The former ethics official noted that some state bar associations have issued rules that would prevent former SEC attorneys from switching sides on an enforcement matter, but said they wouldn't necessarily prevent those alumni from lobbying the agency on industry-wide regulations. The Inspector General observed that "employees who leave the Commission may have unlimited social contacts with their former SEC colleagues."¹⁵⁰

Loose Rules for Industry-to-SEC Revolving Door

The cooling off rules for industry veterans who join the SEC and other agencies may not go far in restricting federal employees from handling agency work that could affect their former employers or clients.

Daniel M. Gallagher, Jr., an SEC Commissioner, took office in November 2011 after working at WilmerHale. (He actually passed several times through the SEC-WilmerHale revolving door before ending up in his current position.¹⁵¹)

Gallagher's former clients include powerhouse financial firms such as Bank of America, Deutsche Bank AG, and GE Capital Corp., according to his [financial disclosure statement](#).¹⁵²

Now, as an SEC Commissioner, Gallagher may be in a position to make critical decisions about SEC regulations and enforcement actions affecting the public's interest—and, in some cases, the interests of his former clients.¹⁵³

Some of these former clients have come under SEC scrutiny.

For instance, three former Deutsche Bank employees have independently alleged that the bank hid up to \$12 billion in paper losses during the financial crisis, according to *Financial Times*. They made their complaints—which Deutsche Bank called “wholly unfounded”—to the SEC and other regulators. By allegedly hiding the losses, Deutsche Bank was “able to maintain its carefully crafted image that it was weathering the crisis better than its competitors,” Jordan Thomas, a former SEC enforcement attorney who is representing one of the whistleblowers, told *Financial Times*.¹⁵⁴

Other former Gallagher clients have a stake in the SEC’s implementation of the Dodd-Frank Act.

Bank of America, for instance, wrote to the SEC in February 2012 to oppose the proposed Volcker Rule, which would restrict the bets that federally insured banks place in the financial markets. Congress required the SEC and other federal regulators to implement the rule as part of the Dodd-Frank Act.¹⁵⁵

SEC spokesman John Nester told POGO the agency is equipped to handle potential conflicts of interest that arise when an employee is in a situation to oversee a former employer or client. “SEC employees and Commissioners recuse themselves on a case by case basis in accordance with government wide ethics law and regulation,” Nester said. “Agency staff and Commissioners are required to undergo training concerning their recusal obligations, and the Ethics Office frequently consults with staff members and Commissioners individually about their recusal obligations.”¹⁵⁶

When asked if the SEC’s work is ever affected by the need for senior officials to recuse themselves, Nester said the agency “is blessed with a deep pool of talented experts on just about any issue that comes up, so it really hasn’t been an issue.”¹⁵⁷

However, it is not always clear how the SEC handles specific situations in which potential conflicts of interest arise. POGO filed a FOIA request for records showing how the SEC has implemented an ethics agreement signed by Commissioner Gallagher, but the agency provided only 10 pages in part, and withheld approximately 1,500 pages in their entirety.¹⁵⁸ The sheer volume of the material suggests that sorting out Gallagher’s potential ethical conflicts takes an extensive effort.

Richard Painter, a professor at the University of Minnesota Law School, wrote in a 2009 book that the existing rules are “too lenient.”¹⁵⁹

The rules state, for instance, that a new agency employee may not be able to work on a “particular matter involving specific parties”—i.e., a “judicial or other proceeding, application, request for a ruling or other determination, contract, claim, controversy, charge, accusation or arrest”—if it is likely to affect a former employer or client. However, the definition of “matter” does not include the “consideration or adoption of broad policy options that are directed to the interests of a large and diverse group of persons.”¹⁶⁰

“A person entering government service from a bank...must wait a year before participating in a government bailout of that same bank, but may, without waiting a year, immediately draft regulations affecting banks in general,” Painter wrote in 2009. Likewise, “[s]omeone who has been paid to urge the SEC to write a particular rule a certain way” could then “go into the SEC and shortly thereafter help write the same rule.”¹⁶¹

Some current and former SEC officials told POGO that concerns about the industry-to-government revolving door are overblown. On the positive side, they said, it has enabled the agency to recruit talented financial industry veterans.

The SEC has “made a special effort to hire into the [Enforcement] Division highly-talented persons with a wide range of expertise; not just lawyers, but also traders and risk managers and persons skilled in the debt and derivatives markets,” said agency spokesman John Nester. “This makes us better able to detect wrongdoing and detect it early.”¹⁶²

Former SEC Chairman Mary Schapiro has echoed this point, stating that “[p]eople from the private sector know where the bodies are buried, where the private sector has taken short cuts or engaged in conduct that is less than exemplary,” according to *The Washington Post*. “Armed with that knowledge,” Schapiro added, “they tend to be vigorous defenders of the public interest.”¹⁶³

David B.H. Martin, a former head of the SEC’s Corporation Finance Division, told POGO that “the revolving door brings the agency talent” and provides a “healthy amount of ventilation.”¹⁶⁴

Nonetheless, the preponderance of SEC employees who come from financial industry backgrounds may contribute to a pro-industry bias throughout the agency, and could cast doubt on the agency’s decision-making. It may also lead to specific situations in which SEC employees have to either work on issues that could affect a former employer or client, or recuse themselves from important agency business. (See Appendix B)

PART IV: REVOLVING IN THE DARK

For an agency that seeks to ensure a “transparent capital market,”¹⁶⁵ the SEC is not always transparent about its revolving door.

Granted, the SEC deserves credit for being one of the few agencies that require their former employees to file disclosure statements when they go through the revolving door. These statements enabled POGO to identify hundreds of SEC alumni who went on to represent companies overseen by the agency. In addition, anyone who visits the SEC’s website can find records such as waiver requests and meeting memos that offer a glimpse at the interactions between the agency and industry representatives—including many SEC alumni.

But those who want more detailed information about the work that SEC employees do before, during, or after their time at the agency are likely to encounter significant hurdles.

Redacted Disclosure Statements

Although the SEC provided POGO with thousands of disclosure statements in response to a FOIA request, the agency does not post the statements online. (POGO has made those statements available online in its SEC Revolving Door Database.¹⁶⁶) And many of the statements given to POGO were heavily redacted, making it hard to tell which employer or clients the SEC alumni were representing or what they hoped to achieve by contacting the agency.

In some cases, the SEC blacked out the names of the former employees who filed post-employment disclosure statements, shielding them from public scrutiny.¹⁶⁷

“Release of the staff names could subject the employees to harassment from the public in the performance of their official duties,” SEC FOIA branch chief David Henshall [wrote in April 2012 in response to POGO’s FOIA request](#).¹⁶⁸

Why did some SEC alumni get this special treatment, while others did not?

SEC spokesman John Nester told POGO in 2011 that some former employees requested confidentiality.¹⁶⁹

Vague or Incomplete Records of SEC-Industry Interactions

Another potential way to monitor the SEC revolving door is to examine the interactions between the SEC and industry representatives, many of whom used to work at the agency.

At times, however, presentations made by SEC employees to industry groups are inaccessible to the public.

In March 2012, several SEC officials spoke at a [conference in Miami](#) hosted by a securities industry lobbying group. The full remarks of then-Chairman Mary Schapiro can be [found on the SEC’s website](#), but the same is not true of comments made by other SEC officials, who spoke on panels filled with agency alumni about “handling a regulatory investigation.”¹⁷⁰

These conferences have occasionally been the subject of controversy. In 2011, Senator Charles Grassley (R-IA) [raised concerns](#) about comments made by then-SEC enforcement chief Robert Khuzami to a group of securities defense lawyers. Khuzami appeared to be contradicting the SEC’s enforcement manual, Senator Grassley said, by indicating that the agency would start letting defense attorneys know if an SEC investigation into their client is being accompanied by a Department of Justice investigation. The comments “sound the alarm for anyone concerned about the SEC being overly cozy with those it should be investigating,” Senator Grassley remarked.¹⁷¹

Even when the SEC does disclose records of regulatory meetings between the agency and industry representatives, it is not always clear what transpires in those meetings.

To her credit, then-Chairman Mary Schapiro announced in 2010 that the SEC would disclose more information about meetings with outside parties to discuss the implementation of Dodd-Frank. Under this policy, the agency asks meeting participants to provide an agenda of proposed discussion topics to be made part of the public record.¹⁷² The SEC has also been disclosing its meetings with outside parties to discuss another law, the Jumpstart Our Business Startups (JOBS) Act, according to agency spokesman John Nester.¹⁷³

Still, these records are often vague about the arguments advanced by industry representatives at the meetings. The records are certainly no substitute for the kind of real-time access that could be provided through a live webcast of the meetings.

Finally, when the SEC litigates a case in federal court or imposes a penalty that must be approved by a federal judge, the public can typically review the case documents and identify the members of the litigation team—including attorneys who end up going through the revolving door. Unfortunately, the same level of transparency is not provided in SEC enforcement actions that are brought before an administrative law judge.

These administrative proceedings are relatively opaque, even when the SEC charges a defendant with a violation that could have serious consequences for investors and other stakeholders.

Secret Ethics Advice

The SEC routinely advises former employees about potential conflicts of interest arising from their representation of private-sector employers or clients.¹⁷⁴ In addition, the agency urges current staffers to recuse themselves from working on agency matters if there's even an appearance of a conflict of interest related to a past employer or client.¹⁷⁵

Unfortunately, information about ethics advice, recusal agreements, and conflict-of-interest waivers is typically not revealed to the public.

One problem is that the SEC has not consistently recorded this information. In 2011, the SEC Inspector General reported that the agency's "haphazard record-keeping...makes it needlessly difficult to ascertain whether an employee has adhered to the conflict-of-interest restrictions."¹⁷⁶

But even when the SEC does keep organized ethics records, the agency typically does not share this information with the public. As described above, the agency withheld approximately 1,500 pages of ethics records related to SEC Commissioner Daniel M. Gallagher, Jr., in response to POGO's FOIA request.¹⁷⁷

PART V: MUCH ADO ABOUT NOTHING?

In July 2012, four scholars [issued a report](#)—*Does the Revolving Door Affect the SEC's Enforcement Outcomes?*—suggesting that concerns about the SEC's revolving door are unfounded, at least with respect to the agency's efforts to enforce the law.¹⁷⁸

The widely noted study by academics at four business schools looked at the outcomes in certain enforcement cases and reached a stark conclusion: “Our evidence...alleviates widely expressed concerns about the detrimental effect of revolving doors.”¹⁷⁹

However, a close look at the study leads to the conclusion that it hardly settles the issue.

The authors were rebutting sentiments like those articulated by Senator Grassley, ranking member of the Judiciary Committee, who [remarked in 2011](#) that the “revolving door between [SEC] staff and the investment firms and banks they oversee has led to concerns of coziness and the soft-pedaling of potential criminal cases.”¹⁸⁰

Others, including academics, whistleblowers, and the SEC’s Inspector General, have suggested that the constant movement of employees between the SEC and powerhouse firms has biased the agency’s enforcement efforts.¹⁸¹

The “revolving door problem” may help explain why the SEC has gone after “individuals in small-bore cases,” but has not brought many charges against the “people in the financial crisis of 2008 who went over the line and should have been held accountable,” a former federal prosecutor told POGO.¹⁸²

As the former prosecutor explained it, taking aggressive action against companies represented by powerhouse law firms can hurt the future job prospects of SEC attorneys: “Rocking the boat is just not...an optimal way to segue into a major white-shoe law firm role.”¹⁸³

But the authors of the July 2012 study came to a very different conclusion: if anything, they said, the revolving door has actually strengthened the SEC’s enforcement efforts.

Quantifying Effects of Revolving Door

The authors described two ways in which the revolving door could bias the SEC. On one hand, agency lawyers might “follow aggressive enforcement practices to signal their competence to their prospective employers.” On the other hand, an SEC attorney might “under-emphasize or even compromise enforcement outcomes to curry favor with prospective employers.”¹⁸⁴

In order to test these theories, the authors tracked the records of 336 SEC lawyers who worked on SEC enforcement actions between 1990 and 2007. The academic study divided those lawyers into two groups: “revolvers,” who ended up leaving the agency to join a law firm, and “non-revolvers,” who went to work for another kind of firm or organization, or were still at the SEC by the end of 2010.¹⁸⁵

The authors also looked at four variables in the enforcement actions handled by the SEC lawyers: 1) the size of damages collected by the agency, 2) whether or not there were criminal charges brought in conjunction with the SEC’s action, 3) whether or not the agency named a CEO as a defendant, and 4) whether the SEC settled the charges or won a contested case.¹⁸⁶

Using this approach, the authors found “no significant differences in the enforcement outcomes” of revolvers and non-revolvers.¹⁸⁷

However, the results changed when the authors looked at revolvers who joined law firms that frequently defended clients in SEC enforcement cases—described in the study as “SEC specialist firms”—during the study period (1990 to 2007). The authors found that revolvers who joined SEC specialist firms tended to work on enforcement cases that resulted in “higher damages collected,” “a higher likelihood of criminal proceedings,” and “a higher likelihood of naming the CEO as a defendant.” (The revolvers were also more likely to settle than to win an enforcement case. But the authors noted that a vast majority of SEC cases are settled, potentially skewing the results, and they questioned whether “settling a case is a result of lax or aggressive enforcement.”)¹⁸⁸

Furthermore, the authors found “no evidence that SEC alumni in defense firms practicing before the SEC are able to exercise influence over ongoing enforcement efforts.”¹⁸⁹

According to the authors, these results show that “SEC regulatory efforts are not, on average, compromised as a result of lawyers leaving the Commission.”¹⁹⁰ “If anything,” they wrote, “future job prospects make SEC lawyers increase their enforcement efforts while they are at the SEC.”¹⁹¹

These findings should mollify concerns about the SEC revolving door, the authors argued.¹⁹² But POGO found that the academic study does not address a wide range of concerns.

No Mention of Regulations or Exemptions

First and fundamentally, the study does not examine the effects of the revolving door on one of the SEC’s basic functions: writing rules. It focuses solely on the enforcement of rules that are already on the books.¹⁹³

Did the revolving door contribute to the stalemate on money market fund regulation? Has it influenced the SEC’s long-running, overdue effort to write rules implementing the contentious Dodd-Frank Act? Has it affected the agency’s rulemaking—or lack thereof—in response to allegations that structural problems in the stock markets favor high-frequency traders such as hedge funds over ordinary investors?

The study also did not look at whether the revolving door influenced the way agency officials think about waivers, exemptions, and other forms of regulatory relief.

It would be difficult to address these questions in a purely statistical analysis. But if the revolving door influences the SEC’s work at all, there is no reason to think it would only influence SEC enforcement cases. The revolving door is also on display whenever an SEC employee writes a rule affecting an industry where she used to work, or when a former employee requests regulatory relief for a client after he leaves the agency.

A Narrow Look at SEC Enforcement

As for the SEC's enforcement work, the former head of the SEC's Enforcement Division, Robert Khuzami, [cited the study](#) as evidence that the revolving door does not make a difference in the SEC's policing. "In the face of overwhelming proof to the contrary, and armed with nothing but cynical assumptions and speculation, commentators perpetuating this revolving door myth do a disservice to the hard-working and dedicated enforcement staff," Khuzami wrote in an opinion piece for Reuters.¹⁹⁴

But, even with respect to enforcement, the academics looked only at a subset of SEC lawyers and cases that could be affected by the revolving door.

Arbitrary Distinction Between Revolvers and Non-Revolvers

The academic study is premised on the idea that SEC enforcement lawyers can be divided into two categories: "revolvers" and "non-revolvers."¹⁹⁵

But some lawyers who were counted as non-revolvers do not fit neatly into that category.

For instance, what if lawyers who were still at the SEC—and counted as non-revolvers in the academic study—just hadn't gotten around to leaving yet? The authors told POGO they picked the end of 2010 as a cutoff to see if SEC lawyers were still at the agency (around 58 percent of the 336 lawyers in the authors' dataset were still at the agency by then). All lawyers who were still at the SEC were counted as non-revolvers¹⁹⁶—even though some of them may have been influenced by the revolving door and ended up going through it sometime after 2010.

Some lawyers stay with the SEC for a long time before going through the revolving door, making it hard to tell which non-revolvers are simply revolvers in waiting. In POGO's [SEC Revolving Door Database](#), the alumnus who filed the most disclosure statements between 2001 and 2010—a former associate director of enforcement—spent 15 years at the SEC before leaving, [according to a bio posted on the website of the law firm where he currently works](#). (See Appendix A) In fiscal year 2010, the average tenure of departing employees who worked on investigations and examinations was 13.5 years, according to a 2011 [report by the Government Accountability Office](#) (GAO).¹⁹⁷

Until the moment they left the SEC, these employees would have been counted as non-revolvers, according to the model used in the academic study.

The authors' way of dividing the SEC staff poses another question: Why should an SEC lawyer who took a job at a Wall Street investment firm or a publicly traded corporation be considered any less of a revolver than an SEC lawyer who took a job at a law firm that represents those businesses? If they both end up defending the same businesses from the SEC, what difference would it make if one became in-house counsel and the other became outside counsel?

Of the 336 lawyers covered in the academic study, 37 left the SEC for employers other than law firms. Further, the authors explained to POGO, these "other" employers included government agencies, academic institutions, and private-sector firms that have nothing to do with the SEC.¹⁹⁸

But some former SEC enforcement attorneys have gone to work in-house at firms that operate squarely within the agency's jurisdiction. (See Appendix B) They, too, would have been counted as non-revolvers in the academic study.

The SEC alumnus in POGO's database who filed the second most statements—a former assistant chief litigation counsel who represented the Enforcement Division in numerous SEC cases during the study period, according to federal court records¹⁹⁹—became an in-house lawyer at Bank of America. According to [his disclosure statements](#), he represented Bank of America in several SEC enforcement matters.²⁰⁰ (See Appendix A)

To sum up, the study purports to compare two distinct populations—revolvers and non-revolvers. But this may largely be a distinction without a difference. If the study is comparing oranges to oranges, the fact that both yield orange juice should come as no surprise. As it turns out, revolvers and non-revolvers alike are often involved in weak enforcement outcomes. On average, in the enforcement cases involving both revolvers and non-revolvers that the academics reviewed, the SEC recovered 0.4 percent of the estimated loss to shareholders. In 30 percent of the cases, the SEC recouped no monetary damages at all, the study found.²⁰¹

High-Profile and Crisis-Related Cases Excluded

In addition to omitting some former SEC lawyers who did in fact go through the revolving door, the academic study leaves out several kinds of SEC enforcement cases.

The study relied on a database prepared by other academics—known as the Karpoff Lee Martin (KLM) database—that tracks cases in which the SEC and other agencies charge defendants with alleged accounting violations.²⁰² POGO reviewed the KLM database and found that it does not include many of the big, systemic offenses allegedly perpetrated by Wall Street firms during the study period (1990 to 2007).

For instance, it does not include prominent cases in which the SEC charged financial firms with such offenses as exerting undue influence over investment research analysts, engaging in manipulative mutual fund trading, misleading investors about the safety of auction rate securities, and rigging bids for municipal bonds, because these cases did not include charges of accounting violations.²⁰³

Furthermore, the academic study looked only at enforcement cases through 2007, based on an earlier version of the KLM database.²⁰⁴ So the study could not say whether the revolving door affected the SEC's response to the 2008 financial crisis.

In other words, the study did not take us behind the headlines of the past few years to see how, if at all, the revolving door influenced some of the SEC's high-profile enforcement efforts.

Informal and Non-Public Investigations Left Out

The study looked only at enforcement cases in which the SEC actually brought charges. But, as the authors acknowledged, the revolving door can come into play at other stages in an SEC probe.

Some law firms defend clients from the SEC during “informal investigations and inquiries that are not publicly disclosed,” the authors wrote.²⁰⁵

Indeed, many alumni filed disclosure statements indicating they intended to represent clients during the informal or preliminary stages of an SEC probe. For instance, Andrew J. Dunbar—a former enforcement attorney in the SEC’s Los Angeles office who left the agency in August 2008—filed three statements from 2008 to 2009 saying he planned to represent clients that had received an “informal request for information” from the Los Angeles office.²⁰⁶

The study did not look at this kind of informal inquiry, nor did it examine cases in which the SEC did not file any charges. It did not explore, for instance, the SEC’s probe into alleged accounting violations at Lehman Brothers, which in 2008 filed the largest bankruptcy in U.S. history. A court-appointed examiner reported in 2010 that Lehman had used an “accounting gimmick” (in the words of a former Lehman employee) to temporarily remove billions of dollars in assets from its balance sheet,²⁰⁷ but the SEC has not brought charges against Lehman, its former executives, or its former auditor, Ernst & Young.²⁰⁸ (A state regulator, the New York Attorney General, did bring charges against Ernst & Young for allegedly aiding a fraud at Lehman.²⁰⁹ Ernst & Young has said there is “no factual or legal basis” for the Attorney General’s charges.²¹⁰)

It would be difficult to study preliminary SEC inquiries and cases closed with no charges, because those matters are typically kept confidential. But if the revolving door has any influence on the outcome of SEC enforcement actions in which charges are filed, it could easily affect the other stages of an SEC probe.

Administrative Enforcement Cases Left Out

The academic study also leaves out cases the SEC chose to file in an administrative forum instead of a federal court. The agency can bring charges in either venue, but the study focuses only on cases brought before a court because “administrative cases do not have case dockets which identify the lawyers involved.”²¹¹

Stavros Gadinis, an assistant professor at UC Berkeley Law School, has found that large firms often receive favorable treatment in SEC administrative cases.²¹² But the academic study could not explore whether revolvers were more or less likely to have worked on those cases.

No Analysis of Industry-to-SEC Revolving Door

The authors of the study acknowledged another major blind spot: Due to data limitations, they were unable to study “the reverse revolving door phenomenon,” which they define as “the impact of SEC hiring from industry on its enforcement efforts.” They noted, for example, that the “reverse revolving door” was on display when Robert Khuzami became the SEC’s enforcement chief after working as a general counsel at Deutsche Bank.²¹³

Were the SEC’s enforcement priorities influenced by the fact that Khuzami was formerly a senior Deutsche Bank executive? For example, was the SEC’s approach to cases related to the financial crisis influenced, however subtly, by the fact that he was part of the financial industry while the crisis built?²¹⁴ The academic study could not answer such questions.

To be sure, an empirical analysis might uncover evidence that the industry-to-SEC revolving door actually helps investors. SEC officials, academic researchers, and industry representatives have argued that “[a]ttracting specialized market experts, as well as those with the expertise that SEC traditionally has sought (including lawyers, accountants, and compliance personnel) helps the agency fulfill its mission of investor protection,” according to the GAO’s 2011 report.²¹⁵

But there can also be conflicts of interest whenever an SEC official is in a position to oversee a former employer, client, or industry. The academic study did not explore whether those conflicts ever led to weaker regulatory outcomes. (See Appendix B)

Giving Revolvers Credit for Going After Small Fish

The academic study did find that SEC lawyers who ended up joining SEC specialist firms were more likely to have worked on cases in which a chief executive was charged.

But the cases in question did not generally involve the CEOs of powerhouse Wall Street firms. Rather, they involved the likes of James R. Powell, who headed Daisytek International Corporation, an Allen, Texas-based office product and computer supply distributor.²¹⁶

It’s possible that revolvers were picking easier targets in order to put more notches in their belts, and to avoid losing to more formidable legal adversaries—including, perhaps, SEC alumni who went on to represent big companies. (This might help explain the study’s finding that revolvers were more likely to have worked on enforcement actions against smaller firms.²¹⁷) Furthermore, suing the chief executive of a small firm would probably carry less career downside for an SEC lawyer than suing the chief executive of a too-big-to-fail financial institution.

In a January 2013 article, SEC enforcement officials touted the increase in SEC enforcement charges against individuals.²¹⁸ Despite this trend, John C. Coffee, Jr.—a professor at Columbia Law School—[wrote in January 2013](#) that SEC “actions against high-ranking senior executives of financial institutions remain conspicuous by their absence.” The SEC still has not charged a senior executive at “Lehman, Bear Stearns, AIG or the other major players in the 2008 financial collapse,” Coffee added.²¹⁹

Dismissing Evidence That Revolving Door Undermines SEC Enforcement Efforts

The study found that revolvers who join SEC specialist firms were “more likely to settle rather than win” the cases they handled at the SEC.²²⁰

The greater propensity to settle “could be interpreted as *prima facie* evidence of lenient enforcement,” the authors wrote, but they discounted that interpretation. Settling may have yielded stronger and more efficient outcomes for the SEC than taking the cases to trial, they pointed out.²²¹

Yet, some commentators have questioned whether SEC settlements are strong enough to deter future misconduct, especially if the agency does not simultaneously charge senior executives. In reviewing the SEC’s enforcement record, Coffee [concluded](#) that the agency is “settling cheaply with entities and ignoring individuals—a policy of ‘parking tickets’ for securities fraud.”²²²

It’s clear that enforcement lawyers can make a name for themselves by being associated with high-profile cases. But it may matter less whether those cases achieve real justice or meaningful deterrence. Judging from the boasts SEC alumni make in their biographical profiles, it appears that big-dollar settlements can confer sufficient bragging rights.²²³

Furthermore, many SEC settlements include a provision—controversial among the agency’s critics—that [permits defendants to say they admit no wrongdoing](#).²²⁴ In December 2011, when Judge Jed Rakoff threw out a proposed settlement between the SEC and Citigroup, he wrote that a “judgment that does not involve any admissions and that results in only very modest penalties is... viewed, particularly in the business community, as a cost of doing business by having to maintain a working relationship with a regulatory agency, rather than as any indication of where the real truth lies.”²²⁵

An “allegation that is neither admitted nor denied is simply that, an allegation,” he added.²²⁶

In other words, no-admit settlements—the favored tool of the SEC—could be an indication of compromised enforcement efforts at the agency. But the study’s authors dismiss this possibility in their analysis.

The academic study’s findings indicate that revolvers also tend to pull their punches when they are preparing to switch sides.

“Revolvers in their last year at the SEC: (i) collect significantly lower damages; (ii) have a lower probability of charging a CEO; and (iii) are associated with a lower likelihood of winning,” the study found.²²⁷

One of the authors offered a benign explanation to POGO: some SEC lawyers may simply “slack off” during their last year at the agency, having already established their reputation as tough enforcers, he said.²²⁸ But another plausible explanation is that some lawyers are soft-pedaling cases during their final months at the agency because they think that’s the best way to curry favor with a potential employer.

Calculating the Uncalculable

In his [opinion piece for Reuters](#), even as he touted the academic study's conclusions, Khuzami torpedoed its underlying logic, noting that individual SEC staff members do not determine the outcomes of cases.²²⁹

“[T]he reality is that enforcement case recommendations are made by teams of attorneys, with multiple levels of review and scrutiny throughout the agency—all of which means that it is virtually impossible for any one person to make decisions on a case based on anything other than the facts, the evidence, and the law,” Khuzami wrote.²³⁰

The authors acknowledged in the study that “a skeptic can question whether an SEC lawyer has significant discretion over the penalty structure imposed on the culpable firm.”²³¹

“However, if one were to argue that SEC lawyers have little or no influence over enforcement outcomes,” they wrote, “then the debate over revolving doors compromising regulatory efforts is moot.”²³²

It is perfectly understandable that the authors chose to focus on individuals who go through the revolving door. In fact, individuals *can* make a big difference at the SEC. As described in Part I, the actions of an individual SEC Commissioner tipped the balance in derailing one of the top priorities of the previous SEC chairman.

The real shortcoming of the study is its assumption that the revolving door and regulatory capture can be neatly quantified and measured. By zooming in so closely on a narrow subset of SEC lawyers and cases, the authors may have missed the forest for the trees.

If there is any evidence of regulatory capture at the SEC, it is likely to be found in the broader assumptions and norms that underlie the work of revolvers and non-revolvers alike.

For instance, employees throughout the SEC appear to take pride in no-admit settlements that serve the interests of accused companies. When the SEC entered into a no-admit settlement with Goldman Sachs in 2010, the agency celebrated it as the “largest-ever penalty paid by a Wall Street firm,”²³³ while Goldman Sachs described it as “the right outcome for our firm, our shareholders and our clients.”²³⁴ Although the SEC did bring charges against an individual Goldman Sachs employee, it did not go after any senior executives at the company.²³⁵ Paul Atkins, a former SEC Commissioner, remarked that the agency’s enforcement action was “basically playing for headlines with very little substance,” according to the *New York Observer*.²³⁶

Khuzami has said that no-admit settlements “serve the critical enforcement goals of accountability, deterrence, investor protection, and compensation to harmed investors,” according to 2012 congressional testimony.²³⁷ In many cases, he argued, requiring defendants to admit wrongdoing “would likely result in longer delays before victims are compensated, dilution of the deterrent impact of sanctions imposed because of the passage of time, and the expenditure of significant SEC resources that could instead be spent stopping the next fraud.”²³⁸

But when it comes to deterring wrongdoing or holding wrongdoers accountable, no-admit settlements may not do much to advance the public's interest, especially if the SEC does not charge individual executives at powerhouse firms, as Judge Rakoff and other critics have pointed out.²³⁹

A similarly accommodating outlook can be seen in the SEC's willingness to provide waivers and other forms of regulatory relief to companies, including those accused of being repeat offenders, as described in Part II. If SEC officials considering these accommodations envision themselves sitting on the other side of the table one day, they could have a vested interest in seeing that the agency grants such requests.

In this sense, the revolving door may help shape the culture and ethos of employees throughout the SEC—and the institution's prevailing way of doing business. This kind of influence is hard to measure, but it can still be beneficial to the companies and individuals regulated by the SEC.

PART VI: LOOKING BEYOND THE NUMBERS

Some people who represent clients before the SEC seem to think that the experience of agency alumni makes a difference.

The law firm of Morgan, Lewis & Bockius LLP [boasts on its website](#) that “[m]ore than 30 lawyers at Morgan Lewis have worked at the SEC, including a former Chief Trial Counsel for the SEC's Division of Enforcement and a former General Counsel to the SEC's Chief Accountant.”²⁴⁰

SEC experience can help alumni and their clients in a number of ways, former officials say.

David B.H. Martin, a former head of the SEC's Corporation Finance Division, told POGO that SEC alumni “do have views about what types of arguments are likely to be effective.”²⁴¹

“The value you can bring to a client,” he said, “is understanding the arguments and language that resonate better with the SEC.” Although some of the most successful securities defense attorneys have never worked at the agency, he added, those with agency experience “may understand differently how your message will be received.”²⁴²

Another former SEC staffer, Roger D. Blanc, told POGO there are “contexts in which having worked at the SEC can give you insight as to the thought process of the Commission and can help you understand where they're coming from.”²⁴³

Adam Pritchard, a former SEC senior counsel, said that “it's a real advantage” for a company to hire an agency alumnus. “If I'm a client, I'm very pleased. I'm willing to pay top dollar for that,” he [told Bloomberg](#).²⁴⁴ Others say SEC alumni do not get any special treatment because the agency decides matters objectively.

Stephen Crimmins, a former SEC litigator, told POGO he gets “no special deal over there, and neither does anyone else.”²⁴⁵

Some former officials presented arguments on both sides.

“It would be disingenuous to say that an alumnus, during his first years away from the Commission, when he knows various department heads, isn’t going to have some greater comfort level,” former SEC Chairman Arthur Levitt told POGO. “But I don’t think the substance of the relationship is significantly different than if he had not been a Commission alumnus. I’d say there’s a greater comfort level initially, but it doesn’t go beyond that.”²⁴⁶

Alan L. Dye, who worked in the SEC’s Division of Corporation Finance and in the office of a former chairman, told POGO that his SEC experience has helped him in two respects: “One, I know some of the people over there...which I hope gives me some credibility when I have a matter before them. Two, having worked there, I probably have a somewhat better understanding of the processes at the agency than someone who didn’t work there.”²⁴⁷ But, Dye said, the SEC “staff would never take a position or provide a particular interpretation as a favor to someone, and I would never ask.”²⁴⁸

“While their [SEC] service has undoubtedly made them more knowledgeable about the rules and regulations that govern the securities industry,” SEC spokesman John Nester told POGO, “we decide issues on their merits regardless of anyone’s background or experience.”²⁴⁹

Firms that make self-serving claims about hiring SEC alumni may not have any noticeable advantage when they interact with the SEC. As POGO’s research shows, you don’t have to be a former SEC lawyer to win relief from the agency—a waiver, an exemption, or a no-action letter.

But that does not mean the revolving door is irrelevant to SEC decision-making.

The fact that so many SEC officials, including people at the top, came from industry and/or are on a path to industry, might help shape the environment in which all of them work.

Cultural Capture

Several academics have explored the idea that the revolving door can lead to the “cultural capture” of a regulatory agency.

Stavros Gadinis, an assistant professor at UC Berkeley Law School, has observed that regulators with industry origins can become “‘socialized’ toward that industry’s concerns and aspirations, carrying that perspective into their regulatory tasks.”²⁵⁰

James Kwak, an associate professor at the University of Connecticut Law School, [has written](#) that financial regulators “are likely to share more social networks with financial institutions and their lawyers and lobbyists than with competing interest groups such as consumers.”²⁵¹

“The revolving door between government and industry, by creating social connections between people on opposite sides of the door, therefore has an influence even on people who are personally impervious to its attractions,” he wrote.²⁵²

“[T]he problem may be this kind of excessive identification of the regulators with the companies they’re regulating,” Kwak told POGO.²⁵³

Lawrence G. Baxter, a visiting professor at Duke University Law School, has [argued](#) that revolving doors can create “the unseemly appearance, if not the reality, of an incestuous relationship between regulators and industry that must surely risk fostering an improper influence of industry over the regulators.”²⁵⁴

Emails between SEC officials and former Commissioner Annette Nazareth, [obtained by Bloomberg](#) through FOIA, illustrate how agency alumni can at least help get a foot in the door.

In one email exchange from November 2009, then-general counsel David Becker told Nazareth that he would connect her with Robert Cook—who had just been named as the head of the agency’s Trading and Markets Division, and was Becker’s former private-sector colleague—to discuss a draft of the Dodd-Frank bill. “I’m going to encourage Robert Cook to call you for the scoop,” he wrote.²⁵⁵

At one point, Nazareth emailed Becker from the SEC lobby to request an unscheduled meeting. Becker responded five minutes later agreeing to meet.²⁵⁶

When Nazareth sent Becker and the five SEC commissioners her law firm’s summary of the Dodd-Frank bill, Becker remarked that it “should go into extensive detail about the inanity of the Investor Advocate,” a new SEC office created under the bill.²⁵⁷

Nazareth replied that she had asked the Securities Industry and Financial Markets Association, a securities industry lobbying group, to “trash” it.²⁵⁸

These emails illustrate the cozy ties between Nazareth and her former agency, and show how the revolving door can blur the line between a regulator and the industry it oversees.

On any given day, SEC staffers are confronted with critical decisions about regulations and enforcement actions affecting the public’s interest. Even when an employee complies with government ethics rules and makes every effort to remain independent and neutral, his outlook can be shaped by his industry experience, his ongoing ties with industry representatives, or his plans to work for the industry after leaving the agency.

It’s hard to show on a case-by-case basis that the revolving door is a direct cause of weak SEC action, whether that be the agency’s response to the financial crisis or the terms on which the agency settles with law-breaking companies and executives. But if the revolving door affects the mindset of SEC regulators in any way, it may at least help to explain why the agency does not take a tougher stand against the businesses it oversees.

If nothing else, the cultural capture of an agency such as the SEC can undermine the public's trust in our nation's federal regulatory system. In a [2012 survey](#), only 39 percent of investors said they trusted government regulators to protect their interests.²⁵⁹ The revolving door engenders distrust in government by creating the perception, and possibly the reality, of a cozy relationship between government and industry.

PART VII: LOOKING OUTSIDE THE SEC

The SEC revolving door does not exist in a vacuum. It is part of a larger set of interrelated challenges that confront regulatory agencies throughout the federal government.

If the revolving door has weakened the SEC in any way, its harmful effects may be exacerbated by players outside the agency who have been unwilling or unable to do their part in policing the financial markets and holding wrongdoers accountable.

Congress Limits Resources

With regards to budgetary resources set by Congress, the SEC is perennially outmatched by the companies and industries it oversees.²⁶⁰ At times, these limited resources may force the SEC to settle cases on weak terms, or to rely heavily on the advice of SEC alumni who are representing large financial interests.

Federal Judges Rubber Stamp Weak Settlements

Federal judges can deny proposed SEC settlements if the agency does not provide enough information about the alleged misconduct, but judges often permit the SEC to settle with defendants on weak or vague terms.²⁶¹ There are some notable exceptions to this practice. As described in Part V, U.S. District Court Judge Jed Rakoff refused to approve a proposed settlement between the SEC and Citigroup because he said the court and the public “need some knowledge of what the underlying facts are: for otherwise, the court becomes a mere handmaiden to a settlement privately negotiated on the basis of unknown facts, while the public is deprived of ever knowing the truth in a matter of obvious public importance.”²⁶²

In most settlements, however, the public gets only a limited glimpse of the alleged misconduct. This is not a new problem at the SEC. In 2001, for instance, the agency alleged that the accounting firm of Arthur Andersen had helped a company called Waste Management commit “one of the most egregious accounting frauds” the agency had ever seen. The SEC claimed that Arthur Andersen's practice director, managing partner, and regional audit division head had been made aware of some of the problems. But these individuals were not charged or identified by name, leaving the public in the dark about their involvement in the alleged misconduct. Arthur Andersen later imploded amid accounting scandals at other companies it audited, such as Enron and WorldCom.²⁶³

Private Litigants Face Significant Hurdles

Private litigation is no substitute for public governmental enforcement, but it can supplement the enforcement efforts of the SEC and other regulatory agencies.

Unfortunately, several laws and court decisions have created significant hurdles for private litigants.

In 1994, the Supreme Court held that secondary financial actors known as “gatekeepers”—including lawyers, accountants, investment bankers, brokers, credit rating agencies, underwriters, and securities analysts—could not be sued by private litigants for “aiding and abetting” securities fraud. These secondary actors often play a crucial role in facilitating corporate fraud, such as when they help a company conceal its true financial condition. As a result of the Court’s ruling, however, they cannot be held liable to shareholders and other private litigants when they aid and abet financial fraudsters.²⁶⁴

In one case, a federal appellate court ruled that an outside lawyer could not be held liable to private litigants for facilitating a \$2.4 billion fraud at Refco, a former giant of the futures trading industry. The lawyer has since been found guilty of several criminal charges brought by the government—“telling blatant lies, falsifying important documents, and concealing others,” according to the U.S. Attorney for the Southern District of New York.²⁶⁵

In 2010 testimony about the Supreme Court decision and related cases, Damon Silvers, a counsel for the AFL-CIO, told Congress of a “legal landscape where a person may be sued for aiding and abetting a hold up of a gas station but not for aiding and abetting a multi-billion [dollar] fraud like Enron that cost thousands of people their jobs and retirement savings.”²⁶⁶ James D. Cox, a professor at Duke University Law School, told Congress that “executives and their counselors who cook the books and defraud investors avoid personal responsibility so long as the product of their chicanery does not bear their name (even though it bears their footprints).”²⁶⁷

In 1995, the Private Securities Litigation Reform Act added other burdens. Among other things, it required private litigants to prove that defendants were not just negligent, but had acted knowingly or recklessly in committing fraud.

While the law was intended to limit frivolous lawsuits, it has led to a Catch-22 for private plaintiffs who want to use the courts to obtain evidence to build a case (a process known as discovery): “You can’t get discovery unless you have strong evidence of fraud, and you can’t get strong evidence of fraud without discovery,” said Coffee, the Columbia University law professor, according to *The Wall Street Journal*.²⁶⁸

Other Agencies Can Become Captured or Complacent

Other authorities that have a role to play in policing financial markets and holding wrongdoers accountable include regulators that enforce securities laws at the state level, as well as the Justice Department, which has the authority to bring criminal charges.

Some state regulators are widely regarded as tough enforcers. For instance, the New York State attorney general's office—whose former occupant, Eliot Spitzer, was known as the “Sheriff of Wall Street”²⁶⁹—has special powers under the Martin Act to investigate and prosecute financial fraud.

Still, the Justice Department and other authorities have come under scrutiny for not bringing more charges against the companies and individuals who helped fuel the financial crisis.²⁷⁰ These offices are also susceptible to regulatory capture and conflicts of interest arising from the revolving door.²⁷¹

PART VIII: CONCLUSION

POGO's report shows that the revolving door is constantly spinning at the SEC. Between 2001 and 2010, more than 400 SEC alumni filed nearly 2,000 disclosure statements saying they planned to represent employers or clients before the agency. These alumni have represented companies during SEC investigations, lobbied the agency on proposed regulations, obtained waivers to soften the blow of enforcement actions, and helped clients win exemptions from federal law. On the other side of the revolving door, when industry veterans join the SEC, they may be in a position to oversee their former employers or clients, or may be forced to recuse themselves from working on crucial agency issues.

SEC spokesman John Nester dismissed concerns about the revolving door.

“We are proud of our efforts to avoid even the appearance of partiality in our work, and the results speak for themselves,” he told POGO.²⁷²

“[T]he Enforcement staff are skilled and dedicated attorneys who have chosen public service because they believe deeply in our mission to protect investors,” Nester told POGO. “The notion that they would repudiate that goal—and risk their reputations and even criminal prosecution and jail by acting inappropriately—is not one supported by experience.”²⁷³

Nester added that the academic study on the revolving door had confirmed his experience, “finding that future job prospects for SEC enforcement attorneys had no measurable impact on enforcement outcomes and that SEC alumni appear to have no measurable advantage on behalf of their clients facing SEC investigation.”²⁷⁴

However, POGO's review found that this study does not do much to alleviate concerns about the SEC revolving door. The study sought to quantify any influence the revolving door might have on SEC enforcement actions, but the subtleties involved do not lend themselves to such simple measurement. POGO remains concerned that the steady movement of employees in and out of the SEC creates opportunities for powerful companies and industry groups to “capture” the agency.

POGO does not wish to hamper the SEC's recruitment efforts or eliminate all movement between the agency and the financial industry. But when an employee leaves the SEC on Friday,

and shows up on Monday working for a company he used to regulate, such a rapidly spinning revolving door can weaken the agency's protection of investors, enable regulated entities to exert undue influence, demoralize other government employees, and damage the public's trust.

There may not be a single, comprehensive solution to eliminate every potential conflict of interest at the agency. Nonetheless, some steps could be taken to prevent regulated companies and industries from exerting undue influence on our federal regulatory system.

PART IX: RECOMMENDATIONS

POGO urges the SEC, Congress, federal judges, and the White House to take the following steps to mitigate the revolving door's most adverse effects.

Let the public see where federal employees go after they leave the government, and disclose their ethics agreements.

- SEC alumni are currently required to file post-employment disclosure statements when they communicate with or appear before the agency in the first two years after they leave. Congress instead should require SEC alumni to file post-employment statements whenever they go to work for a regulated entity.
- Congress should also require all individuals outside the government to file a disclosure statement whenever they communicate with or appear before an official at the SEC or another agency to discuss agency business—including regulations or rules, policymaking, federal funds, examinations, and enforcement actions. Congress should require them to identify their employer or client and with whom they met, and explain the communication in detail. If an individual contacting the agency used to work at that agency, he or she should be required to disclose the previous title and responsibilities.
- The SEC and other agencies should post all disclosure statements online shortly after receiving them.
- The SEC and other agencies should provide online access to ethics records—including advice provided by ethics officials, recusal agreements, and waivers.

Extend the cooling off periods for employees who enter and leave the agency.

- Congress should require employees who leave the SEC and other federal agencies to wait at least two years before contacting the agency on behalf of anyone to discuss agency business, including regulations or rules, policymaking, federal funds, examinations, and enforcement matters.
- Congress should require employees who leave the SEC and other federal agencies to wait at least one year before taking a job with a firm if they had contact with that firm on agency business affecting the firm within a year prior to their departure.
- Congress should make President Obama's revolving door restrictions for incoming and outgoing political appointees a permanent statute in federal law, and extend the restrictions to other employees throughout the executive branch. However, an exception should be made for those lobbying for an entity without a pecuniary interest.
- Congress should require new employees at the SEC and other federal agencies to wait at least two years before participating in agency business that could affect a former employer or client.

Give the public more information about agency actions.

- When agency officials meet with industry representatives, the agency should provide a webcast of the meeting or provide a complete public record detailing the discussions. Likewise, when agency personnel give speeches to industry groups, they should be made public in a timely manner via the agency website, along with any questions and answers.
- Enforcement cases brought before an administrative law judge should be as transparent and accessible as cases brought before a federal court. The SEC and other agencies should disclose administrative case documents and identify the attorneys who work on those cases.

Give the SEC the resources it needs.

- Congress should ensure the SEC and other federal agencies have sufficient resources to hire and retain a skilled and motivated workforce, keep up with the companies and industries they oversee, and lessen their reliance on private interests to regulate themselves.

Other players should do their part.

- When the SEC charges companies or individuals with wrongdoing, federal judges should require the agency to lay out all the facts and evidence—not just a negotiated set of narrow or vague disclosures—so the public can evaluate at least three key points: the conduct of the accused, whether the punishment fits the offense, and whether the responsible parties have been charged. More disclosure would also help the public and Congress hold regulators accountable, and help defrauded investors and other injured parties seek damages through private lawsuits.
- Recognizing the SEC's limits, and instead of relying on the SEC alone to protect investors, lawmakers should make it easier for private litigants to uncover financial fraud and hold law-breaking companies and related actors accountable. Congress should pass legislation that would enable private litigants to take action against secondary actors who aid and abet securities fraud. In addition, lawmakers should amend the Private Securities Litigation Reform Act to lower the bar for bringing private lawsuits.
- In order to maximize the effectiveness of private litigation, Congress should require private litigants to place more evidence and underlying facts in the public record—instead of burying the evidence in exchange for out-of-court financial settlements that avert the airing of facts in public trials.
- Other players—including state regulators, state attorneys general, and the Department of Justice—should participate in a healthy rivalry with the SEC to punish law-breaking companies and protect investors.

ENDNOTES

¹ Dave Cook, “What keeps SEC chairwoman up at night? Money market funds,” *The Christian Science-Monitor*, February 22, 2012. http://www.csmonitor.com/USA/Politics/monitor_breakfast/2012/0222/What-keeps-SEC-chairwoman-up-at-night-Money-market-funds-video; Investment Company Institute, “Money Market Mutual Fund Assets,” January 31, 2013. http://www.ici.org/research/stats/mmf/mm_01_31_13 (All downloaded February 4, 2013)

Money market funds are mutual funds that are required to invest in low-risk securities. They are an important source of credit, allowing businesses and governments to fund payrolls and address other short-term funding needs. And they are a popular investment tool for retail and individual investors, who use money market funds to save for mortgage payments and college tuition, among other things. Financial consumers widely consider them a safe investment and use them as an alternative to bank accounts, but, unlike bank deposits, they are not insured by the Federal Deposit Insurance Corporation (FDIC) or any other government agency.

Testimony of Mary L. Schapiro, Chairman, Securities and Exchange Commission, before the Senate Committee on Banking, Housing, and Urban Affairs, on “Perspectives on Money Market Funds,” June 21, 2012.

<http://www.sec.gov/news/testimony/2012/ts062112mls.htm> (Hereinafter Testimony of Mary L. Schapiro); Securities and Exchange Commission, “Money Market Funds,” September 23, 2009.

<http://www.sec.gov/answers/mfmmkt.htm>; Department of the Treasury, *Report of the President’s Working Group on Financial Markets: Money Market Fund Reform Options*, October 2010, pp. 2, 7-8. <http://www.treasury.gov/press-center/press-releases/Documents/10.21%20PWG%20Report%20Final.pdf>; Financial Stability Oversight Council, *Proposed Recommendations Regarding Money Market Mutual Fund Reform*, November 2012, pp. 4, 8.

<http://www.treasury.gov/initiatives/fsoc/Documents/Proposed%20Recommendations%20Regarding%20Money%20Market%20Mutual%20Fund%20Reform%20-%20November%202013,%202012.pdf> (Hereinafter FSOC Proposed Recommendations) (All Downloaded November 21, 2012)

² Testimony of Mary L. Schapiro.

³ Testimony of Mary L. Schapiro.

⁴ Mary L. Schapiro, “Speech by SEC Chairman: Remarks at the Practising [sic] Law Institute’s SEC Speaks,” February 24, 2012. <http://www.sec.gov/news/speech/2012/spch022412mls.htm> (Downloaded November 21, 2012)

⁵ James B. Stewart, “Influence of Money Market Funds Ended Overhaul,” *The New York Times*, September 7, 2012. <http://www.nytimes.com/2012/09/08/business/sorting-out-the-collapse-of-new-rules-for-money-market-funds.html?pagewanted=all> (Downloaded November 21, 2012)

⁶ FSOC Proposed Recommendations, p. 4.

The Financial Stability Oversight Council noted that the “inherent fragility and susceptibility of [money market funds] to destabilizing runs has been the subject of considerable academic research and commentary.” FSOC Proposed Recommendations, p. 17.

The Council cited the following studies, among others: Naohika Baba, et al., “US dollar money market funds and non-US banks,” *BIS Quarterly Review*, March 2009, pp. 65-81.

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1516354; Gary Gorton and Andrew Metrick, “Regulating the Shadow Banking System,” *Brookings Papers on Economic Activity*, Fall 2010, pp. 261-312.

http://www.brookings.edu/~media/Files/Programs/ES/BPEA/2010_fall_bpea_papers/2010fall_gorton.pdf; Patrick

E. McCabe, Board of Governors of the Federal Reserve System, *The Cross Section of Money Market Fund Risks and Financial Crises*, September 12, 2010. <http://federalreserve.gov/pubs/feds/2010/201051/201051pap.pdf>; Squam

Lake Group, *Reforming Money Market Funds*, January 14, 2011. <http://www.sec.gov/comments/4-619/4619-57.pdf>,

Remarks by Eric S. Rosengren, President & Chief Executive Officer, Federal Reserve Bank of Boston, at the Federal Reserve Bank of Atlanta’s 2012 Financial Markets Conference regarding “Money Market Mutual Funds and Financial Stability,” April 11, 2012. <http://www.bos.frb.org/news/speeches/rosengren/2012/041112/041112.pdf>;

Marcin Kacperczyk and Philipp Schnabl, “How Safe are Money Market Funds?” April 2012.

<http://www.carlsonschool.umn.edu/finance/conferences/documents/SchnablPaper.pdf>; Patrick E. McCabe, et al., *The Minimum Balance at Risk: A Proposal to Mitigate the Systemic Risks Posed by Money Market Funds*, July 7,

2012. <http://www.federalreserve.gov/pubs/feds/2012/201247/201247pap.pdf>; Testimony of David S. Scharfstein,

Professor of Finance, Harvard Business School, before the Senate Committee on Banking, Housing, and Urban Affairs, on perspectives on money market mutual fund reforms, June 21, 2012.

http://banking.senate.gov/public/index.cfm?FuseAction=Files.View&FileStore_id=ca1f8420-b2de-46dd-aeel-9a22d47b198c; Jeffrey N. Gordon and Christopher M. Gandia, *Money Market Funds Run Risk: Will Floating Net*

Asset Value Fix the Problem? September 23, 2012. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2134995 (All Downloaded November 21, 2012)

⁷ The Pew Charitable Trusts, “Statement by the Systemic Risk Council on Money Market Fund Reform,” July 19, 2012. http://www.pewtrusts.org/news_room_detail.aspx?id=85899406267 (Downloaded November 21, 2012); Paul A. Volcker, “Three Years Later: Unfinished Business in Financial Reform,” The William Taylor Memorial Lecture, Washington, DC, September 23, 2011. <http://pogoarchives.org/m/fo/volcker-speech-20110923.pdf>

⁸ Securities and Exchange Commission, “Statement of SEC Chairman Mary L. Schapiro on Money Market Fund Reform,” August 22, 2012. <http://www.sec.gov/news/press/2012/2012-166.htm> (Downloaded November 21, 2012)

⁹ Memorandum from Matthew Reed, Office of Commissioner Kathleen L. Casey, regarding meeting with representatives of Janus Capital Group, File Number 33-8861, Release Number S7-28-07, January 15, 2008. <http://www.sec.gov/comments/s7-28-07/s72807-16.pdf> (Downloaded November 21, 2012)

¹⁰ Daly Consulting Group, *Lobbying Report* [for client Investment Company Institute], July 13, 2012. <http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=84f4ab1b-5df7-469b-826c-6a21f5b5a348&filingTypeID=60> (Hereinafter Daly Consulting Group, *Lobbying Report* [for client Investment Company Institute], July 13, 2012); Investment Company Institute, “Preserve Money Market Funds.” <http://www.preservemoneymarketfunds.org>; Investment Company Institute, *Money Market Funds in 2012: Response to Reported SEC Money Market Fund Proposals*, February 8, 2012. http://www.ici.org/pdf/12_mmf_msgs.pdf (All downloaded February 5, 2013)

¹¹ The records do not indicate what position Daly took on Schapiro’s regulatory proposals. Daly Consulting Group, *Lobbying Report* [for client Investment Company Institute], July 13, 2012.

¹² Investment Company Institute, “ICI Leadership: Karrie McMillan,” http://www.ici.org/about_ici/leadership#mcmillan; Securities and Exchange Commission, “Division of Investment Management Responses to Frequently Asked Questions about The Reserve Fund and Money Market Funds,” October 1, 2008. <http://www.sec.gov/divisions/investment/guidance/reservefundmmffaq.htm>; Securities and Exchange Commission, “Staff Responses to Questions About Money Market Fund Reform,” August 7, 2012. <http://www.sec.gov/divisions/investment/guidance/mmreform-imqa.htm>; Securities and Exchange Commission, “Division of Investment Management Staff No-Action and Interpretative Letters – Money Market Funds.” <http://www.sec.gov/divisions/investment/im-noaction.shtml#money> (All downloaded November 26, 2012)

¹³ Memorandum from Jennifer B. McHugh, Senior Advisor to the Chairman, regarding meeting with Investment Company Institute, File Number 4-619, April 26, 2011. <http://www.sec.gov/comments/4-619/4619-94.pdf> (Downloaded November 21, 2012); Memorandum from Smeeta Ramarathnam, Office of Commissioner Luis A. Aguilar, regarding meeting with Investment Company Institute, File Number 4-619, March 12, 2012. <http://www.sec.gov/comments/4-619/4619-133.pdf>; Letter from Karrie McMillan, General Counsel, Investment Company Institute, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding President’s Working Group Report on Money Market Fund Reform, File Number 4-619, April 19, 2012. <http://www.sec.gov/comments/4-619/4619-166.pdf>; Letter from Karrie McMillan, General Counsel, Investment Company Institute, to the Honorable Mary L. Schapiro, Chairman, Securities and Exchange Commission, regarding ICI Viewpoints, April 13, 2012. <http://www.sec.gov/comments/4-619/4619-164.pdf>; Letter from Karrie McMillan, General Counsel, Investment Company Institute, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding President’s Working Group Report on Money Market Fund Reform Options, File Number 4-619, February 16, 2012. <http://www.sec.gov/comments/4-619/4619-119.pdf> (All downloaded November 26, 2012)

¹⁴ Securities and Exchange Commission, “Susan Ferris Wyderko Designated as Acting Director of the Division of Investment Management,” January 12, 2006. <http://www.sec.gov/news/press/2006-8.htm> (Downloaded November 26, 2012)

¹⁵ Letter from David B. Smith, Jr., Executive Vice President and General Counsel, Mutual Fund Directors Forum, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding President’s Working Group Report on Money Market Reform, File Number 4-619, January 10, 2011, p. 2. <http://www.sec.gov/comments/4-619/4619-25.pdf> (Downloaded November 26, 2012)

¹⁶ Letter from Amy B.R. Lancellotta, Managing Director, Independent Directors Council, and Susan Ferris Wyderko, President and Chief Executive Officer, Mutual Fund Directors Forum, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding President’s Working Group Report on Money Market Fund Reform, File Number 4-619, May 2, 2012. <http://www.sec.gov/comments/4-619/4619-173.pdf> (Hereinafter Lancellotta and Wyderko MFDF Letter); Letter from David B. Smith, Jr., Executive Vice President and General

Counsel, Mutual Fund Directors Forum, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding President's Working Group Report on Money Market Fund Reform, File No. 4-619, March 29, 2012.

<https://www.sec.gov/comments/4-619/4619-156.pdf>; Memorandum from Smeeta Ramarathnam, Office of Commissioner Luis A. Aguilar, regarding meeting with Mutual Fund Directors Forum, File Number 4-619, March 12, 2012. <http://www.sec.gov/comments/4-619/4619-137.pdf> (Hereinafter Memorandum from Smeeta Ramarathnam regarding MFDF meeting) (All downloaded November 26, 2012)

¹⁷ Letter from Fran Pollack-Matz, Vice President, T. Rowe Price Associates, Inc., to Elizabeth Murphy, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), August 25, 2009. <http://pogoarchives.org/tools-and-data/fo/sec/pollack-matz-20090825-21.pdf> (Downloaded November 26, 2012)

¹⁸ Letter from Edward Bernard, Director and Vice President, T. Rowe Price Associates, Inc., to Financial Stability Oversight Council, regarding Proposed Recommendations Regarding Money Market Mutual Fund Reform (FSOC-2012-0003), January 30, 2013, p. 1. <http://www.regulations.gov/#!documentDetail;D=FSOC-2012-0003-0088> (Downloaded February 1, 2013)

¹⁹ Letter from Fran Pollack-Matz, Senior Legal Counsel, T. Rowe Price Associates, Inc., et al., to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding President's Working Group Report on Money Market Fund Reform, File Number 4-619, January 10, 2011, p. 2. <http://www.sec.gov/comments/4-619/4619-29.pdf> (Downloaded November 26, 2012)

²⁰ Promontory Financial Group, "Laura Unger." <http://www.promontory.com/Bios.aspx?id=926> (Downloaded November 26, 2012) (Hereinafter Laura Unger Bio)

²¹ Memorandum from Jennifer B. McHugh, Senior Advisor to the Chairman, regarding meeting with representatives from Fidelity, File Number 4-619, February 9, 2012. <http://www.sec.gov/comments/4-619/4619-118.pdf> (Hereinafter Memorandum from Jennifer B. McHugh regarding Fidelity Meeting); Beth Healy, "Fidelity hails SEC backtrack on money market funds," *The Boston Globe*, August 23, 2012.

<http://www.boston.com/businessupdates/2012/08/23/fidelity-hails-sec-backtrack-money-market-funds/OGppAj2WY7Gx8cTkR21LGM/story.html> (All downloaded November 26, 2012)

²² Memorandum from Jennifer B. McHugh regarding Fidelity Meeting.

²³ Laura Unger Bio.

²⁴ Promontory Financial Group, Global Asset Management Group, *Navigating Regulatory Uncertainty*, pp. 4-5, 9. <http://www.promontory.com/uploadedFiles/Pages/Industries/GlobalAssetMgmtGroup.pdf> (Downloaded November 26, 2012)

²⁵ John J. Nester, email message to Michael Smallberg, Project On Government Oversight, regarding SEC revolving door, December 4, 2012.

²⁶ Commissioner Luis A. Aguilar, Securities and Exchange Commission, "Statement Regarding Money Market Funds" August 23, 2012. <http://www.sec.gov/news/speech/2012/spch082312laa.htm> (Hereinafter "Statement Regarding Money Market Funds"); David S. Hilzenrath, "Democrat Luis Aguilar willing to go his own way on SEC," *The Washington Post*, August 25, 2012.

http://www.washingtonpost.com/business/economy/2012/08/25/0e2845a0-ee17-11e1-afd8-097e90f99d05_print.html (Hereinafter "Democrat Luis Aguilar willing to go his own way on SEC") (All downloaded November 26, 2012)

Hilzenrath is currently POGO's Editor-in-Chief and contributed to POGO's investigation and report.

²⁷ Earlier in his career, Aguilar worked as an attorney at the SEC. Securities and Exchange Commission, "SEC Biography: Commissioner Luis A. Aguilar," October 1, 2012. <http://www.sec.gov/about/commissioner/aguilar.htm>; Andy Peters, "Lawyers: SEC pick knows mutuals," *Fulton County Daily Report*, April 2, 2008.

http://www.dailyreportonline.com/PubArticleDRO.jsp?id=1202552354168&Lawyers_SEC_pick_knows_mutuals&slreturn=20130101191045; McKenna Long & Aldridge, LLP, "Luis Aguilar Confirmed By Senate To Serve As Commissioner Of SEC," July 1, 2008. <http://www.mckennalong.com/news-1580.html> (All downloaded February 1, 2013)

²⁸ Memorandum from Smeeta Ramarathnam, Office of Commissioner Luis A. Aguilar, regarding meeting with Invesco, File Number 4-619, March 12, 2012. <http://www.sec.gov/comments/4-619/4619-139.pdf> (Hereinafter Memorandum from Smeeta Ramarathnam regarding Invesco Meeting)

Like a number of other companies and firms mentioned in this report, Invesco declined to comment. In an email, Invesco spokesman Bill Hensel told POGO: "As we do not comment on our relationship with regulators, there's

nothing I can add.” Bill Hensel, Invesco, email message to Michael Smallberg, Project On Government Oversight, regarding Invesco’s discussions with the SEC, November 29, 2012.

²⁹ Memorandum from Smeeta Ramarathnam regarding Invesco Meeting, p. 4.

³⁰ Memorandum from Brian P. Murphy, Senior Adviser to the Director, Division of Investment Management, Securities and Exchange Commission, regarding meeting on money market fund reform, May 14, 2012. <https://www.sec.gov/comments/4-619/4619-176.pdf> (Downloaded February 1, 2013)

³¹ Securities and Exchange Commission, “President’s Working Group Report on Money Market Fund Reform (Request for Comment),” Release Number IC-29497, File Number 4-619, December 7, 2012. <https://www.sec.gov/comments/4-619/4-619.shtml> (Downloaded February 1, 2013)

³² “Statement Regarding Money Market Funds.”

³³ “Statement Regarding Money Market Funds.”

³⁴ Lancellotta and Wyderko MFDF Letter, p. 4.

³⁵ Memorandum from Smeeta Ramarathnam regarding Invesco Meeting, p. 4.

In one of Karrie McMillan’s letters to the SEC on behalf of the Investment Company Institute, she argued that the “2010 regulatory reforms are working, and further changes are not necessary.” Letter from Karrie McMillan, General Counsel, Investment Company Institute, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding President’s Working Group Report on Money Market Fund Reform Options, File Number 4-619, February 16, 2012. <http://www.sec.gov/comments/4-619/4619-119.pdf>

³⁶ “Statement Regarding Money Market Funds.”

³⁷ “Statement Regarding Money Market Funds.”

³⁸ Letter from Lyman Missimer, Head of Global Cash Management, Invesco Advisers, Inc., to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding President’s Working Group Report on Money Market Fund Reform, File Number 4-619, January 10, 2011, p. 4. <http://www.sec.gov/comments/4-619/4619-33.pdf> (Downloaded November 26, 2012)

Susan Ferris Wyderko, the former SEC official, signed a letter raising a similar concern on behalf of the Mutual Fund Directors Forum: “The fundamental changes to money market funds currently being considered by the SEC...will likely result in investors moving their cash to less-regulated and/or less-transparent products.” Lancellotta and Wyderko MFDF Letter, p. 4.

According to [SEC records](#), Wyderko met with Aguilar in February 2012 to discuss “potential regulatory changes to money market funds”; the records don’t reveal what she told him in person. Memorandum from Smeeta Ramarathnam regarding MFDF meeting.

SEC alumni at the Investment Company Institute expressed a similar view in a letter to international regulators that was submitted as a public comment on Schapiro’s proposals: “Regulatory changes that push assets from regulated products (i.e., money market funds) to less regulated and less transparent products arguably serve to increase systemic risk.” Letter from Karrie McMillan, General Counsel, Investment Company Institute, to Mohamed Ben Salem, General Secretariat, International Organization of Securities Commissions, regarding IOSCO Money Market Fund Systemic Risk Analysis and Reform Options, May 25, 2012, p. 23. <http://www.sec.gov/comments/4-619/4619-182.pdf> (Downloaded November 26, 2012)

³⁹ “Statement Regarding Money Market Funds.”

⁴⁰ Memorandum from Smeeta Ramarathnam regarding Invesco Meeting, p. 4.

Here’s how the Investment Company Institute had put it: “Regulators...ought to be highly careful about implementing any proposal that contracts credit available to firms and governments, given...the fragility of the economic recovery.” Letter from Paul Schott Stevens, President & CEO, Investment Company Institute, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding President’s Working Group Report on Money Market Fund Reform Options, File Number 4-619, January 10, 2011, p. 56. <http://www.sec.gov/comments/4-619/4619-49.pdf> (Downloaded November 26, 2012)

⁴¹ Luis A. Aguilar, telephone interview with David Hilzenrath, Project On Government Oversight, November 7, 2012. (Hereinafter Aguilar Telephone Interview)

⁴² Aguilar Telephone Interview.

⁴³ Aguilar Telephone Interview.

⁴⁴ Brian Lewbart, T. Rowe Price Associates, email message to Michael Smallberg, Project On Government Oversight, regarding SEC alumni representing T. Rowe Price, December 5, 2012. (Hereinafter Lewbart Email to Michael Smallberg)

⁴⁵ Lewbart Email to Michael Smallberg.

⁴⁶ In November 2012, the Financial Stability Oversight Council voted unanimously to propose additional regulatory changes for money market funds. The Council may issue a recommendation to the SEC, which would be required to implement the recommendation, substitute a different plan that the Council deems acceptable, or explain in writing why it has declined to act. FSOC Proposed Recommendations, p. 5.

Geithner argued that the SEC is “best positioned to implement reforms.” But he added that the Council and its members “should, in parallel, take active steps in the event the SEC is unwilling to act in a timely and effective manner.” Letter from Timothy F. Geithner, Secretary, Department of the Treasury, to Members of the Financial Stability Oversight Council, regarding potential reforms of money market funds, September 27, 2012, p. 3.

<http://www.treasury.gov/connect/blog/Documents/Sec.Geithner.Letter.To.FSOC.pdf> (Downloaded November 26, 2012) (Hereinafter Geithner letter regarding potential reforms of money market funds)

For instance, the Council has the authority to designate any non-bank financial company as a threat to financial stability and subject it to supervision by the Federal Reserve. Other agencies also have the authority to address some of the risks posed by money market funds. FSOC Proposed Recommendations, p. 5.

⁴⁷ Geithner letter regarding potential reforms of money market funds, p. 3.

⁴⁸ Securities and Exchange Commission, Division of Risk, Strategy, and Financial Innovation, *Response to Questions Posed by Commissioners Aguilar, Paredes, and Gallagher*, November 30, 2012.

<http://www.sec.gov/news/studies/2012/money-market-funds-memo-2012.pdf> (Downloaded February 5, 2013)

⁴⁹ Commissioner Luis Aguilar, Securities and Exchange Commission, “Statement on Money Market Funds as to Recent Developments,” December 5, 2012. <http://www.sec.gov/news/speech/2012/spch120512laa.htm> (Downloaded February 5, 2013)

⁵⁰ Joshua Gallu and Robert Schmidt, “SEC’s Gallagher Calls for Floating Price for Money Funds,” *Bloomberg*, September 27, 2012. <http://www.bloomberg.com/news/2012-09-27/sec-s-gallagher-calls-for-floating-price-for-money-market-funds.html>; Jesse Hamilton and Christopher Condon, “SEC’s Aguilar Open to Proposals for Overhauling U.S. Money Funds,” *Bloomberg*, December 7, 2012. <http://www.bloomberg.com/news/2012-12-07/sec-s-aguilar-open-to-proposals-for-overhauling-u-s-money-funds.html>; Jessica Holzer, “SEC’s Aguilar Warms Up to Money-Fund Overhauls,” *The Wall Street Journal*, December 7, 2012. <http://online.wsj.com/article/SB10001424127887324640104578165590981680774.html>; Jessica Holzer, “SEC’s Gallagher Expects SEC to Move Soon on Tougher Money-Fund Rules,” *Real Time Economics*, January 16, 2013. <http://blogs.wsj.com/economics/2013/01/16/secs-gallagher-expects-sec-to-move-soon-on-tougher-money-fund-rules/> (All downloaded January 31, 2013)

⁵¹ Laura Marcinek and Tom Keene, “Levitt Says SEC Money-Fund Punt a ‘National Disgrace,’” *Bloomberg*, August 23, 2012. <http://www.bloomberg.com/news/2012-08-23/levitt-says-sec-inaction-on-funds-national-disgrace-tom-keene.html> (Downloaded January 31, 2013)

⁵² At a basic level, regulatory capture refers to the “subversion of regulatory agencies by the firms they regulate.” Judge Richard A. Posner, *The Tobin Project*, “The Concept of Regulatory Capture: A Short, Inglorious History,” *Preventing Regulatory Capture: Special Interest Influence and How to Limit It*, p. 2. <http://www.tobinproject.org/sites/tobinproject.org/files/assets/Posner%20The%20Concept%20of%20Regulatory%20Capture%20%281-16-13%29.pdf> (Downloaded November 26, 2012)

⁵³ Securities and Exchange Commission, “The Investor’s Advocate: How the SEC Protects Investors, Maintains Market Integrity, and Facilitates Capital Formation,” October 12, 2012. <http://www.sec.gov/about/whatwedo.shtml> (Downloaded November 26, 2012) (Hereinafter “The Investor’s Advocate”)

⁵⁴ Davis Polk & Wardwell LLP, *Dodd-Frank Progress Report*, January 2013, p. 5.

http://www.davispolk.com/files/Publication/7191edca-f4ed-4460-a514-01ca9d3cf8b9/Presentation/PublicationAttachment/63d52126-7e7f-477a-b47c-08e8acfe145e/Jan2013_Dodd.Frank.Progress.Report.pdf; Center for Responsive Politics, “Dodd-Frank,” <http://www.opensecrets.org/lobby/lookup.php?type=i&q=Dodd-Frank>; U.S. Congress, “Dodd-Frank Wall Street Reform and Consumer Protection Act,” (H.R. 4173), Introduced December 2, 2009, by Representative Barney Frank. <http://www.gpo.gov/fdsys/pkg/PLAW-111publ203/pdf/PLAW-111publ203.pdf> (Hereinafter Dodd-Frank Act); The White House, “Remarks by the President at Signing of Dodd-Frank Wall Street Reform and Consumer Protection Act,” July 21, 2010. <http://www.whitehouse.gov/the-press-office/remarks-president-signing-dodd-frank-wall-street-reform-and-consumer-protection-act>; Department of the Treasury, “Financial Stability Oversight Council Makes First Designations in Effort to Protect Against Future Financial Crises,” July 18, 2012.

<http://www.treasury.gov/press-center/press-releases/Pages/tg1645.aspx>; Statement of Sheila C. Bair, Chairman, Federal Deposit Insurance Corporation, before the House Subcommittee on Financial Institutions and Consumer Credit on “FDIC Oversight: Examining and Evaluating the Role of the Regulator during the Financial Crisis and Today,” May 26, 2011. <http://www.fdic.gov/news/news/speeches/chairman/spmay2611.html> (All downloaded January 29, 2013)

⁵⁵ Dina ElBoghdady, “Clock ticking for SEC to pursue fraud charges in financial crisis cases,” *The Washington Post*, July 19, 2012. http://www.washingtonpost.com/business/economy/clock-ticking-for-sec-to-pursue-fraud-charges-in-financial-crisis-cases/2012/07/19/gJQAZvjwW_print.html; Securities and Exchange Commission, “SEC Enforcement Actions: Addressing Misconduct That Led To or Arose From the Financial Crisis,” January 3, 2013. <http://www.sec.gov/spotlight/enf-actions-fc.shtml>; Jed S. Rakoff, U.S. District Judge, “Opinion and Order,” *U.S. Securities and Exchange Commission v. Citigroup Global Markets, Inc.*, Civil Action Number 11-7387 (JSR), U.S. District Court for the Southern District of New York, November 28, 2011. <http://pogoarchives.org/m/fo/rakoff-order-20111128.pdf> (Hereinafter Judge Rakoff Opinion and Order); Jed S. Rakoff, U.S. District Judge, “Memorandum Order,” *Securities and Exchange Commission v. Bank of America Corporation*, Civil Action Number 09-6829 (JSR), U.S. District Court for the Southern District of New York, September 14, 2009. <http://pogoarchives.org/m/fo/rakoff-order-20090914.pdf> (Hereinafter Rakoff Memorandum Order); Bryan A. Wayne, Official Court Reporter, “Transcript of Status Hearing before the Honorable Ellen Segal Huvelle, United States District Judge,” *Securities and Exchange Commission v. Citigroup, Inc.*, Civil Action Number 10-1277 (ESH), U.S. District Court for the District of Columbia, August 16, 2010. <http://pogoarchives.org/m/fo/huvelle-transcript-20100817.pdf>; Barbara Black, Director Corporate Law Center, University of Cincinnati College of Law, “Brief of *Amici Curiae* Securities Law Scholars for Affirmance in Support of the District Court’s Order and Against Appellant and Defendant,” *United States Securities and Exchange Commission v. Citigroup Global Markets Inc.*, Civil Action No. 11-5227, U.S. Court of Appeals for the Second Circuit, August 16, 2012. <http://pogoarchives.org/m/fo/amicus-brief-20120816.pdf> (All downloaded November 26, 2012)

⁵⁶ Alternative Investment Management Association, “AIMA announce new Chairman, former SEC Commissioner Kathleen Casey,” September 21, 2012. <http://www.aima.org/en/media/press-releases.cfm/id/ABA9B042-42EE-48EF-A3A4415E3C54B43B> (Downloaded January 4, 2012)

⁵⁷ Deloitte LLP, “James L. Kroeker, Former SEC Chief Accountant, Joins Deloitte,” December 4, 2012. http://www.deloitte.com/view/en_US/us/press/Press-Releases/1635e7f78f38b310VgnVCM2000003356f70aRCRD.htm (Downloaded January 29, 2013)

⁵⁸ Securities and Exchange Commission, “SEC Chief Accountant James Kroeker to Leave the Commission,” June 20, 2012. <http://www.sec.gov/news/press/2012/2012-116.htm> (Downloaded January 29, 2013)

⁵⁹ Testimony of Mary Jo White, Partner, Debevoise & Plimpton LLP, before the Senate Committee on the Judiciary, regarding the nomination of Judge Michael B. Mukasey to be the Attorney General of the United States, October 18, 2007. http://www.judiciary.senate.gov/hearings/testimony.cfm?id=e655f9e2809e5476862f735da12fb564&wit_id=e655f9e2809e5476862f735da12fb564-3-6 (Downloaded January 31, 2013)

⁶⁰ The White House, “Remarks by the President at a Personnel Announcement,” January 24, 2013. <http://www.whitehouse.gov/the-press-office/2013/01/24/remarks-president-personnel-announcement> (Downloaded January 29, 2013)

⁶¹ Debevoise & Plimpton LLP, “Mary Jo White.” <http://www.debevoise.com/attorneys/detail.aspx?id=26af1fa8-0acf-4ef5-9c3b-1f08b1aa7de0&type=showfullbio> (Downloaded January 29, 2013)

White’s husband, a former director of the SEC’s Corporation Finance Division, is partner at Cravath, Swaine & Moore, where he represents public companies “on a wide variety of matters including corporate governance matters, public reporting obligations, public financings and restatements and other financial crises.” Cravath, Swaine & Moore LLP, “John W. White.” <http://www.cravath.com/jwhite/> (Downloaded January 29, 2013)

As an SEC chairman, White may be restricted from working on matters affecting her husband’s clients. Peter J. Henning, “How Mary Jo White’s Connections Could Complicate Her S.E.C. Job,” *DealBook*, January 28, 2013. <http://dealbook.nytimes.com/2013/01/28/how-mary-jo-whites-connections-could-complicate-her-s-e-c-job/> (Downloaded January 29, 2013)

⁶² Dina ElBoghdady, “Obama nominates Mary Jo White as SEC chair,” *The Washington Post*, January 24, 2013. <http://www.washingtonpost.com/business/economy/obama-to-nominate-mary-jo-white-as-sec->

chair/2013/01/24/02dc496c-662b-11e2-93e1-475791032daf_story.html (Downloaded January 29, 2013)
(Hereinafter “Obama nominates Mary Jo White as SEC chair”)

⁶³ Minority staff of the Senate Committee on Finance and the Senate Committee on the Judiciary Committee, *The Firing of an SEC Attorney and the Investigation of Pequot Capital Management*, 110th Congress, Senate Report 110-28, August 2007, pp. 5, 32. <http://pogoarchives.org/m/er/senate-pequot-report-august2007.pdf> (Hereinafter *The Firing of an SEC Attorney and the Investigation of Pequot Capital Management*)

⁶⁴ Ed deHaan, et al., *Does the Revolving Door Affect the SEC’s Enforcement Outcomes?* July 2012. <http://pogoarchives.org/m/fo/sec-revolving-door-study-july2012.pdf> (Hereinafter *Does the Revolving Door Affect the SEC’s Enforcement Outcomes?*); Edward Wyatt, “Study Questions Risk of S.E.C. Revolving Door,” *The New York Times*, August 5, 2012. <http://www.nytimes.com/2012/08/06/business/study-casts-doubt-on-how-a-revolving-door-hurts-the-sec.html?smid=pl-share>; Alison Frankel, “New study says SEC revolving door not important. Don’t believe it,” Thomson Reuters, August 6, 2012. http://newsandinsight.thomsonreuters.com/Legal/News/2012/08_-_August/New_study_says_SEC_revolving_door_not_important_Don_t_believe_it/ (All downloaded November 26, 2012)

⁶⁵ Robert Khuzami, “Column: Cynics perpetuate SEC’s ‘revolving door’ myth,” Reuters, August 29, 2012. <http://www.reuters.com/article/2012/08/29/us-robert-khuzami-sec-idUSBRE87S0RS20120829> (Hereinafter “Column: Cynics perpetuate SEC’s ‘revolving door’ myth”) (Downloaded November 26, 2012)

⁶⁶ Project On Government Oversight, *Revolving Regulators: SEC Faces Ethics Challenges with Revolving Door*, May 13, 2011. <http://www.pogo.org/our-work/reports/2011/fo-fra-20110513.html> (Hereinafter *Revolving Regulators*); Project On Government Oversight, “SEC Revolving Door Database.” <http://www.pogo.org/tools-and-data/sec-revolving-door-database/> (Hereinafter “SEC Revolving Door Database”)

⁶⁷ Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by William R. Baker III. <http://www.pogo.org/tools-and-data/sec-revolving-door-database/search/search.jsp?query=%22william+r+baker+iii%22&typeID=346170484> (Hereinafter Web page containing SEC post-employment disclosure statements filed by William R. Baker III)

⁶⁸ *Revolving Regulators*.

⁶⁹ “SEC Revolving Door Database.”

There are several other caveats that should be kept in mind when reviewing POGO’s database.

POGO extracted the following information from the post-employment disclosures: employee name, former SEC division/office, former regional office, former title, new employer, date of resignation, and date of statement.

In order to create a searchable, sortable database, POGO had to standardize some of this information:

- Some alumni did not spell their names consistently. POGO tried to standardize the spelling and to provide middle initials wherever possible.
- POGO standardized the names of former SEC divisions/offices where alumni said they used to work. (For instance, the “Division of Enforcement” and “Enforcement Division” are counted as the same division.)
- Many SEC employees work at the agency’s headquarters in Washington, DC. Others are located at one of the SEC’s 11 regional offices. Securities and Exchange Commission, “Securities and Exchange Commission Organization Chart.” <http://www.sec.gov/images/secorg.pdf> (Downloaded January 4, 2013)
POGO’s database lists only the functional division or office in which SEC alumni used to work, regardless of where they were located. For instance, one alumnus might have worked for the Enforcement Division in the agency’s Washington, DC, headquarters, while another might have worked for the Enforcement Division in the agency’s New York office. Both alumni would simply be listed under the Enforcement Division in POGO’s database.

In some disclosure statements, alumni said where they used to work, but did not identify a functional division or office. For instance, Kit Addleman only disclosed that she was a regional director of the SEC’s Atlanta office. As a regional director, she apparently oversaw multiple functions, according to a bio posted on the website of the law firm where she currently works. In POGO’s database, her former division/office is marked simply as “Regional Office.” Letter from Kit Addleman, Haynes and Boone, LLP, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), December 23, 2010. <http://pogoarchives.org/tools-and-data/fo/sec/addleman-20101223-1.pdf>; Haynes and Boone, LLP, “Kit Addleman.” http://www.haynesboone.com/kit_addleman/ (All downloaded January 4, 2013)

- If an alumnus worked in several different divisions or offices during her time at the agency, POGO recorded the division/office where she was most recently employed.
- There were some inconsistencies in the spelling of former SEC titles (e.g., “attorney-adviser” and “attorney-advisor”). POGO standardized this information wherever possible.
- Some of the firms that hired SEC alumni have gone through mergers or acquisitions. Other firms are different subsidiaries of the same corporate parent. Wherever possible, POGO tried to record the latest name of the firm (e.g., the law firm of “Wilmer, Cutler & Pickering” is recorded under its current, post-merger name, “Wilmer Cutler Pickering Hale & Dorr”), or the name of the corporate parent (e.g., “Deutsche Bank Securities” is recorded under the name of its corporate parent, “Deutsche Bank AG”).
- POGO tried to record the exact day on which the SEC alumni left the agency, but some alumni only provided a month and year. In these cases, POGO recorded their resignation date as the first of the month, in order to conservatively estimate how much time elapsed before these alumni filed their first post-employment disclosure statement.
- In some cases, the date of the disclosure statement is obscured by non-FOIA markings, or does not match up with other information in the statement (e.g., the date of the statement is earlier than the date of resignation). In these cases, POGO relied on the SEC stamp indicating the date on which the agency received the statement.

For more information, see POGO’s database methodology. Project On Government Oversight, “Securities and Exchange Commission Revolving Door Database Methodology.” <http://www.pogo.org/tools-and-data/sec-revolving-door-database/methodology.html>

⁷⁰ “Practice by former members and employees of the Commission,” 17 C.F.R. § 200.735-8(b).

<http://www.gpo.gov/fdsys/pkg/CFR-2012-title17-vol2/pdf/CFR-2012-title17-vol2-sec200-735-8.pdf> (Downloaded November 26, 2012)

⁷¹ Securities and Exchange Commission, Division of Corporation Finance, “Statement on Well-Known Seasoned Issuer Waivers,” July 8, 2011. <http://www.sec.gov/divisions/corpfin/guidance/wksi-waivers-interp.htm> (Downloaded November 26, 2012) (Hereinafter “Statement on Well-Known Seasoned Issuer Waivers”)

⁷² “Statement on Well-Known Seasoned Issuer Waivers.”

⁷³ “Statement on Well-Known Seasoned Issuer Waivers.”

⁷⁴ Edward Wyatt, “S.E.C. Is Avoiding Tough Sanctions for Large Banks,” *The New York Times*, February 3, 2012. <http://www.nytimes.com/2012/02/03/business/sec-is-avoiding-tough-sanctions-for-large-banks.html> (Downloaded November 26, 2012) (Hereinafter “S.E.C. Is Avoiding Tough Sanctions for Large Banks”)

⁷⁵ “Complaint,” *Securities and Exchange Commission v. UBS Securities LLC and UBS Financial Services Inc.*, Civil Action No. 08-10754, U.S. District Court for the Southern District of New York, December 11, 2008, pp. 1-2. <http://www.sec.gov/litigation/complaints/2008/comp20824-ubs.pdf> (Downloaded November 26, 2012)

⁷⁶ Securities and Exchange Commission, “SEC Finalizes ARS Settlements With Citigroup And UBS, Providing Nearly \$30 Billion in Liquidity to Investors,” December 11, 2008. <http://www.sec.gov/news/press/2008/2008-290.htm> (Downloaded November 26, 2012)

⁷⁷ Debevoise & Plimpton LLP, “Kenneth J. Berman.”

<http://www.debevoise.com/attorneys/detail.aspx?id=da25b829-d6b9-4b17-8749-2e0f56ad5f3f&type=showfullbio>; Letter from Kenneth J. Berman, Debevoise & Plimpton LLP, to Mary Kosterlitz, Chief, Office of Enforcement Liaison, Division of Corporation Finance, Securities and Exchange Commission, regarding Securities and Exchange Commission v. UBS Securities LLC and UBS Financial Services, Inc., File Number HO-10915, December 9, 2008, p. 4. <http://www.sec.gov/divisions/corpfin/cf-noaction/2008/ubsfinancial122308-405.pdf> (All downloaded November 26, 2012)

⁷⁸ Securities and Exchange Commission, “SEC Charges UBS with Fraudulent Bidding Practices Involving Investment of Municipal Bond Proceeds,” May 4, 2011. <http://www.sec.gov/news/press/2011/2011-105.htm> (Downloaded November 26, 2012)

⁷⁹ Letter from Kenneth J. Berman, Debevoise & Plimpton LLP, to Mary Kosterlitz, Chief, Office of Enforcement Liaison, Division of Corporation Finance, Securities and Exchange Commission, regarding Securities and Exchange Commission v. UBS Financial Services Inc., May 4, 2011, p. 4. <http://www.sec.gov/divisions/corpfin/cf-noaction/2011/ubs050611-405.pdf> (Downloaded November 26, 2012)

⁸⁰ Securities and Exchange Commission, “SEC Charges UBS Puerto Rico and Two Executives with Defrauding Fund Customers,” May 1, 2012. <http://www.sec.gov/news/press/2012/2012-81.htm> (Downloaded November 26, 2012)

⁸¹ Skadden, Arps, Slate, Meagher & Flom LLP, “Colleen P. Mahoney.”

<http://www.skadden.com/professionals/colleen-p-mahoney>; Securities and Exchange Commission, “Colleen P. Mahoney to Leave Commission After 15 Years of Service,” July 6, 1998.

<http://www.sec.gov/news/press/pressarchive/1998/98-63.txt>; Letter from Colleen P. Mahoney, Skadden, Arps, Slate, Meagher & Flom LLP, to Mary Kosterlitz, Chief, Office of Enforcement Liaison, Division of Corporation Finance, Securities and Exchange Commission, regarding the Matter of UBS Financial Services Inc. of Puerto Rico, File Number FL-3491, April 24, 2012. <http://www.sec.gov/divisions/corpfin/cf-noaction/2012/ubs-071012.pdf>; Letter from Mary Kosterlitz, Chief, Office of Enforcement Liaison, Division of Corporation Finance, Securities and Exchange Commission, to Colleen P. Mahoney, Skadden, Arps, Slate, Meagher & Flom LLP, regarding UBS AG’s waiver request of ineligible issuer status under Rule 405 of the Securities Act, May 10, 2012.

<http://www.sec.gov/divisions/corpfin/cf-noaction/2012/ubs-071012.pdf> (All downloaded November 26, 2012)

⁸² Securities and Exchange Commission, Division of Corporation Finance, No-Action, Interpretive and Exemptive (sic) Letters, “Rule 405 - Determination regarding ineligible issuer status.” <http://www.sec.gov/divisions/corpfin/cf-noaction.shtml#405> (Downloaded November 26, 2012) The number of waivers is accurate as of February 6, 2012. POGO reviewed WKSI waivers posted on the SEC’s website. POGO identified the individual who requested the WKSI waiver, and consulted several sources—including online profiles and post-employment disclosures—to determine if the individual had worked at the SEC. Based on this review, POGO has determined that at least 34 of the 63 WKSI waivers issued since 2006 were requested by SEC alumni. It is possible that additional waivers were requested by SEC alumni whose agency experience was not reflected in the online profiles or other publicly available records that POGO consulted.

⁸³ “Securities Act of 1933,” 15 U.S.C. §§ 77a et seq. <http://www.gpo.gov/fdsys/pkg/USCODE-2011-title15/pdf/USCODE-2011-title15-chap2A-subchapI.pdf> (Downloaded November 28, 2012)

For instance, the SEC’s Regulation A exempts offerings that do not exceed \$5 million in a 12-month period.

Securities and Exchange Commission, “Q&A: Small Business and the SEC-Regulation A,” December 21, 2012.

<http://www.sec.gov/info/smallbus/qasbsec.htm#rega>

The SEC has told the Government Accountability Office that this exemption was intended to “provide a simple and relatively inexpensive procedure for small business use in raising limited amounts of needed capital.” Government Accountability Office, *Securities Regulation: Factors That May Affect Trends in Regulation A Offerings*, GAO-12-839, July 2012, p. 5. <http://www.gao.gov/assets/600/592113.pdf> (Hereinafter *Securities Regulation: Factors That May Affect Trends in Regulation A Offerings*)

The Jumpstart Our Business Startups (JOBS) Act, enacted in April 2012, requires the SEC to increase the offering limit from \$5 million to \$50 million. Testimony of Mary L. Schapiro, Chairman, Securities and Exchange Commission, before the House Oversight Subcommittee on TARP, Financial Services and Bailout of Public and Private Programs, on the “JOBS Act in Action Part II: Overseeing Effective Implementation of the JOBS Act at the SEC,” June 28, 2012. <http://www.sec.gov/news/testimony/2012/ts062812mls.htm> (All downloaded November 26, 2012)

Rule 505 of the SEC’s Regulation D is quite similar. Like Regulation A, it provides an exemption for the sale of securities totaling up to \$5 million for a 12-month period. However, companies that use the Rule 505 exemption can only sell their securities to 35 or fewer “non-accredited” investors. Securities and Exchange Commission, “Rule 505 of Regulation D,” December 2, 2009. <http://www.sec.gov/answers/rule505.htm> (Downloaded November 26, 2012) They can still sell to an unlimited number of “accredited investors,” i.e., a “purchaser that has enough knowledge and experience in finance and business matters to evaluate the risks and merits of the prospective investment.”

Securities Regulation: Factors That May Affect Trends in Regulation A Offerings, p. 7

⁸⁴ An underwriter is a “brokerage firm, securities dealer, or investment banking firm that sells company securities to investors, other brokerage firms, securities dealers, and investment banking firms.” *Securities Regulation: Factors That May Affect Trends in Regulation A Offerings*, p. 20.

⁸⁵ For example, a company cannot issue or underwrite securities that are exempted under Regulation A or Rule 505 of Regulation D if the company “is subject to an administrative order or an injunction involving certain securities laws violations.” Securities and Exchange Commission, “Process for Requesting Waivers of Disqualification Under

Rule 262 of Regulation A and Rule 505 of Regulation D,” December 31, 2009.

<http://www.sec.gov/divisions/corpfin/guidance/262-505-waiver.htm> (Downloaded November 26, 2012)

⁸⁶ Securities and Exchange Commission, “J.P. Morgan to Pay \$153.6 Million to Settle SEC Charges of Misleading Investors in CDO Tied to U.S. Housing Market,” June 21, 2011. <http://www.sec.gov/news/press/2011/2011-131.htm> (Downloaded November 26, 2012)

⁸⁷ Bingham McCutchen LLP, “Herbert F. Janick III.” <http://www.bingham.com/People/Janick-Herbert>; Letter from Herbert F. Janick III, Bingham McCutchen LLP, to Gerald J. Laporte, Chief, Office of Small Business Policy, Division of Corporation Finance, Securities and Exchange Commission, regarding SEC v. J.P. Morgan Securities LLC (f/k/a J.P. Morgan Securities Inc.), Civil Action Number 11-CV-4206, U.S. District Court for the Southern District of New York, June 21, 2011. <http://www.sec.gov/divisions/corpfin/cf-noaction/2011/jpmorgansecurities062911-505.pdf> (Hereinafter Letter from Herbert F. Janick) (All downloaded November 26, 2012)

⁸⁸ Letter from Herbert F. Janick, p. 3.

⁸⁹ Letter from Gerald J. Laporte, Chief, Office of Small Business Policy, Division of Corporation Finance, Securities and Exchange Commission, to Herbert F. Janick III, Bingham McCutchen LLP, regarding waiver request under Regulation A and Rule 505 of Regulation D, June 29, 2011. <http://www.sec.gov/divisions/corpfin/cf-noaction/2011/jpmorgansecurities062911-505.pdf> (Downloaded November 26, 2012)

⁹⁰ Securities and Exchange Commission, Division of Corporation Finance, No-Action, Interpretive and Exemptive [sic] Letters, “Section 3(b) - Rules 262 and 505 Disqualification.” <http://www.sec.gov/divisions/corpfin/cf-noaction.shtml#3b> (Downloaded November 26, 2012) The number of waivers is accurate as of February 6, 2012; See endnote 82 for more information about POGO’s review.

⁹¹ Security and Exchange Commission, “Investment Company Act of 1940,” Section 9. <http://www.sec.gov/about/laws/ica40.pdf> (Downloaded November 26, 2012)

⁹² Securities and Exchange Commission, “SEC Charges J. P. Morgan Securities with Fraudulent Bidding Practices Involving Investment of Municipal Bond Proceeds,” July 7, 2011. <http://www.sec.gov/news/press/2011/2011-143.htm> (Downloaded November 26, 2012) (Hereinafter “SEC Charges J. P. Morgan Securities with Fraudulent Bidding Practices”)

⁹³ “SEC Charges J. P. Morgan Securities with Fraudulent Bidding Practices”; “Application Pursuant to Section 9(c) of the Investment Company Act of 1940 for Temporary and Permanent Orders Exempting Applicants from the Provisions of Section 9(a) of Such Act,” In the Matter of J.P. Morgan Securities LLC, et al., File Number 812-13919, July 8, 2011. <http://www.sec.gov/Archives/edgar/data/919185/000119312511185222/d40appa.htm> (Downloaded November 26, 2012) (Hereinafter JPMorgan Application)

⁹⁴ JPMorgan Application.

⁹⁵ Wilmer Cutler Pickering Hale and Dorr LLP, “Stephanie Avakian.” http://www.wilmerhale.com/stephanie_avakian/; Wilmer Cutler Pickering Hale and Dorr LLP, “James E. Anderson.” http://www.wilmerhale.com/james_anderson/; Wilmer Cutler Pickering Hale and Dorr LLP, “John M. Faust.” http://www.wilmerhale.com/john_faust/ (All downloaded November 26, 2012)

⁹⁶ Securities and Exchange Commission, “Order Pursuant to Section 9(c) of the Investment Company Act of 1940 Granting a Permanent Exemption from Section 9(a) of the Act,” In the Matter of J.P. Morgan Securities LLC, et al., Investment Company Act Release Number 29749, August 8, 2011. <http://www.sec.gov/rules/ic/2011/ic-29749.pdf> (Downloaded November 26, 2012)

⁹⁷ Securities and Exchange Commission, “Investment Company Act Notices and Orders Category Listing: Ineligible - Disqualified Firm.” <http://www.sec.gov/rules/icreleases.shtml#ineligibledisqfirm> (Downloaded November 26, 2012) The number of exemptions is accurate as of February 6, 2012; See endnote 82 for more information about POGO’s review.

⁹⁸ “S.E.C. Is Avoiding Tough Sanctions for Large Banks”; Edward Wyatt, “Promises Made, and Remade, by Firms in S.E.C. Fraud Cases,” *The New York Times*, November 7, 2011. <http://www.nytimes.com/2011/11/08/business/in-sec-fraud-cases-banks-make-and-break-promises.html?pagewanted=print>; Jonathan Weil, “JPMorgan Scores Victory for Repeat Offenders,” *Bloomberg*, June 30, 2011. <http://www.bloomberg.com/news/2011-06-30/jpmorgan-scores-victory-for-repeat-offenders-jonathan-weil.html>; James B. Stewart, “For UBS, a Record of Averting Prosecution,” *The New York Times*, July 20, 2012. <http://www.nytimes.com/2012/07/21/business/ubss-track-record-of-averting-prosecution-common-sense.html?hpw&pagewanted=all&pagewanted=print>; David S. Hilzenrath, “SEC under Schapiro struggles to turn around amid political, financial head winds,” *The Washington Post*, October 7,

2011. http://www.washingtonpost.com/business/economy/sec-under-schapiro-struggles-to-turn-around-amid-political-financial-head-winds/2011/09/19/gIQACYnxTL_print.html (All downloaded November 26, 2012)

⁹⁹ Letter from Meredith Cross, Eileen Rominger, and Robert Khuzami, Securities and Exchange Commission, “Letter to the Editor: The View From the S.E.C.” *The New York Times*, February 12, 2012.

http://www.nytimes.com/2012/02/13/opinion/the-view-from-the-sec.html?_r=0&pagewanted=print (Downloaded November 26, 2012)

¹⁰⁰ David S. Hilzenrath, “Frequent SEC exemptions let companies skirt rules,” *The Washington Post*, April 19, 2012. http://www.washingtonpost.com/business/economy/frequent-sec-exemptions-let-companies-skirt-rules/2012/04/19/gIQAAtF13TT_print.html (Downloaded November 26, 2012)

¹⁰¹ “Investment Company Act of 1940,” Section 6(c). <http://www.sec.gov/about/laws/ica40.pdf> (Downloaded November 26, 2012)

Similarly, the SEC can “conditionally or unconditionally exempt any person, security, or transaction, or any class or classes of persons, securities, or transactions” from the Securities Exchange Act of 1934 if the exemption is “necessary or appropriate in the public interest, and is consistent with the protection of investors.” “Securities Exchange Act of 1934,” Section 36(a). <http://www.sec.gov/about/laws/sea34.pdf> (Downloaded November 26, 2012)

¹⁰² Securities and Exchange Commission, “Application for an Order under Section 6(c) of the Investment Company Act of 1940 for an exemption from Sections 2(a)(32), 5(a)(1), 22(d) and 22(e) of the 1940 Act and Rule 22c-1 under the 1940 Act, under Sections 6(c) and 17(b) of the 1940 Act for an exemption from Sections 17(a)(1) and 17(a)(2) of the 1940 Act, and under Section 12(d)(1)(J) granting an exemption from Sections 12(d)(1)(A) and 12(d)(1)(B) of the 1940 Act,” In the Matter of Federated Investment Management Company, Federated ETF Trust, August 26, 2011.

<http://www.sec.gov/Archives/edgar/data/1086433/000089843211000994/a40-app.htm> (Hereinafter Application for an Order under Section 6(c) of the Investment Company Act of 1940); Cinthia Murphy, “Federated Plans To Enter ETF Market,” IndexUniverse.com, August 29, 2011. <http://www.indexuniverse.com/sections/news/9782-federated-plans-to-enter-etf-market.html>; Joe Morris, “US’s Federated to launch active ETFs,” *Financial Times*, August 30, 2011(subscription or registration required). <http://www.ft.com/cms/s/0/91144486-d302-11e0-9aae-00144feab49a.html#axzz27hM88nhQ>; Securities and Exchange Commission, “Exchange Traded Funds (ETFs).” <http://investor.gov/investing-basics/investment-products/exchange-traded-funds-etfs> (All downloaded November 26, 2012)

¹⁰³ Application for an Order under Section 6(c) of the Investment Company Act of 1940.

¹⁰⁴ K&L Gates LLP, “Stacy L. Fuller.” <http://www.klgates.com/stacy-l-fuller/#overview> (Downloaded November 26, 2012)

¹⁰⁵ Securities and Exchange Commission, “Order Under Sections 6(c), 12(d)(1)(J), and 17(b) of the Investment Company Act of 1940,” In the Matter of Federated Investment Management Company, Federated ETF Trust, Investment Company Act of 1940 Release Number 30123, June 26, 2012. <http://www.sec.gov/Archives/edgar/data/1086433/999999999712013621/filename1.pdf> (Downloaded November 26, 2012)

¹⁰⁶ Mark Cahn, General Counsel, Securities and Exchange Commission, “Letter to the Editor: The importance of SEC exemptions,” *The Washington Post*, May 3, 2012. http://www.washingtonpost.com/opinions/the-importance-of-sec-exemptions/2012/05/03/gIQAHgQozT_story.html (Downloaded November 26, 2012)

¹⁰⁷ Securities and Exchange Commission, “Investment Company Act Notices and Orders Chronological Listing.” January 8, 2013. <http://www.sec.gov/rules/icreleases-chrono.shtml> (Downloaded November 26, 2012) The number of exemptions is accurate as of February 6, 2012; See endnote 82 for more information about POGO’s review.

¹⁰⁸ Securities and Exchange Commission, “No-Action Letters,” September 21, 2012. <http://www.sec.gov/answers/noaction.htm> (Downloaded November 26, 2012)

¹⁰⁹ Securities and Exchange Commission, “Enforcement Chief Counsel Joan McKown to Leave SEC,” July 14, 2010. <http://www.sec.gov/news/press/2010/2010-121.htm>; Jones Day, “Chief Counsel of SEC’s Enforcement Division, Joan McKown, joins Jones Day in Washington,” July 2010. <http://www.jonesday.com/chief-counsel-of-secs-enforcement-division-joan-mckown-joins-jones-day-in-washington-07-12-2010/> (All downloaded November 26, 2012)

¹¹⁰ Letter from Glenn S. Arden and Joan McKown, Jones Day, to Katherine Hsu, Office of Structured Finance, Division of Corporation Finance, Securities and Exchange Commission, regarding Securities Exchange Act Rule 15Ga-1, January 27, 2012. <http://www.sec.gov/divisions/corpfin/cf-noaction/2012/pncbank020112-15ga1-incoming.pdf>; Securities and Exchange Commission, “Response of the Office of Structured Finance, Division of

Corporation Finance,” regarding PNC Bank, N.A., February 1, 2012. <http://www.sec.gov/divisions/corpfin/cf-noaction/2012/pncbank020112-15ga1.htm>; Securities and Exchange Commission, *Disclosure for Asset-Backed Securities Required by Section 943 of the Dodd-Frank Wall Street Reform and Consumer Protection Act*, Final Rule, 17 C.F.R. Parts 229, 232, 240, and 249, Release Numbers 33-9175, 34-63741, File Number S7-24-10, January 20, 2011. <http://www.sec.gov/rules/final/2011/33-9175.pdf>; Securities and Exchange Commission, “Asset-Backed Securities,” June 29, 2012. <http://www.sec.gov/spotlight/dodd-frank/assetbackedsecurities.shtml> (All downloaded November 26, 2012)

¹¹¹ Jones Day, “PNC Bank obtains regulatory relief under Section 943 of The Dodd-Frank Wall Street Reform and Consumer Protection Act,” February 2012. <http://www.jonesday.com/experiencepractices/ExperienceDetail.aspx?experienceid=27986> (Downloaded November 27, 2012)

¹¹² “Shareholder proposals,” 17 C.F.R. § 240.14a-8. <http://www.gpo.gov/fdsys/pkg/CFR-2012-title17-vol3/pdf/CFR-2012-title17-vol3-sec240-14a-8.pdf> (Downloaded November 26, 2012)

¹¹³ Securities and Exchange Commission, Division of Corporation Finance, “Shareholder Proposal No-Action Letters Issued Under Exchange Act Rule 14a-8,” November 2, 2011. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8.shtml>; Securities and Exchange Commission, Division of Corporation Finance, “Informal Procedures Regarding Shareholder Proposals,” November 2, 2011. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8-informal-procedures.htm> (All downloaded November 26, 2012)

¹¹⁴ O’Melveny & Myers LLP, “Marty Dunn,” <http://www.omm.com/martydunn/> (Downloaded November 26, 2012)

¹¹⁵ Alaska Airlines, “Corporate Overview,” <http://phx.corporate-ir.net/phoenix.zhtml?c=109361&p=irol-IRHome>; Letter from Martin P. Dunn, O’Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding Alaska Air Group, Inc., shareholder proposals of Richard D. Foley, Securities Exchange Act of 1934 Rule 14a-8, January 23, 2009. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2009/richardfoley030509-14a8.pdf> (All downloaded November 26, 2012)

¹¹⁶ Letter from Carmen Moncada-Terry, Attorney-Advisor, Division of Corporation Finance, Securities and Exchange Commission, response of the Office of Chief Counsel regarding Alaska Air Group, Inc. Incoming letter dated December 31, 2008, March 5, 2009, p. 2. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2009/richardfoley030509-14a8.pdf> (Downloaded November 26, 2012)

¹¹⁷ The shareholder argued that auditor rotations would help to ensure the “accuracy and integrity” of the firm’s financial reporting. When a company becomes too familiar with its auditor, it can lead to the kind of “[i]mproper and faulty accounting and auditing practices” that “contributed mightily to the recent meltdown,” he wrote. Richard A. Dee, Shareholder Proposal – 2010 Proxy Statement, J.P. Morgan Chase & Co., Submitted December 1, 2009, pp. 1-2 of letter (pp. 12-13 of document). <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2010/richarddee030510-14a8.pdf> (Downloaded November 26, 2012) (Hereinafter Dee Shareholder Proposal)

¹¹⁸ Dee Shareholder Proposal; Letter from Martin P. Dunn, O’Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding JPMorgan Chase & Co., shareholder proposal of Domini Social Equity Fund, Securities Exchange Act of 1934 Rule 14a-8, January 8, 2010, pp. 10-18. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2010/dominisocial030510-14a8.pdf>; Letter from Martin P. Dunn, O’Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding JPMorgan Chase & Co., shareholder proposal of the Sisters of St. Francis of Philadelphia, et al., Entitled “Lobbying Expenditures Disclosure,” Securities Exchange Act of 1934 Rule 14a-8, February 22, 2012. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2012/sistersofstfrancis022412-14a8.pdf>; Letter from Martin P. Dunn, O’Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding JPMorgan Chase & Co., shareholder proposal of Mr. Richard A. Dee, Securities Exchange Act of 1934 Rule 14a-8, January 8, 2010.

<http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2010/richarddee030510-14a8.pdf>; Letter from Martin P. Dunn, O’Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding JPMorgan Chase & Co., shareholder proposal of the Comptroller of the City of New York, Securities Exchange Act of 1934 Rule 14a-8, March 10, 2011. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2011/nyceretirement031411-14a8.pdf>; Letter from Martin P. Dunn, O’Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding JPMorgan Chase & Co., shareholder proposal of John Harrington, Securities Exchange Act of 1934 Rule 14a-8, pp. 1-11 of letter (pp. 22-32 of document), January 10, 2011. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2011/johnharrington011011-14a8.pdf>

[8/2011/johnharrington021711-14a8.pdf](http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2011/johnharrington021711-14a8.pdf); Letter from Sanford Lewis to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding shareholder proposal to J.P. Morgan Chase & Co. regarding principles for national and international efforts to prevent illicit cash flows by John C. Harrington, January 28, 2011, pp. 1-16 of letter (pp. 4-19 of document). <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2011/johnharrington021711-14a8.pdf>; Letter from Martin P. Dunn, O'Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding JPMorgan Chase & Co., shareholder proposal of Loyola University Chicago, Securities Exchange Act of 1934 Rule 14a-8, March 2, 2010. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2010/loyolauniversity031210-14a8.pdf>; Letter from Martin P. Dunn, O'Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding JPMorgan Chase & Co., shareholder proposal of the Nathan Cummings Foundation, et al., Entitled "Compensation Risk Assessment Report," Securities Exchange Act of 1934 Rule 14a-8, February 21, 2012, p. 2. <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2012/nathancummings031512-14a8.pdf> (All downloaded November 26, 2012)

¹¹⁹ Letter from Martin P. Dunn, O'Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding UnitedHealth Group Incorporated, shareholder proposal of Sisters of Charity of the Incarnate World, San Antonio, Securities Exchange Act of 1934 Rule 14a-8, February 3, 2012, pp. 1-5 of letter (pp.4-8 of document). <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2012/sistersofcharity031512-14a8.pdf>; Letter from Martin P. Dunn, O'Melveny & Myers LLP, to Office of Chief Counsel, Division of Corporation Finance, Securities and Exchange Commission, regarding Yahoo! Inc., shareholder proposal of Jing Zhao, Securities Exchange Act of 1934 Rule 14a-8, February 10, 2012, pp. 2-10 of letter (pp. 7-16 of document). <http://www.sec.gov/divisions/corpfin/cf-noaction/14a-8/2012/jingzhao040312-14a8.pdf> (All downloaded November 26, 2012)

¹²⁰ Letter from Martin P. Dunn, O'Melveny & Myers LLP, to Elizabeth Murphy, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b); 17 C.F.R. 200.735-8(b), January 5, 2009. <http://pogoarchives.org/tools-and-data/fo/sec/dunn-20090105-75-76.pdf> (Hereinafter Letter from Martin P. Dunn, January 5, 2009)

¹²¹ Letter from Martin P. Dunn, January 5, 2009.

¹²² Letter from Martin P. Dunn, January 5, 2009.

¹²³ Letter from Martin P. Dunn, January 5, 2009.

¹²⁴ Dechert LLP, "Jack W. Murphy." http://www.dechert.com/jack_murphy; Letter from Dalia Osman Blass, Senior Counsel, Division of Investment Management, Securities and Exchange Commission, to Jack W. Murphy, Dechert LLP, regarding Dreyfus Basis Money Market Fund, Inc., File Number 811-06604, Dreyfus Liquid Assets, Inc., File Number 811-02410, and Dreyfus Worldwide Dollar Money Market Fund, File Number 811-05717, October 20, 2008, pp.1-3. <http://www.sec.gov/divisions/investment/noaction/2008/dreyfusmoneyfunds102008-1.pdf>; Letter from Dalia Osman Blass, Senior Counsel, Division of Investment Management, Securities and Exchange Commission, to Jack W. Murphy, Dechert LLP, regarding Dreyfus Cash Management Plus, Inc., File Number 811-05295, October 20, 2008, pp. 1-3. <http://www.sec.gov/divisions/investment/noaction/2008/dreyfuscmp102008.pdf>; Letter from Dalia Osman Blass, Senior Counsel, Division of Investment Management, Securities and Exchange Commission, to Jack W. Murphy, Dechert LLP, regarding Dreyfus Money Funds, October 20, 2008, pp.1-2. <http://www.sec.gov/divisions/investment/noaction/2008/dreyfusmoneyfunds102008-2.pdf> (All downloaded November 27, 2012)

¹²⁵ Securities and Exchange Commission, Division of Investment Management, "Staff No-Action and Interpretive Letters: Money Market Funds." <http://www.sec.gov/divisions/investment/im-noaction.shtml#money>; Securities and Exchange Commission, Division of Investment Management, "Staff No-Action and Interpretive Letters: Affiliated Transactions – Money Market Fund Letters." http://www.sec.gov/divisions/investment/im-noaction.shtml#affiliatedtrans_mmm (All downloaded November 27, 2012) The number of letters is accurate as of February 6, 2012; See endnote 82 for more information about POGO's review.

¹²⁶ Steffanie A. Brady, et al., Federal Reserve Bank of Boston, *The Stability of Prime Money Market Mutual Funds: Sponsor Support from 2007 to 2011*, Working Paper RPA 12-3, August 13, 2012, p. 7. <http://www.bos.frb.org/bankinfo/qau/wp/2012/qau1203.pdf> (Downloaded November 27, 2012)

¹²⁷ Securities and Exchange Commission, "Ethics NewsGram: Who at the SEC is Covered by the One-Year Post-Employment 'Cooling Off' Ban?" February 21, 2007.

<http://www.sec.gov/about/offices/ethics/postemploymentcoolingoff.htm> (Downloaded November 26, 2012)

(Hereinafter *Ethics NewsGram*)

¹²⁸ *Ethics NewsGram*.

¹²⁹ Letter from James R. Doty, General Counsel and Designated Agency Ethics Official, Securities and Exchange Commission, to Stephen D. Potts, Director, Office of Government Ethics, regarding request for exemption from the one-year post-employment restriction set forth in 18 U.S.C. § 207 (c), October 15, 1991.

<http://pogoarchives.org/m/fo/doty-letter-19911015.pdf> (Hereinafter Letter from James R. Doty)

¹³⁰ Letter from James R. Doty, p. 4.

¹³¹ Letter from Stephen D. Potts, Director, Office of Government Ethics, to James R. Doty, Designated Agency Ethics Official, Securities and Exchange Commission, regarding request for exemption from the one-year post-employment restriction set forth in 18 U.S.C. § 207 (c), October 29, 1991. <http://pogoarchives.org/m/fo/potts-letter-19911029.pdf>

¹³² Letter from David L. Kornblau, First Vice President and General Counsel, Global Regulatory Affairs, Merrill Lynch, to Nancy Morris, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), January 11, 2006. <http://pogoarchives.org/tools-and-data/fo/sec/kornblau-20060111-84-86.pdf>

¹³³ Letter from Barbara B. Hannigan, Ethics Counsel and Designated Agency Ethics Official, Securities and Exchange Commission, to Amy L. Comstock, Director, Office of Government Ethics, regarding request for waiver of 18 U.S.C. 207(c) and (f) restrictions, October 16, 2003, pp. 1-2. <http://pogoarchives.org/m/fo/hannigan-letter-20031016.pdf> (Hereinafter Letter from Barbara B. Hannigan); Securities and Exchange Commission, “Pay Parity Implementation Plan and Report,” March 6, 2002. <http://www.sec.gov/news/studies/payparity.htm>; U.S. Congress “Investor and Capital Markets Fee Relief Act,” (H.R. 1088), Introduced March 19, 2001, by Representative Vito Fossella. <http://www.gpo.gov/fdsys/pkg/PLAW-107publ123/pdf/PLAW-107publ123.pdf> (All downloaded November 26, 2012)

¹³⁴ Letter from Barbara B. Hannigan, p. 2.

¹³⁵ Letter from Barbara B. Hannigan, pp. 4-5.

¹³⁶ Letter from Barbara B. Hannigan, pp. 4-5; Letter from Amy L. Comstock, Director, Office of Government Ethics, to Barbara B. Hannigan, Ethics Counsel and Designated Agency Ethics Official, Securities and Exchange Commission, regarding request for permanent waivers of the “one-year cooling off” restrictions, November 10, 2003. <http://pogoarchives.org/m/fo/comstock-letter-20031110.pdf>

¹³⁷ Securities and Exchange Commission, Office of Inspector General, *Investigation of Whether a Former Associate Director in the SEC’s Division of Trading and Markets Violated Conflict of Interest Restrictions in Connection With Her Employment at an Electronic Market Making Firm*, Case Number OIG-540, January 25, 2011, p. 26.

<http://pogoarchives.org/m/fo/sec-oig-report-20110125.pdf> (Hereinafter *Investigation of Whether a Former Associate Director in the SEC’s Division of Trading and Markets Violated Conflict of Interest Restrictions*)

¹³⁸ *Investigation of Whether a Former Associate Director in the SEC’s Division of Trading and Markets Violated Conflict of Interest Restrictions*, p. 7.

¹³⁹ *Investigation of Whether a Former Associate Director in the SEC’s Division of Trading and Markets Violated Conflict of Interest Restrictions*, p. 26; Eric Lichtblau, “Ex-Regulators Get Set to Lobby on New Financial Rules,” *The New York Times*, July 27, 2010.

http://www.nytimes.com/2010/07/28/business/28lobby.html?pagewanted=all&_r=0 (Downloaded November 26, 2012)

¹⁴⁰ Ogilvy Government Relations, *Lobbying Report* [for client CME Group, Inc.], October 18, 2010.

<http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=35177fed-52da-4933-88ec-f54f5c4093fb&filingTypeID=69>; Ogilvy Government Relations, *Lobbying Report* [for client The Blackstone Group], October 19, 2010. <http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=e7632ef3-0276-4477-aa3e-b1405933a4ef&filingTypeID=69> (All downloaded February 5, 2013)

In 2012, Daly lobbied the SEC on behalf of the Investment Company Institute, CME Group, Knight Capital Group, Citadel, PricewaterhouseCoopers, and others to discuss issues such as money market funds, the implementation of Dodd-Frank, regulation of derivatives, and accounting matters, according to federal lobbying disclosures. Daly Consulting Group, *Lobbying Report* [for client Investment Company Institute], July 13, 2012; Daly Consulting Group, *Lobbying Report* [for client CME Group, Inc.], July 20, 2012.

<http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=5bd145bf-8036-4e47-8066->

[410620a7eb8e&filingTypeID=60](http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=394384d0-0677-4456-909d-c2cddf1823bd&filingTypeID=60); Daly Consulting Group, *Lobbying Report* [for client Knight Capital Group], October 15, 2012. <http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=394384d0-0677-4456-909d-c2cddf1823bd&filingTypeID=69>; Daly Consulting Group, *Lobbying Report* [for client Citadel LLC], October 15, 2012. <http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=c4b1a7dd-b1c5-429a-a702-e8fd4c05d162&filingTypeID=69>; Daly Consulting Group, *Lobbying Report* [for client PricewaterhouseCoopers LLP], October 15, 2012. <http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=cfe3b5b5-e1d8-4d7e-8a31-6287ad69e623&filingTypeID=69> (All downloaded February 5, 2013)

¹⁴¹ *Investigation of Whether a Former Associate Director in the SEC's Division of Trading and Markets Violated Conflict of Interest Restrictions*, p. 26.

¹⁴² John J. Nester, Securities and Exchange Commission, email to Michael Smallberg, Project On Government Oversight, regarding SEC cooling off periods, October 16, 2012. (Hereinafter John J. Nester Email to Michael Smallberg, October 16, 2012)

¹⁴³ John J. Nester Email to Michael Smallberg, October 16, 2012.

¹⁴⁴ John J. Nester, Securities and Exchange Commission, email to Michael Smallberg, Project On Government Oversight, regarding SEC cooling off periods, February 4, 2013.

¹⁴⁵ Project On Government Oversight, "Post-Employment Restrictions for SEC Employees," *Revolving Regulators*. <http://www.pogo.org/our-work/reports/2011/fo-fra-20110513.html#Post-Employment%20Restrictions> (Hereinafter "Post-Employment Restrictions for SEC Employees")

¹⁴⁶ The White House, "Executive Order 13490 -- Ethics Commitments," January 21, 2009. http://www.whitehouse.gov/the_press_office/ExecutiveOrder-EthicsCommitments (Downloaded December 2, 2012) (Hereinafter "Executive Order 13490 -- Ethics Commitments")

¹⁴⁷ "Restrictions on former officers, employees, and elected officials of the executive and legislative branches," 18 U.S.C. § 207(d). <http://www.gpo.gov/fdsys/pkg/USCODE-2011-title18/pdf/USCODE-2011-title18-partI-chap11-sec207.pdf>; "Positions at Level I," 5 U.S.C. § 5312. <http://www.gpo.gov/fdsys/pkg/USCODE-2011-title5/pdf/USCODE-2011-title5-partIII-subpartD-chap53-subchapII-sec5312.pdf> (All downloaded January 29, 2013)

¹⁴⁸ Robert Schmidt and Jesse Hamilton, "Top Bank Lawyer's E-Mails Show Washington's Inside Game," *Bloomberg*, September 5, 2012. <http://www.bloomberg.com/news/2012-09-05/top-bank-lawyer-s-e-mails-show-washington-s-inside-game.html> (Downloaded December 2, 2012) (Hereinafter "Top Bank Lawyer's E-Mails Show Washington's Inside Game")

¹⁴⁹ *Investigation of Whether a Former Associate Director in the SEC's Division of Trading and Markets Violated Conflict of Interest Restrictions*, p. 22.

¹⁵⁰ *Investigation of Whether a Former Associate Director in the SEC's Division of Trading and Markets Violated Conflict of Interest Restrictions*, p. 7.

¹⁵¹ Initially, Gallagher worked at WilmerHale. He joined the SEC in 2006 and became the deputy director of the agency's Trading and Markets Division, where he "played a critical role in the SEC's response to the financial crisis," according to a WilmerHale press release. In early 2010, Gallagher left the SEC and returned to WilmerHale. He then came back to the SEC in November 2011 to serve as a Commissioner. Securities and Exchange Commission, "SEC Biography: Commissioner Daniel M. Gallagher," February 22, 2012.

<https://www.sec.gov/about/commissioner/gallagher.htm> (Hereinafter "SEC Biography: Commissioner Daniel M. Gallagher"); Wilmer Cutler Pickering Hale and Dorr LLP, "Daniel M. Gallagher Joins WilmerHale," February 3, 2010. <http://www.wilmerhale.com/pages/publicationsandNewsDetail.aspx?NewsPubId=101083> (All downloaded November 27, 2012)

¹⁵² Daniel M. Gallagher, *Executive Branch Personnel Public Financial Disclosure Report*, SF 278, April 14, 2011, pp. 8-9. <http://pogoarchives.org/m/fo/gallagher-financial-disclosure-20110414.pdf>

¹⁵³ Wilmer Cutler Pickering Hale and Dorr LLP, "Representative Clients." <http://www.wilmerhale.com/about/representativeclients/> (Downloaded November 27, 2012)

¹⁵⁴ Tom Braithwaite, Kara Scannell and Michael Mackenzie, "Deutsche hid up to \$12bn losses, say staff," *Financial Times*, December 5, 2012 (subscription required). <http://www.ft.com/intl/cms/s/0/f03eb1d6-3efd-11e2-a095-00144feabdc0.html#axzz2J0UqiDoM> (Downloaded January 25, 2013)

¹⁵⁵ Letter from Edward P. O'Keefe, Executive Vice President, General Counsel, Bank of America, regarding "Comments on Notice of Proposed Rulemaking on Prohibitions and Restrictions on Proprietary Trading and Certain Interests in, and Relationships With, Hedge Funds and Private Equity Funds," February 13, 2012. <http://www.sec.gov/comments/s7-41-11/s74111-297.pdf> (Downloaded November 27, 2012)

¹⁵⁶ John J. Nester, Securities and Exchange Commission, email message to Michael Smallberg, Project On Government Oversight, regarding SEC revolving door, December 4, 2012.

¹⁵⁷ John J. Nester, Securities and Exchange Commission, email message to Michael Smallberg, Project On Government Oversight, regarding SEC revolving door, December 4, 2012.

¹⁵⁸ Letter from Jeffrey Oval, FOIA Branch Chief, Securities and Exchange Commission, to Michael Smallberg, Project On Government Oversight, regarding FOIA Request Number 12-09221-FOIA, December 4, 2012. <http://pogoarchives.org/m/fo/sec-foia-response-20121204.pdf>

¹⁵⁹ Richard W. Painter, *Getting the Government America Deserves*, Oxford University Press, February 24, 2009, p. 49. (Hereinafter *Getting the Government America Deserves*)

¹⁶⁰ “Disqualifying financial interests,” 5 C.F.R. § 2635.402(b)(3). <http://www.gpo.gov/fdsys/pkg/CFR-2012-title5-vol3/pdf/CFR-2012-title5-vol3-sec2635-402.pdf> (Downloaded January 29, 2013)

¹⁶¹ *Getting the Government America Deserves*, pp. 43-44, 50.

¹⁶² John J. Nester, Securities and Exchange Commission, email message to Michael Smallberg, Project On Government Oversight, regarding SEC revolving door, December 4, 2012.

¹⁶³ “Obama nominates Mary Jo White as SEC chair.”

¹⁶⁴ Covington & Burling LLP, “David B.H. Martin.” <http://www.cov.com/dmartin/> (Hereinafter David B.H. Martin Bio) (Downloaded December 2, 2012); David B.H. Martin, telephone interview with Michael Smallberg, Project On Government Oversight, November 27, 2012.

¹⁶⁵ “The Investor’s Advocate.”

¹⁶⁶ “SEC Revolving Door Database.”

¹⁶⁷ The SEC provided POGO with ten disclosure statements filed by SEC alumni between 2001 and 2010 in which the names are blacked out. Based on other relevant information disclosed by these former employees, such as their former SEC division and date of resignation, POGO believes there are at least three different alumni who received this special treatment. The total of 419 alumni includes these three anonymous alumni.

¹⁶⁸ Letter from Dave Henshall, FOIA Branch Chief, to Michael Smallberg, Project On Government Oversight, regarding Freedom of Information Act Request Number 12-00217-FOIA, April 5, 2012, p. 2.

<http://pogoarchives.org/m/fo/sec-foia-response-20120405.pdf>

¹⁶⁹ John J. Nester, email message to Michael Smallberg, Project On Government Oversight, regarding SEC’s handling of confidential treatment requests, May 3, 2011.

¹⁷⁰ Securities Industry and Financial Markets Association, Compliance & Legal Society, “2012 Annual Seminar,” Miami, FL, March 18-21.

http://www.sifma.org/events/2012/compliance_and_legal_society_annual_seminar/program/; Securities and Exchange Commission, “Speech by SEC Chairman: Remarks at the SIFMA C&L Conference,” March 20, 2012. <http://www.sec.gov/news/speech/2012/spch032012m1s.htm>; Securities and Exchange Commission, “Speeches and Public Statements,” 2012. <http://www.sec.gov/news/speech/speecharchive/2012speech.shtml> (All downloaded January 25, 2013)

¹⁷¹ Senator Chuck Grassley, “Grassley asks enforcement agencies to explain top official’s comment about helping defense counsel,” February 10, 2011.

http://www.grassley.senate.gov/news/Article.cfm?customel_dataPageID_1502=31012 (Downloaded January 25, 2013)

¹⁷² Securities and Exchange Commission, “SEC Chairman Schapiro Announces Open Process for Regulatory Reform Rulemaking,” July 27, 2010. <http://www.sec.gov/news/press/2010/2010-135.htm> (Downloaded January 25, 2013)

¹⁷³ John J. Nester, Securities and Exchange Commission, email message to Michael Smallberg, Project On Government Oversight, regarding SEC meetings with outside parties, December 4, 2012.

¹⁷⁴ “Post-Employment Restrictions for SEC Employees.”

An SEC ethics official told POGO in March 2012 that the Ethics Office reviews all post-employment statements to determine if there are potential conflicts of interest that would prevent a former staffer from working on a certain matter (e.g., representing a company under SEC investigation). As part of this process, the Office consults with the former supervisors and peers of the staffer, as well as the current SEC employee who is handling the matter (e.g., the enforcement attorney who is investigating the company that the former staffer wishes to represent). The Ethics Office also determines if the former staffer is covered by a required cooling off period. If these reviews do not raise

any red flags, the Office advises the former staffer that he or she can participate in the matter without violating any post-employment conflict-of-interest rules.

The GAO's 2011 report noted that the SEC has now started asking all departing staffers for information about their future employer. Furthermore, an SEC ethics official told POGO that the agency now provides mandatory post-employment briefings for all outgoing staffers. These briefings provide an additional opportunity to advise employees about potential conflicts of interest.

Email from Shira Pavis Minton, Securities and Exchange Commission, to Michael Smallberg, Project On Government Oversight, regarding SEC post-employment policies, March 12, 2012; Government Accountability Office, *Securities and Exchange Commission: Existing Post-Employment Controls Could Be Further Strengthened*, GAO-11-654, July 2011, pp. 7-8. <http://www.gao.gov/new.items/d11654.pdf> (Hereinafter *Securities and Exchange Commission: Existing Post-Employment Controls*) (Downloaded November 27, 2012)

¹⁷⁵ John J. Nester, Securities and Exchange Commission, email message to Michael Smallberg, Project On Government Oversight, regarding SEC revolving door, December 4, 2012.

¹⁷⁶ *Investigation of Whether a Former Associate Director in the SEC's Division of Trading and Markets Violated Conflict of Interest Restrictions*, p. 21.

¹⁷⁷ Letter from Jeffery Oval, FOIA Branch Chief, to Michael Smallberg, Project On Government Oversight, regarding Freedom of Information Act (FOIA), 5 U.S.C. § 552 Request No. 12-09221-FOIA, December 4, 2012. <http://pogoarchives.org/m/fo/sec-foia-response-20121204.pdf> (Hereinafter Letter from Jeffery Oval)

¹⁷⁸ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*

¹⁷⁹ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 6.

¹⁸⁰ Senator Charles Grassley, "Q&A on the Securities and Exchange Commission with U.S. Senator Chuck Grassley," September 23, 2011.

http://www.grassley.senate.gov/news/Article.cfm?customel_dataPageID_1502=37083 (Downloaded November 29, 2012)

¹⁸¹ *The Firing of an SEC Attorney and the Investigation of Pequot Capital Management*; Stavros Gadinis, *The SEC and the Financial Industry: Evidence from Enforcement against Broker-Dealers*, Business Lawyer, Vol. 67, May, 2012. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1333717 (Hereinafter *The SEC and the Financial Industry*); Letter from H. David Kotz, Inspector General, Securities and Exchange Committee, to the Honorable Charles E. Grassley, Ranking Member of the United States Senate Committee on Finance, regarding the June 14, 2010, letter, June 15, 2010. <http://finance.senate.gov/newsroom/ranking/download/?id=5f610cdf-376f-48ce-81ea-3308307ea039>; Securities and Exchange Commission, Office of the Inspector General, "Former Head of SEC Fort Worth Enforcement Program Agrees to Settlement with Department of Justice for Violation of Federal Conflicts of Interest Statute," January 13, 2012. http://www.sec-oig.gov/Reports/Other/SEC_OIG_PressRelease_1_13.pdf (All downloaded January 9, 2013)

¹⁸² Source speaking on condition of anonymity, Telephone interview with David Hilzenrath, Project On Government Oversight, November 21, 2012. (Hereinafter Anonymous Source Telephone Interview)

¹⁸³ Anonymous Source Telephone Interview.

¹⁸⁴ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 2.

¹⁸⁵ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, pp. 2, 39; Ed deHaan and Simi Kedia, telephone interview with David Hilzenrath and Michael Smallberg, Project On Government Oversight, November 28, 2012. (Hereinafter deHaan and Kedia Telephone Interview)

¹⁸⁶ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 25.

¹⁸⁷ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 25.

¹⁸⁸ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, pp. 3, 25-26.

¹⁸⁹ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 26.

¹⁹⁰ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 6.

¹⁹¹ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 26.

¹⁹² *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 26.

¹⁹³ deHaan and Kedia Telephone Interview.

¹⁹⁴ "Column: Cynics perpetuate SEC's 'revolving door' myth."

¹⁹⁵ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, pp. 2, 39.

¹⁹⁶ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, pp. 3, 43; deHaan and Kedia Telephone Interview.

¹⁹⁷ Web page containing SEC post-employment disclosure statements filed by William R. Baker III; *Securities and Exchange Commission: Existing Post-Employment Controls*, p. 9; Latham & Watkins LLP, “William R. Baker III.” <http://www.lw.com/people/WilliamRBakerIII> (Hereinafter William R. Baker III Bio) (Downloaded November 27, 2012)

¹⁹⁸ *Does the Revolving Door Affect the SEC’s Enforcement Outcomes?*, p. 3; deHaan and Kedia Telephone Interview.

¹⁹⁹ “Complaint,” *Securities and Exchange Commission v. Madera International, Inc., et al.*, Civil Action Number 01-1985 (JR), U.S. District Court for the District of Columbia, September 19, 2001.

<http://www.sec.gov/litigation/complaints/compl17140.htm> (Downloaded January 31, 2013)

²⁰⁰ Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by Kenneth L. Miller. <http://www.pogo.org/tools-and-data/sec-revolving-door-database/search/search.jsp?query=Kenneth+L.+Miller&typeID=346170484>; LinkedIn, “Kenneth Miller,” Deputy General Counsel at Bank of America. <http://www.linkedin.com/pub/kenneth-miller/7/404/544>; Letter from Kenneth L. Miller, Associate General Counsel, Bank of America, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), September 30, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/miller-20040930-92-93.pdf>; Letter from Kenneth L. Miller, Associate General Counsel, Bank of America, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), September 16, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/miller-20040916-186-187.pdf>; Letter from Kenneth L. Miller, Associate General Counsel, Bank of America, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), November 8, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/miller-20041108-105-106.pdf> (All downloaded November 27, 2012)

²⁰¹ *Does the Revolving Door Affect the SEC’s Enforcement Outcomes?*, p. 12.

²⁰² The KLM database is described in the following sources: Jonathan M. Karpoff, D. Scott Lee, and Gerald S. Martin, “The Consequences to Managers for Financial Misrepresentation,” *Journal of Financial Economics*, Volume 88, May 2008. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1012730; (Hereinafter “The Consequences to Managers for Financial Misrepresentation”); Jonathan M. Karpoff, Allison Koester, D. Scott Lee, and Gerald S. Martin, “An Analysis of Database Challenges in Financial Misconduct Research,” July 20, 2012, pp. 1, 13. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2112569 (All downloaded January 25, 2013)

²⁰³ Securities and Exchange Commission, “Ten of Nation’s Top Investment Firms Settle Enforcement Actions Involving Conflicts of Interest Between Research and Investment Banking,” April 28, 2003. <http://www.sec.gov/news/press/2003-54.htm>; Securities and Exchange Commission, “Putnam Agrees to Pay \$55 Million to Resolve SEC Enforcement Action Related to Market Timing by Portfolio Managers,” April 8, 2004. <http://www.sec.gov/news/press/2004-49.htm>; Securities and Exchange Commission, “Prudential to Pay \$600 Million in Global Settlement of Fraud Charges in Connection With Deceptive Market Timing of Mutual Funds,” August 28, 2006. <http://www.sec.gov/news/press/2006/2006-145.htm>; Securities and Exchange Commission, “SEC Charges Invesco Funds Group, Inc. and CEO Raymond Cunningham With Fraud and Breach of Fiduciary Duty for Allowing Market Timing at Invesco Funds,” December 2, 2003. <http://www.sec.gov/news/press/2003-167.htm>; Securities and Exchange Commission, Securities and Exchange Commission, “Three Federated Investors, Inc. Affiliates to Pay \$72 Million to Settle Market Timing and Late Trading Charges,” November 28, 2005. <http://www.sec.gov/news/press/2005-164.htm>; Securities and Exchange Commission, “Auction Rate Securities,” July 5, 2011. <http://www.sec.gov/investor/ars.htm>; Securities and Exchange Commission, “SEC Charges Wachovia With Fraudulent Bid Rigging in Municipal Bond Proceeds,” December 8, 2011. <http://www.sec.gov/news/press/2011/2011-257.htm>; Securities and Exchange Commission, “SEC Charges Banc of America Securities With Fraud in Connection With Improper Bidding Practices Involving Investment of Proceeds of Municipal Securities,” December 7, 2010. <http://www.sec.gov/news/press/2010/2010-239.htm>; Securities and Exchange Commission, “SEC Charges J. P. Morgan Securities with Fraudulent Bidding Practices Involving Investment of Municipal Bond Proceeds,” July 7, 2011. <http://www.sec.gov/news/press/2011/2011-143.htm>; Securities and Exchange Commission, “SEC Charges UBS with Fraudulent Bidding Practices Involving Investment of Municipal Bond Proceeds,” May 4, 2011. <http://www.sec.gov/news/press/2011/2011-105.htm> (All downloaded November 27, 2012)

²⁰⁴ “The Consequences to Managers for Financial Misrepresentation”; deHaan and Kedia Telephone Interview.

²⁰⁵ *Does the Revolving Door Affect the SEC’s Enforcement Outcomes?*, p. 24.

- ²⁰⁶ Letter from Andrew J. Dunbar, Sidley Austin LLP, to Florence E. Harmon, Acting Secretary, Securities and Exchange Commission, regarding statement of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), August 26, 2008. <http://pogoarchives.org/tools-and-data/fo/sec/dunbar-20080826-145-146.pdf>; Letter from Andrew J. Dunbar, Sidley Austin LLP, to Florence E. Harmon, Acting Secretary, Securities and Exchange Commission, regarding statement of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), September 10, 2008. <http://pogoarchives.org/tools-and-data/fo/sec/dunbar-20080910-143-144.pdf>; Letter from Andrew J. Dunbar, Sidley Austin LLP, to Florence E. Harmon, Acting Secretary, Securities and Exchange Commission, regarding statement of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), April 22, 2009. <http://pogoarchives.org/tools-and-data/fo/sec/dunbar-20090422-79-80.pdf>
- ²⁰⁷ Jenner & Block LLP, “Report of Anton R. Valukas, Examiner,” *In re Lehman Brothers Holding Inc., et al.*, Chapter 11 Case Number 08-13555 (JMP), U.S. Bankruptcy Court for the Southern District of New York, Volume 1, March 11, 2010, pp. 18-19. <http://jenner.com/lehman/VOLUME%201.pdf> (Downloaded November 27, 2012)
- ²⁰⁸ Joshua Gallu, “SEC Staff Ends Probe of Lehman Without Finding Fraud,” *Bloomberg*, May 24, 2012. <http://www.bloomberg.com/news/2012-05-24/sec-staff-said-to-end-lehman-probe-without-recommending-action.html>; Kara Scannell and Carrick Mollenkamp, “SEC Homes In on Lehman, ‘Funds of Funds,’” *The Wall Street Journal*, September 10, 2010. <http://online.wsj.com/article/SB10001424052748703960004575482222876580094.html>; Jean Eaglesham and Liz Rappaport, “Lehman Probe Stalls; Chance of No Charges,” *The Wall Street Journal*, March 12, 2011. <http://online.wsj.com/article/SB10001424052748703597804576194871565429108.html> (All downloaded January 31, 2013)
- ²⁰⁹ New York State Office of the Attorney General, “Attorney General Cuomo Sues Ernst & Young For Assisting Lehman Brothers In Financial Fraud,” December 21, 2010. <http://www.ag.ny.gov/press-release/attorney-general-cuomo-sues-ernst-young-assisting-lehman-brothers-financial-fraud> (Downloaded November 27, 2012)
- ²¹⁰ Ernst & Young, “Ernst & Young’s Response to New York Attorney General’s Complaint,” December 21, 2010. <https://webforms.ey.com/GL/en/Newsroom/News-releases/Ernst---Young-Response-to-New-York-Attorney-General-Complaint> (Downloaded February 4, 2013)
- ²¹¹ *Does the Revolving Door Affect the SEC’s Enforcement Outcomes?*, p. 10.
- ²¹² *The SEC and the Financial Industry*.
- ²¹³ *Does the Revolving Door Affect the SEC’s Enforcement Outcomes?*, p. 5.
- ²¹⁴ Securities and Exchange Commission, “Robert Khuzami Named SEC Director of Enforcement,” February 19, 2009. <http://www.sec.gov/news/press/2009/2009-31.htm>; Aaron Lucchetti and Kara Scannell, “SEC’s Top Cop Oversaw Deutsche CDOs,” *The Wall Street Journal*, April 24, 2010. <http://online.wsj.com/article/SB20001424052748704388304575202562283283500.html> (All downloaded November 27, 2012)
- ²¹⁵ *Securities and Exchange Commission: Existing Post-Employment Controls*, p. 11.
- ²¹⁶ Securities and Exchange Commission, “SEC Sues Former Executive Officers of Daisytek International Corporation for Financial Fraud,” *Securities and Exchange Commission v. James R. Powell, Ralph Mitchell, Mark J. Corjay, E. Suzanne Garrett, and Michael D. Scannell*, Civil Action Number 4:06-311, U.S. District Court for the Eastern District of Texas (Sherman Division), Litigation Release Number 19781, Accounting and Auditing Enforcement Release Number 2469, July 31, 2006. <http://www.sec.gov/litigation/litreleases/2006/lr19781.htm> (Downloaded November 27, 2012); “Complaint,” *Securities and Exchange Commission vs. James R. Powell, Ralph Mitchell, Mark J. Corjay, Michael D. Scannell, and E. Suzanne Garrett*, Case Number 4:06-CV-311, U.S. District Court for the Eastern District of Texas, July 31, 2006, p. 25. <http://pogoarchives.org/m/fo/complaint-20060731.pdf>
- ²¹⁷ *Does the Revolving Door Affect the SEC’s Enforcement Outcomes?*, p. 14.
- ²¹⁸ Robert S. Khuzami and George S. Canellos, “Unfair claims, untenable solution,” *The National Law Journal*, January 14, 2013. <http://www.law.com/jsp/nlj/PubArticlePrinterFriendlyNLJ.jsp?id=1202584164134&slreturn=20130025125222> (Downloaded January 29, 2013)
- ²¹⁹ John C. Coffee, Jr., “SEC Enforcement: Rhetoric and Reality,” *The CLS Blue Sky Blog: Columbia Law School’s Blog on Corporations and the Capital Markets*, January 16, 2013. <http://clsbluesky.law.columbia.edu/2013/01/16/sec-enforcement-rhetoric-and-reality/> (Downloaded January 29, 2013)
- ²²⁰ *Does the Revolving Door Affect the SEC’s Enforcement Outcomes?*, p. 18.

- ²²¹ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 18.
- ²²² Presentation by John C. Coffee, Jr., Adolf A. Berle Professor of Law, Columbia University Law School, "Securities Enforcement: What Has Happened? Why Are Folks Upset? What Can Be Done?" First Annual Securities Regulation and Enforcement Institute, New York City Bar, December 11, 2012, Slide 13. <http://clsbluesky.files.wordpress.com/2013/01/securities-enforcement-ny-city-bar-dec-11-2012-v2.pptx> (Downloaded January 31, 2013)
- ²²³ William R. Baker III Bio; Simpson Thacher & Bartlett LLP, "Cheryl J. Scarboro." <http://www.stblaw.com/bios/CScarboro.htm>; McDermott Will & Emery, "Fredric D. Firestone." <http://www.mwe.com/fredric-d-firestone/>; Sidley Austin LLP, "Barry W. Rashkover." <http://www.sidley.com/barry-rashkover/?FullBio=true>; Orrick, Herrington & Sutcliffe LLP, "James A. Meyers." <http://www.orrick.com/Lawyers/James-Meyers/Pages/default.aspx> (All downloaded November 27, 2012)
- ²²⁴ Testimony of Robert Khuzami, Director, Division of Enforcement, Securities and Exchange Commission, before the House Committee on Financial Services, on "Examining the Settlement Practices of U.S. Financial Regulators," May 17, 2012. <http://www.sec.gov/news/testimony/2012/ts051712rk.htm> (Downloaded November 27, 2012) (Hereinafter "Examining the Settlement Practices of U.S. Financial Regulators")
- ²²⁵ Judge Rakoff Opinion and Order.
- ²²⁶ Judge Rakoff Opinion and Order.
- ²²⁷ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, pp. 4, 18.
- ²²⁸ deHaan and Kedia Telephone Interview.
- ²²⁹ "Column: Cynics perpetuate SEC's 'revolving door' myth."
- ²³⁰ "Column: Cynics perpetuate SEC's 'revolving door' myth."
- ²³¹ *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 5.
- ²³² *Does the Revolving Door Affect the SEC's Enforcement Outcomes?*, p. 5.
- ²³³ "Goldman Sachs to Pay Record \$550 Million to Settle SEC Charges Related to Subprime Mortgage CDO."
- ²³⁴ Goldman Sachs, "Goldman, Sachs & Co. Agrees to Settlement with SEC," July 15, 2010. <http://www.goldmansachs.com/media-relations/press-releases/archived/2010/settlement.html> (Downloaded January 29, 2013)
- ²³⁵ Securities and Exchange Commission, "The SEC Charges Goldman Sachs With Fraud In Connection With The Structuring And Marketing of A Synthetic CDO," *Securities and Exchange Commission v. Goldman, Sachs & Co. and Fabrice Tourre*, Civil Action Number 10-3229 (BJ), U.S. District Court for the Southern District of New York, Litigation Release Number 21489, April 16, 2010. <http://www.sec.gov/litigation/litreleases/2010/lr21489.htm>; National Public Radio, "Why Prosecutors Don't Go After Wall Street," July 13, 2011. <http://www.npr.org/2011/07/13/137789065/why-prosecutors-dont-go-after-wall-street>; Felix Salmon, "Goldman's Win," *Reuters*, July 15, 2010. <http://blogs.reuters.com/felix-salmon/2010/07/15/goldmans-win/> (All downloaded January 29, 2013)
- ²³⁶ Max Abelson, "Wall Street's Wrist Slap," *New York Observer*, July 21, 2010. <http://observer.com/2010/07/wall-streets-wrist-slap/> (Downloaded January 29, 2013)
- ²³⁷ "Examining the Settlement Practices of U.S. Financial Regulators."
- ²³⁸ "Examining the Settlement Practices of U.S. Financial Regulators."
- ²³⁹ Rakoff Memorandum Order.
- ²⁴⁰ Morgan, Lewis & Bockius LLP, "Securities Litigation and Enforcement." <http://www.morganlewis.com/index.cfm/nodeID/8b1aa018-e5d5-4891-ab45-724810e74335/practiceAreaID/E87523D0-D67E-4CE6-9F52-1DC2821F1B8A/fuseaction/practiceArea.detail> (Downloaded December 2, 2012)
- ²⁴¹ David B.H. Martin Bio.
- ²⁴² David B.H. Martin, telephone interview with Michael Smallberg, Project On Government Oversight, November 27, 2012
- ²⁴³ Roger D. Blanc Bio; Roger D. Blanc, telephone interview with Michael Smallberg, Project On Government Oversight, November 27, 2012.
- ²⁴⁴ "Top Bank Lawyer's E-Mails Show Washington's Inside Game."
- ²⁴⁵ Stephen J. Crimmins, telephone interview with Michael Smallberg, Project On Government Oversight, November 20, 2012.

- ²⁴⁶ Arthur Levitt, telephone interview with Michael Smallberg, Project On Government Oversight, December 3, 2012.
- ²⁴⁷ Alan L. Dye, telephone interview with Michael Smallberg, Project On Government Oversight, December 4, 2012. (Hereinafter Alan L. Dye Telephone Interview)
- ²⁴⁸ Alan L. Dye Telephone Interview.
- ²⁴⁹ John J. Nester, Securities and Exchange Commission, email message to Michael Smallberg, Project On Government Oversight, regarding SEC revolving door, December 4, 2012.
- ²⁵⁰ *The SEC and the Financial Industry*, pp. 725-726.
- ²⁵¹ James Kwak, "Cultural Capture and the Financial Crisis," *Preventing Capture: Special Interest Influence in Regulation, and How to Limit It*, The Tobin Project, Working Draft as of October 24, 2011, p. 27. <http://www.tobinproject.org/sites/tobinproject.org/files/assets/Kwak%20-%20Cultural%20Capture%20and%20the%20Financial%20Crisis%202810.24.11%29.pdf> (Downloaded December 2, 2012) (Hereinafter "Cultural Capture and the Financial Crisis")
- ²⁵² "Cultural Capture and the Financial Crisis," p. 27.
- ²⁵³ James Kwak, telephone interview with David Hilzenrath, Project On Government Oversight, November 28, 2012.
- ²⁵⁴ Lawrence G. Baxter, "'Capture' in Financial Regulation: Can We Channel it Toward the Common Good?" *Cornell Journal of Law and Public Policy*, Fall 2011, Volume 21, Number 1, p. 197. <http://www.lawschool.cornell.edu/research/JLPP/upload/Baxter-final-2.pdf> (Downloaded December 2, 2012)
- ²⁵⁵ "Top Bank Lawyer's E-Mails Show Washington's Inside Game."
- ²⁵⁶ "Top Bank Lawyer's E-Mails Show Washington's Inside Game."
- ²⁵⁷ "Top Bank Lawyer's E-Mails Show Washington's Inside Game."
- ²⁵⁸ "Top Bank Lawyer's E-Mails Show Washington's Inside Game."
- ²⁵⁹ Center for Audit Quality, *The CAQ's Sixth Annual Main Street Investor Survey*, September 2012, p. 8. <http://www.thecaq.org/newsroom/pdfs/2012MainStreetInvestorSurvey.pdf> (Downloaded January 29, 2013)
- ²⁶⁰ Michael Smallberg, Project On Government Oversight, "Budget Breakdown: Preventing Another Financial Crisis," February 16, 2012. <http://pogoblog.typepad.com/pogo/2012/02/budget-breakdown-preventing-another-financial-crisis.html>
- ²⁶¹ See endnote 55.
- ²⁶² Judge Rakoff Opinion and Order, pp. 8-9.
- ²⁶³ Securities and Exchange Commission, "Waste Management Founder, Five Other Former Top Officers Sued for Massive Fraud," March 26, 2002. <http://www.sec.gov/news/headlines/wastemgmt6.htm>; Securities and Exchange Commission, "Arthur Andersen LLP and Three Partners Settle Civil Injunctive Action Charging Violations of Antifraud Provisions, and Settle Administrative Proceedings Arising out of Anderson's Audits of Waste Management Inc.'s Financial Statements," Litigation Release Number 17039, Accounting and Auditing Enforcement Release Number 1410, June 19, 2001. <http://www.sec.gov/litigation/litreleases/lr17039.htm> (All downloaded December 2, 2012); Flynn McRoberts, "A Final Accounting: The fall of Anderson," *Chicago Tribune*, September 1, 2002. <http://www.chicagotribune.com/news/chi-0209010315sep01.0.538751.story> (Downloaded January 9, 2013)
- ²⁶⁴ *Central Bank of Denver, N.A. v. First Interstate Bank of Denver, N.A.*, 511 U.S. 164, Supreme Court of the United States, 1994. <http://www.law.cornell.edu/supremecourt/text/511/164>; Letter from Susan D. Sawtelle, Managing Associate General Counsel, Government Accountability Office, to Chairman Tim Johnson and Ranking Member Richard C. Shelby of the Senate Committee on Banking, Housing and Urban Affairs and Chairman Spencer Bachus and Ranking Member Barney Frank of the House Committee on Financial Services, regarding Securities Fraud Liability of Secondary Actors, GAO-11-664, July 21, 2011, pp. 1-6, 11, 16-18. <http://www.gao.gov/assets/330/321612.pdf>; National Association of Shareholder and Consumer Attorneys, *Response to Questions Regarding Mandated GAO Study of Securities Litigation*, December 13, 2010, pp. 9-11. <http://pogoarchives.org/m/fo/nascat-response-20101213.pdf> (All downloaded December 4, 2012)
- ²⁶⁵ Mark Hamblett, "Mayer Brown Not Liable for Losses of Refco Investors, 2nd Circuit Decides," April 28, 2010. http://www.law.com/jsp/article.jsp?id=1202453297262&Mayer_Brown_Not_Liable_for_Losses_of_Refco_Investor_s_2nd_Circuit_Decides&slreturn=20121118015941; The United States Attorney's Office Southern District of New York, "Joseph Collins, Principal Attorney For Former Commodities Firm Refco, Found Guilty In Manhattan Federal Court," November 16, 2012.

<http://www.justice.gov/usao/nys/pressreleases/November12/CollinsVerdictPR.php> (All downloaded January 9, 2013)

²⁶⁶ Testimony of Damon A. Silvers, Policy Director and Special Counsel, American Federation of Labor and Congress of Industrial Organizations, before the Senate Committee on the Judiciary, Subcommittee on Crime and Drugs, on Wall Street Fraud and Fiduciary Duties: Can Jail Time Serve as an Adequate Deterrent for Willful Violations? May 4, 2010, p. 5. <http://www.judiciary.senate.gov/pdf/5-4-10%20Silvers%20Testimony.pdf> (Downloaded December 2, 2012)

²⁶⁷ Testimony of James D. Cox before the Senate Committee on the Judiciary on Barriers to Justice and Accountability: How the Supreme Court's Recent Rulings Will Affect Corporate Behavior, June 29, 2011, pp. 2-4, 6. <http://www.judiciary.senate.gov/pdf/11-6-29%20Cox%20Testimony.pdf> (Downloaded December 2, 2012)

²⁶⁸ Bob Greenberger, "Probe Into Enron Collapse Prompts Panel to Review 1995 Curbs on Suits," February 6, 2002. <http://online.wsj.com/article/SB1012953482680393120.html> (Downloaded January 9, 2013)

²⁶⁹ Rebecca Leung, "The Sheriff Of Wall Street," *60 Minutes*, February 11, 2009. <http://www.cbsnews.com/stories/2003/05/23/60minutes/main555310.shtml> (Downloaded November 26, 2012)

²⁷⁰ New York State Office of the Attorney General, "Investor Protection Bureau." <http://www.ag.ny.gov/bureau/investor-protection-bureau>; Gretchen Morgenson and Louise Story, "In Financial Crisis, No Prosecutions of Top Figures," *The New York Times*, April 14, 2011. <http://www.nytimes.com/2011/04/14/business/14prosecute.html?pagewanted=print> (All downloaded December 2, 2012)

²⁷¹ Peter Lattman, "Justice Department Official to Join Davis Polk Law Firm," *DealBook*, January 29, 2012. <http://dealbook.nytimes.com/2012/01/29/former-justice-official-to-join-davis-polk-law-firm/> (Downloaded January 29, 2013)

²⁷² John J. Nester, Securities and Exchange Commission, email message to Michael Smallberg, Project On Government Oversight, regarding SEC revolving door, December 4, 2012. (Hereinafter Email Message from John J. Nester to Michael Smallberg, December 4, 2012)

²⁷³ Email Message from John J. Nester to Michael Smallberg, December 4, 2012.

²⁷⁴ Email Message from John J. Nester to Michael Smallberg, December 4, 2012.

APPENDIX A

SEC REVOLVING DOOR RANKINGS

The following are facts and figures from the 1,949 post-employment disclosure statements filed by 419 Securities and Exchange Commission (SEC) alumni between 2001 and 2010.¹ All data can be found in the Project On Government Oversight's "SEC Revolving Door Database."²

SEC ALUMNI WHO FILED THE MOST DISCLOSURE STATEMENTS

Former SEC employees [must notify the agency](#) whenever they plan to represent a client or employer on a particular matter in the first two years after they leave.³

Some SEC alumni rarely interacted with the agency after they left, judging by the number of statements they filed. Other alumni dealt with the agency on a regular basis to represent parties on regulatory and enforcement matters.⁴

**Table 1: Most Active SEC Alumni Ranked by
Number of Disclosure Statements Filed, 2001–2010**

Name	Former Division/Office	Former Title	New Employer	Disclosure Statements Filed
William R. Baker III	Enforcement	Associate Director	Latham & Watkins LLP	46
Kenneth L. Miller	Enforcement	Assistant Chief Litigation Counsel	Bank of America	32
Brian J. Lane	Corporation Finance	Director	Gibson, Dunn & Crutcher LLP	31
Thomas D. Shpetner	Enforcement	Branch Chief	Lehman Brothers	31
Thomas A. Zaccaro	Pacific Regional Office	Regional Trial Counsel	Akin, Gump, Strauss, Hauer & Feld LLP	26
Nicolas Morgan	Enforcement	Senior Trial Counsel	DLA Piper	25
Charles S. Neal	Enforcement	Senior Counsel	Wachovia	20
Walter G. Ricciardi	Enforcement	Deputy Director	Paul, Weiss, Rifkind, Wharton & Garrison LLP	20
William E. Donnelly	Trading and Markets	Attorney Fellow	LeClair Ryan	18
David M. Lynn	Corporation Finance	Special Counsel; Chief Counsel	Wilmer Cutler Pickering Hale and Dorr LLP; Morrison & Foerster LLP	18
Christian J. Mixter	Enforcement	Chief Litigation Counsel	Morgan, Lewis & Bockius LLP	18
Melanie F. Dolan	Corporation Finance	Associate Chief Accountant	KPMG LLP	17
Daniel A. Goldfried	Enforcement	Senior Counsel	Merrill Lynch	17
Richard C. Sauer	Enforcement	Assistant Director	Vinson & Elkins LLP	17
Erich T. Schwartz	Enforcement	Assistant Director	Skadden, Arps, Slate, Meagher & Flom LLP	17
Stephen J. Crimmins	Enforcement	Deputy Chief Litigation Counsel	Holland & Knight LLP; Pepper Hamilton LLP	16
Christine Davine	Corporation Finance	Associate Chief Accountant	Deloitte LLP	15
Alison M. Fuller	Investment Management	Assistant Chief Counsel	Stradley Ronon	15
Paul V. Gerlach	Enforcement	Associate Director	Sidley Austin LLP	15
Brian A. Ochs	Enforcement	Assistant Director	K&L Gates LLP	15
Russell G. Ryan	Enforcement	Assistant Director	King & Spalding LLP	15
Eric M. Schmidt	Northeast Regional Office	Assistant Regional Director	Salomon Smith Barney Inc.	15
Joaquin M. Sena	Enforcement	Assistant Chief Litigation Counsel	Bank of America	15

SEC ALUMNI WHO FILED FIRST DISCLOSURE STATEMENT WITHIN ONE WEEK OF LEAVING

Many SEC alumni can represent clients before the agency immediately after leaving, as long as they comply with all relevant federal ethics rules. More than 20 alumni contacted the agency within one week of leaving, according to records obtained by POGO.⁵

Table 2: SEC Alumni with Shortest Time Between Departure and Filing of First Disclosure Statement, 2001–2010

Name	Former Division/Office	Former Title	New Employer	Days Between Departure and Filing of First Disclosure Statement
Matthew A. Beller	Los Angeles Regional Office	Examiner	GPS Partners, LLC	2
Larry P. Ellsworth	Enforcement	Assistant Chief Litigation Counsel	Jenner & Block	2
John R. Fahy	Enforcement	Attorney	Fiserv Investor Services, Inc.; Tradestar Investments, Inc.	3
John C. Ivascu	Enforcement	Staff Attorney	Vinson & Elkins LLP	3
David M. Levine	Enforcement	Senior Advisor	Deutsche Bank AG	3
Richard C. Sauer	Enforcement	Assistant Director	Vinson & Elkins LLP	3
Andrew M. Lawrence	Enforcement	Staff Attorney	Skadden, Arps, Slate, Meagher & Flom LLP	4
Derek M. Meisner	Enforcement	Branch Chief	K&L Gates LLP	4
Erich T. Schwartz	Enforcement	Assistant Director	Skadden, Arps, Slate, Meagher & Flom LLP	4
Christopher T. Stidvent	Enforcement	Staff Attorney	Dell Inc.	4
Douglas J. Davison	Office of Chairman Arthur Levitt	Counsel	Wilmer Cutler Pickering Hale and Dorr LLP	5
Daniel A. Goldfried	Enforcement	Senior Counsel	Merrill Lynch	5
Charles S. Neal	Enforcement	Senior Counsel	Wachovia	5
Steven E. Richards	Enforcement	Assistant Chief Accountant	FTI Consulting, Inc.	5
Lindi L. Beaudreault	Enforcement	Senior Counsel	LeClair Ryan	6
Alan Reifenberg	Enforcement	Branch Chief	Credit Suisse	6
Patrick K. Craine	Enforcement	Staff Attorney	Munsch Hardt Kopf & Harr, P.C.	7
Christopher M. Cutler	Enforcement	Senior Counsel	Sutherland Asbill & Brennan LLP	7
Mary E. Gardner	Enforcement	Senior Counsel	McDermott Will & Emery LLP	7
Kelly A. McCormick	Enforcement	Senior Counsel	Crowell & Moring LLP	7
Sandeep Savla	Enforcement	Senior Counsel	Wiggin & Dana LLP	7

TOP RECRUITERS OF SEC ALUMNI

Some large firms have emerged as top recruiters of SEC alumni, and many of their hires appear before the agency on behalf of the firms or their clients.

**Table 3a: Top Recruiters of SEC Alumni Ranked by
Number of Alumni Who Filed Disclosure Statements, 2001–2010**

Firm⁶	SEC Alumni Who Identified Firm as New Employer
ACA Compliance Group	16
Wilmer Cutler Pickering Hale and Dorr LLP	16
Deloitte LLP	14
Ernst & Young	12
KPMG LLP	12
Morgan, Lewis & Bockius LLP	11
Dechert	8
Morrison & Foerster LLP	8
O’Melveny & Myers LLP	8
K&L Gates LLP	7
Sidley Austin LLP	7
Skadden, Arps, Slate, Meagher & Flom LLP	7
Public Company Accounting Oversight Board	6
Deutsche Bank AG	5
DLA Piper	5
Gibson, Dunn & Crutcher LLP	5
PricewaterhouseCoopers LLP	5
Venable LLP	5
Wilson Sonsini Goodrich & Rosati, P.C.	5

**Table 3b: Top Recruiters of SEC Alumni Ranked by
Number of Mentions in Disclosure Statements, 2001–2010**

Firm	Disclosure Statements Identifying Firm as New Employer
Wilmer Cutler Pickering Hale and Dorr LLP	68
Sidley Austin LLP	61
Deloitte LLP	60
Latham & Watkins LLP	54
DLA Piper	48
O’Melveny & Myers LLP	48
Bank of America	47
Morgan, Lewis & Bockius LLP	47
Skadden, Arps, Slate, Meagher & Flom LLP	46
Gibson, Dunn & Crutcher LLP	44
K&L Gates LLP	43
KPMG LLP	43
Ernst & Young	41
Lehman Brothers	39
LeClair Ryan	37
ACA Compliance Group	33
Paul, Weiss, Rifkind, Wharton & Garrison LLP	32

SEC DIVISIONS AND OFFICES WHERE ALUMNI USED TO WORK

[SEC regulations](#) require alumni to identify their former division or office in the disclosure statements. The Enforcement Division was mentioned most often in disclosure statements filed between 2001 and 2010 (it is also the [largest division](#) at the SEC).⁷

**Table 4: Former Divisions and Offices of
SEC Alumni Who Filed Disclosure Statements, 2001–2010**

Division/Office	SEC Alumni Who Worked in this Division/Office ⁸	Disclosure Statements Filed
Enforcement	172	1,032
Regional Offices	52	213
Office of the Chief Accountant	47	146
Corporation Finance	46	236
Investment Management	32	111
Trading and Markets	25	89
Compliance Inspections and Examinations	17	35
General Counsel	8	33
Office of Commissioner Roel C. Campos	4	9
Economic Analysis	3	3
Office of Chairman Christopher Cox	3	9
Office of Commissioner Paul R. Carey	3	9
Executive Director	2	2
Office of Chairman Arthur Levitt	2	6
Office of Commissioner Laura S. Unger	2	4
International Affairs	1	1
Office of Chairman Harvey L. Pitt	1	4
Office of Chairman William H. Donaldson	1	7

Some of these statements were filed by alumni who served in the most senior positions at the agency, including a [former commissioner](#), three [former enforcement directors](#), four [former corporation finance directors](#), a [former trading and markets director](#),⁹ and two [former general counsels](#).¹⁰

YEARLY BREAKDOWN OF DISCLOSURE STATEMENTS

There were 341 disclosure statements filed in [2001](#), the most filed in any year between 2001 and 2010. These 341 statements were filed by 91 SEC alumni. In [2006](#), there were more alumni who filed statements (96), but they filed fewer statements (255) compared to 2001.¹¹

Table 5: Yearly Breakdown of Disclosure Statements Filed by SEC Alumni, 2001–2010

Year	SEC Alumni ¹²	Disclosure Statements Filed
2001	91	341
2002	61	193
2003	52	185
2004	59	205
2005	77	235
2006	96	255
2007	76	196
2008	55	108
2009	36	101
2010	34	130

ENDNOTES

¹ Project On Government Oversight, web page containing SEC post-employment disclosure statements filed from 2001 to 2010. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=&former_title=&new_employer=&dateType=date_of_resignation&startDate=01%2F01%2F2001&endDate=12%2F31%2F2010

² Project On Government Oversight, “SEC Revolving Door Database.” <http://www.pogo.org/tools-and-data/sec-revolving-door-database/>

³ “Practice by former members and employees of the Commission,” 17 C.F.R. § 200.735-8(b). <http://www.gpo.gov/fdsys/pkg/CFR-2012-title17-vol2/pdf/CFR-2012-title17-vol2-sec200-735-8.pdf> (Downloaded November 26, 2012)

⁴ Some SEC alumni identified multiple issues within a single disclosure statement. For instance, David Kornblau, a former SEC chief litigation counsel, filed one statement in which he disclosed his plans to represent Merrill Lynch in connection with 17 separate enforcement matters pending before the agency. The statement does not indicate how many times Kornblau ended up contacting the agency to discuss these matters. Letter from David L. Kornblau, First Vice President and General Counsel, Global Regulatory Affairs, Merrill Lynch, to Nancy Morris, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), January 11, 2006. <http://pogoarchives.org/tools-and-data/fo/sec/kornblau-20060111-84-86.pdf>

⁵ Letter from David M. Levine, Director, Legal Department, Deutsche Bank AG, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding statement by a former employee pursuant to Rule 8(b) of the Commission’s conduct regulation, December 3, 2001. <http://pogoarchives.org/tools-and-data/fo/sec/levine-20011203-314-315.pdf>; Letter from Matthew A. Beller, GPS Partners LLC, to Nancy M. Morris, Secretary, Securities and Exchange Commission, regarding statement of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), March 3, 2008. <http://pogoarchives.org/tools-and-data/fo/sec/beller-20080303-153-154.pdf>; Letter from Larry P. Ellsworth, Jenner & Block, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), August 2, 2005. <http://pogoarchives.org/tools-and-data/fo/sec/ellsworth-20050802-102-103.pdf>; Letter from John R. Fahy, General Counsel and Senior Vice-President, Fiserv Investor Services, Inc., Tradestar Investments, Inc., to Jonathan G. Katz, Secretary, Securities and Exchange Commission, regarding notice of possible appearance before the Commission pursuant to 17 C.F.R. 200.735-8(b)(1) and (2), September 13, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/fahy-20040913-320.pdf>; Letter from John C. Ivascu, Associate, Vinson & Elkins, L.L.P., to Nancy Morris, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), January 5, 2006. <http://pogoarchives.org/tools-and-data/fo/sec/ivascu-20060105-108-109.pdf>; Letter from Richard C. Sauer, Vinson & Elkins, L.L.P., to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), June 12, 2003. <http://pogoarchives.org/tools-and-data/fo/sec/sauer-20030612-1.pdf>; Letter from Andrew M. Lawrence, Skadden, Arps, Slate, Meagher & Flom LLP, to Jonathan G. Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), March 2, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/lawrence-20040302-3-4.pdf>; Letter from Derek M. Meisner, Kirkpatrick & Lockhart LLP, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), July 27, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/meisner-20040727-160-161.pdf>; Letter from Erich T. Schwartz, Skadden, Arps, Slate, Meagher & Flom LLP, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), April 17, 2001. <http://pogoarchives.org/tools-and-data/fo/sec/schwartz-20010417-238-239.pdf>; Letter from Christopher T. Stidvent, Dell, to Nancy M. Morris, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), September 5, 2006. <http://pogoarchives.org/tools-and-data/fo/sec/stidvent-20060905-312.pdf>; Letter from Douglas J. Davison, Wilmer, Cutler & Pickering, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), April 4, 2001. <http://pogoarchives.org/tools-and-data/fo/sec/davison-20010404-476-477.pdf>; Letter from Daniel A. Goldfried, Merrill Lynch, to Nancy Morris, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), March 7, 2007. <http://pogoarchives.org/tools-and-data/fo/sec/goldfried-20070307-82-83.pdf>; Letter from Charles S. Neal, Vice President, Assistant General Counsel, Wachovia Corporation, to Jonathan Katz,

Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), February 4, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/neal-20040204-194-195.pdf>; Letter from Steven E. Richards, Managing Director, FTI Consulting, Inc., to Florence Harmon, Acting Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), July 16, 2008. <http://pogoarchives.org/tools-and-data/fo/sec/richards-20080716-71.pdf>; Letter from Lindi L. Beaudreault, LeClair Ryan, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), May 1, 2003. <http://pogoarchives.org/tools-and-data/fo/sec/beaudreault-20030501-195-196.pdf>; Letter from Alan Reifenberg, Credit Suisse Securities (USA) LLC, to Nancy M. Morris, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), June 15, 2006. <http://pogoarchives.org/tools-and-data/fo/sec/reifenberg-20060615-325.pdf>; Letter from Patrick K. Craine, Munsch Hardt Kopf & Harr, PC, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), June 30, 2005. <http://pogoarchives.org/tools-and-data/fo/sec/craine-20050630-166.pdf>; Letter from Christopher M. Cutler, Sutherland Asbill & Brennan LLP, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding statement by a former employee pursuant to Rule 8(b) of the Commission's conduct regulation, June 26, 2003. <http://pogoarchives.org/tools-and-data/fo/sec/cutler-20030626-141-142.pdf>; Letter from Mary E. Gardner, McDermott Will & Emery, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), June 25, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/gardner-20040625-324.pdf>; Letter from Kelly A. McCormick, Crowell & Moring, LLP, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), August 15, 2003. <http://pogoarchives.org/tools-and-data/fo/sec/mccormick-20030815-56-57.pdf>; Letter from Sandeep Savla, Wiggin and Dana, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), January 30, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/savla-20040130-28-29.pdf>

⁶ Some of the firms that hired SEC alumni have gone through mergers or acquisitions. Other firms are different subsidiaries of the same corporate parent. Wherever possible, POGO tried to record the latest name of the firm (e.g., the law firm of "Wilmer, Cutler & Pickering" is recorded under its current, post-merger name, "Wilmer Cutler Pickering Hale & Dorr"), or the name of the corporate parent (e.g., "Deutsche Bank Securities" is recorded under the name of its corporate parent, "Deutsche Bank AG").

⁷ Securities and Exchange Commission, *In Brief: FY 2013 Congressional Justification*, February 2012, p. 12.

<http://sec.gov/about/secfy13congjust.pdf> (Downloaded December 2, 2012)

Many SEC employees work at the agency's headquarters in Washington, DC. Others are located at one of the SEC's 11 regional offices.

Securities and Exchange Commission, "Securities and Exchange Commission Organization Chart."

<http://www.sec.gov/images/secorg.pdf> (Downloaded January 4, 2013)

POGO's database lists only the functional division or office in which SEC alumni used to work, regardless of where they were located. For instance, one alumnus might have worked for the Enforcement Division in the agency's Washington, DC, headquarters, while another might have worked for the Enforcement Division in the agency's New York office. Both alumni would simply be listed under the Enforcement Division in POGO's database.

In some disclosure statements, alumni said where they used to work, but did not identify a functional division or office. For instance, Kit Addleman only disclosed that she was a regional director of the SEC's Atlanta office. As a regional director, she apparently oversaw multiple functions, according to a bio posted on the website of the law firm where she currently works. In POGO's database, her former division/office is marked simply as "Regional Office."

Letter from Kit Addleman, Haynes and Boone, LLP, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), December 23, 2010.

<http://pogoarchives.org/tools-and-data/fo/sec/addleman-20101223-1.pdf>; Haynes and Boone, LLP, "Kit Addleman."

http://www.haynesboone.com/kit_addleman/ (All downloaded January 4, 2013)

In Table 4, the category of "Regional Offices" covers Addleman and other SEC alumni who worked outside of the agency's headquarters but did not identify whether they reported to a single functional division or office.

If an alumnus worked in several different divisions or offices during her time at the agency, POGO recorded the division or office where she was most recently employed.

⁸ POGO's database includes disclosure statements filed by 419 unique alumni from 2001 to 2010. However, there are 421 alumni listed in Table 4. The reason for the discrepancy is that two alumni—Jon Kroeper and Erik R. Sirri—worked in different divisions/offices during two separate stints at the SEC.

⁹ There were disclosure statements filed by two alumni—Paul S. Maco and Erik R. Sirri—who used to be directors in the SEC's Trading and Markets Division. But Maco was the director of a smaller office within the division; he was not in charge of the division as a whole.

Securities and Exchange Commission, "Paul Maco, First Director of the Office of Municipal Securities, Returns to Private Practice After Six and One-Half Years of Service," September 27, 2000.

<http://www.sec.gov/news/press/2000-139.txt>; Securities and Exchange Commission, "Office of Municipal Securities," July 31, 2012. <http://www.sec.gov/info/municipal.shtml> (All downloaded January 17, 2013)

¹⁰ Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by former commissioners. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=&former_title=commissioner&new_employer=&dateType=date_of_statement&startDate=01%2F01%2F2001&endDate=12%2F31%2F2010; Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by former enforcement directors. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=enforcement&former_title=director&new_employer=&dateType=date_of_statement&startDate=01%2F01%2F2001&endDate=12%2F31%2F2010; Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by former corporation finance directors. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=corporation-finance&former_title=director&new_employer=&dateType=date_of_statement&startDate=01%2F01%2F2001&endDate=12%2F31%2F2010; Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by former trading and market directors. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=trading-and-markets&former_title=director&new_employer=&dateType=date_of_statement&startDate=01%2F01%2F2001&endDate=12%2F31%2F2010; Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by former general counsels. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=&former_title=general-counsel&new_employer=&dateType=date_of_statement&startDate=01%2F01%2F2001&endDate=12%2F31%2F2010

¹¹ Project On Government Oversight, web page containing SEC post-employment disclosure statements filed in 2001. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=&former_title=&new_employer=&dateType=date_of_statement&startDate=01%2F01%2F2001&endDate=12%2F31%2F2001; Project On Government Oversight, web page containing SEC post-employment disclosure statements filed in 2006. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=&former_title=&new_employer=&dateType=date_of_statement&startDate=01%2F01%2F2006&endDate=12%2F31%2F2006

¹² POGO's database includes disclosure statements filed by 419 unique alumni from 2001 to 2010. Some of these alumni filed statements across multiple years. For instance, an employee who left the SEC in 2006 might have filed statements in 2006, 2007, and 2008. This alumnus would have only been counted once in the total figure of 419, but he would be represented across multiple years in Table 5. This explains why the total number of former employees listed in Table 5 is greater than 419.

APPENDIX B

SEC REVOLVING DOOR CAREER PATHS

Below are examples of the career paths that many employees follow when they go through the revolving door at the Securities and Exchange Commission (SEC). Some of these examples come from disclosure statements that were filed by SEC alumni and obtained by the Project On Government Oversight (POGO) through the Freedom of Information Act (FOIA). Those statements can be viewed online in POGO's "SEC Revolving Door Database."¹ Other examples come from POGO's review of SEC meeting records, federal lobbying disclosures, and the online bios of SEC alumni.

POGO has profiled these SEC alumni not to accuse them of any violation of federal conflict-of-interest or professional ethics rules, but rather to illustrate some of the many manifestations of the revolving door between the agency and the businesses it regulates. (For more information on the ethics rules that apply to current and former SEC employees, see Part III of the report.)

This revolving door is hard to define in simple terms. At times, it pits SEC litigators against agency alumni in enforcement proceedings. At other times, it means SEC officials are crafting regulations that will affect their former or future clients.

In any event, the SEC's revolving door is spinning constantly, and it allows for a plethora of interactions between current and former agency officials.

GOING FROM THE SEC TO TOP FIRMS AND VICE VERSA

Some key firms are welcoming people from the SEC as other members of the firm leave to go to the SEC. That can make their ties to the agency self-reinforcing.

Wilmer Cutler Pickering Hale and Dorr LLP (WilmerHale) is one of the top recruiters of SEC alumni. The law firm was cited most often as the new employer of SEC alumni in disclosure statements filed between 2001 and 2010.² The firm routinely represents clients in matters involving the SEC. (See Appendix A)

The firm [boasts on its website](#) that its legal team includes "a former SEC Director of Enforcement, a former Regional Director of the Pacific Regional Office of the SEC," and a "former SEC Deputy General Counsel."³

In recent years, the SEC has repeatedly turned to WilmerHale to recruit senior agency officials, including deputy general counsel Mark D. Cahn (who was later promoted to general counsel), Division of Corporation Finance director Meredith B. Cross, and enforcement chief counsel Joseph K. Brenner.⁴ In December, Cahn and Cross announced they would be leaving the agency to "return to the private sector."⁵ In January 2013, WilmerHale announced that Cross would be rejoining the firm.⁶

REPRESENTING COMPANIES DURING NON-PUBLIC SEC INVESTIGATIONS

Some former SEC lawyers have represented clients in cases where the agency decided not to bring any charges at all.

Stephen J. Crimmins, a former deputy chief litigation counsel in the SEC's Enforcement Division, is now a partner at the law firm of K&L Gates. He has obtained multiple "SEC 'termination letters' closing investigations as to clients without enforcement action," according to his [law firm bio](#).⁷

Before the SEC accuses a company of wrongdoing, the company and its lawyers often have an opportunity to discuss the potential charges, Crimmins explained in an interview with POGO.

"An experienced practitioner—and working at the agency is one way to get that experience—will know when these opportunities come and will know what the staff can share with you," he said. "Otherwise, you have ships passing in the night."⁸

James A. Meyers, a former SEC enforcement assistant chief litigation counsel, is now a partner at the law firm of Orrick, Herrington & Sutcliffe LLP. In several cases, his clients were notified that they faced potential SEC charges but were never charged, according to his [law firm bio](#).⁹

One of those cases involved an investigation of alleged accounting fraud in the oil and gas industry. The enforcement staff "ultimately terminated the investigation without enforcement action against the clients, though another company and several other individuals" were charged.¹⁰

In another case, Meyers represented a chief executive in an insider trading probe and drafted a submission to the SEC responding to a notice of potential charges. Ten days after the response was submitted, the SEC staff "decided to terminate the investigation without taking any enforcement action."¹¹

R. Daniel O'Connor, a former senior trial counsel in the SEC's Boston office, is now a partner at the law firm of Ropes & Gray LLP. He was the lead counsel representing Carter's, Inc., a clothing retailer, in a case where he "[n]egotiated [the] first ever Non-Prosecution Agreement with SEC wherein no enforcement action was taken against [the] company in light of its cooperation with regulators," according to his [law firm bio](#).¹²

O'Connor also led an internal investigation into "alleged disclosure issues associated with manufacturing deficiencies and [Food and Drug Administration] interactions" at a life sciences company. He obtained the "successful termination" of a "related SEC investigation with no enforcement action."¹³

REPRESENTING COMPANIES DURING SEC EXAMINATIONS

The SEC routinely examines investment companies to assess their compliance with securities laws, often based on tips about suspected wrongdoing.¹⁴ Some SEC alumni have represented companies during the examination process. Other SEC alumni went to work in-house to assist firms during examinations conducted by their former colleagues.

Danielle M. Ryea was a senior staff accountant in the Office of Compliance, Inspections and Examinations at the SEC's New York office, where she conducted "regulatory examinations of registered investment advisers," according to her [LinkedIn profile](#).¹⁵

Ryea left the agency in July 2011 and became a senior manager at Ernst & Young LLP, one of the "Big Four" global accounting firms. Several weeks later, she [disclosed](#) that she had been retained to advise "certain registered entities" affiliated with Barclays Capital, Inc., while the firm was undergoing an examination by the New York office. In her disclosure, Ryea wrote: "While an employee of the Commission, to the best of my recollection, I did not have official responsibility for, nor did I participate personally or substantially in the current examination of Barclays."¹⁶

Ryea also [wrote a memo](#) for Ernst & Young clients to help them "successfully navigate" SEC examinations.¹⁷

Chet Persaud was a compliance examiner in the SEC's Southeast regional office. He left the agency in September 2004 and became a deputy chief compliance officer for a subsidiary of UBS, the Swiss banking giant.¹⁸

Two months later, Persaud [disclosed](#) that he planned to represent the firm while the Southeast office examined its anti-money laundering program. Persaud wrote that, during his time at the SEC, he did not participate in examinations of UBS.¹⁹

Eric Pucek was a staff accountant working on examinations in the SEC's Chicago office. He left the agency in January 2008 and became a senior compliance officer at a UBS subsidiary.²⁰

Two months later, Pucek [disclosed](#) that he would be acting in a "support role" while the Chicago office examined the UBS subsidiary and its advisory operations. Pucek also revealed that, during his time at the SEC, he had "participated in an examination" of an "affiliated broker-dealer" whose name was withheld by the agency in response to POGO's FOIA request. Pucek argued that his past work should not prevent him from representing the UBS subsidiary.²¹

By representing companies during SEC examinations, these alumni can influence the outcome of agency probes before they ever reach the enforcement stage.

GOING FROM THE SEC TO IN-HOUSE JOBS AT LARGE FINANCIAL FIRMS

Some SEC alumni have gone to work directly for large financial firms.

Jennifer L. Scafe was an enforcement branch chief in the SEC's San Francisco office. She left the SEC in May 2010 and became an in-house counsel at Wells Fargo & Co. Less than two weeks later, [she filed six separate disclosure statements](#) indicating she would be representing Wells Fargo in connection with pending SEC enforcement matters, including probes that were being conducted by the San Francisco office.²²

Eric J. Swanson served as assistant director of the agency's Office of Compliance Inspections and Examinations.²³ (His name might sound familiar because he married Shana Madoff, niece of Bernard Madoff. Shana oversaw regulatory compliance at her uncle's firm before it was exposed as a massive Ponzi scheme.²⁴)

After leaving the SEC in 2006, Swanson became an in-house counsel at Ameriprise Financial, one of the largest financial planning firms in the country.²⁵ One month later, Swanson [disclosed](#) that he planned to represent Ameriprise while the SEC investigated the company's sales of [real estate investment trusts](#) (REITs)—products that allow investors to earn income from commercial real estate assets, such as office buildings, shopping malls, and hotels.²⁶

In 2009, the SEC [alleged](#) that Ameriprise received “millions of dollars in undisclosed compensation” from REITs in exchange for selling their shares to Ameriprise customers. Ameriprise paid \$17.3 million to settle the charges without admitting or denying the SEC's allegations. The agency did not charge any Ameriprise employees or executives.²⁷

Swanson went on to become the general counsel of BATS Global Markets, Inc., a company that operates stock exchanges that “currently account for about 12-13% of all U.S. equity trading on a daily basis,” according to the [firm's website](#).²⁸ Swanson's [bio](#) says he played an “integral role” in obtaining the [SEC's approval](#) for BATS to transition from an electronic communications network (ECN)—a trading system that matches buyers and sellers—to an exchange, which has the authority to list stocks for trading. While at the SEC, Swanson oversaw trading on securities exchanges and ECNs, according to his bio.²⁹

Swanson has also [filed comment letters](#), [participated in regulatory meetings](#), [requested exemptions](#), and [filed petitions for rule changes](#) on BATS's behalf.³⁰

The alumnus in POGO's database who filed the second most disclosure statements—former SEC attorney Kenneth L. Miller—became an in-house lawyer at Bank of America and [registered to represent the bank](#) in numerous SEC probes after he left the agency in 2004.³¹

Another former SEC lawyer, William McGovern, was a senior enforcement official in the agency's New York office, where he “managed a team of lawyers responsible for investigating and prosecuting securities fraud,” according to a LinkedIn profile.³²

He became a vice president in Morgan Stanley's in-house legal department, where he advised the firm "as senior litigator on regulatory matters and formulated strategy for building an effective set of regulatory relationships," his [LinkedIn profile](#) says.³³ In 2004, less than a month after leaving the SEC, McGovern [disclosed](#) that he planned to represent Morgan Stanley in connection with unspecified "Commission matters."³⁴

It is unclear to which "matters" he was referring. But in the years after he joined Morgan Stanley, the firm faced numerous SEC enforcement actions for alleged violations such as failing to produce tens of thousands of emails during an investigation; failing to prevent the misuse of inside information; and "recklessly" programming its order execution system.³⁵ The firm settled all of these charges without admitting or denying the SEC's allegations.³⁶

Thomas D. Shpetner, a former SEC enforcement branch chief, became a vice president at Lehman Brothers after leaving the agency in November 2001. He later disclosed his plans to represent Lehman while the SEC examined the investment bank's [compliance department](#), [mutual fund trading practices](#), [execution practices in NASDAQ securities](#), and [structured financing activities](#), according to agency records.³⁷

Some experts believe that Lehman's excessive "structured financing activities"—bundling loans into securities and selling them to investors—had a detrimental effect on borrowers and investors and played an important role in the firm's demise.³⁸

Former enforcement director Richard Walker left the agency in 2001 to become an in-house lawyer at Deutsche Bank. Shortly thereafter, he [disclosed](#) his plans to represent the bank in connection with an SEC investigation entitled *In the Matter of Hewlett-Packard Co.*³⁹

In 2003, the SEC [charged](#) Deutsche Asset Management, Inc. (DeAM)—the investment advisory unit of Deutsche Bank—with failing to inform its clients of a material conflict of interest stemming from its substantial involvement with the controversial 2002 merger of the Hewlett-Packard Company and Compaq Computer Corporation. The firm paid a \$750,000 civil penalty and settled the charges without admitting or denying the SEC's allegations.⁴⁰

Walker would later recruit Robert Khuzami to join the in-house legal team at Deutsche Bank, [according to Rolling Stone](#). He subsequently recommended Khuzami to Mary Schapiro for the job of SEC enforcement director, according to [The American Lawyer](#).⁴¹

There are other SEC alumni who went to work in-house for Deutsche or its subsidiaries. In December 2001, three days after he left the SEC, David M. Levine, a former chief of staff and senior advisor in the Enforcement Division, [disclosed](#) that he had become the head of Deutsche Bank's legal department and planned to represent the firm in connection with an enforcement probe.⁴²

He also joined Walker, the former enforcement director, in [representing Deutsche Bank](#) while the SEC investigated its role in the HP-Compaq merger.⁴³

GOING FROM INDUSTRY TO THE SEC

Before joining the SEC in 2010, Norm Champ [served as the general counsel of Chilton Investment Company](#), a hedge fund manager. As recently as 2009, he was [listed as a board member](#) of the Managed Funds Association, a hedge fund lobbying group.⁴⁴

In July 2012, Champ was named as the head of the SEC's Investment Management Division. The division regulates America's multi-trillion dollar investment management industry, including hedge funds, mutual funds, and private equity funds.⁴⁵

Champ has assumed the top position in the division at a time when the SEC is expanding its oversight of hedge funds, as required by the Dodd-Frank law. He is replacing Eileen Rominger, the former division director who joined the SEC after an 11-year stint at Goldman Sachs.⁴⁶

"Norm Champ's legal background combined with his industry experience gives him a unique vantage point when it comes to oversight," Chilton spokesperson Michael Clark told POGO. "This is a huge positive for the government and the public at large."⁴⁷

Before he became the head of the division, Champ helped oversee SEC examinations that identified concerns at ten credit-rating agencies. Despite these concerns, when the SEC released a report summarizing the results of the examinations, the agency withheld the names of the rating agencies where problems were found.⁴⁸

"In the report, we believe it is fair and consistent with due process not to name names," Champ said at the time, according to [The Washington Post](#).⁴⁹

The examinations, mandated by Congress under the Dodd-Frank Act, involved firms that assess the creditworthiness of corporate bonds and other investments. The SEC said its findings included "apparent failures in some instances to follow ratings methodologies and procedures, to make timely and accurate disclosures, to establish effective internal control structures for the rating process and to adequately manage conflicts of interest."⁵⁰

By not disclosing which rating agencies had engaged in those practices, the SEC spared those agencies embarrassment and left investors in the dark as to what the findings might mean for the reliability of any particular rating agency or investment, *The Post* reported in September 2011.⁵¹

For more information on the industry-to-SEC revolving door, see Part III of the report.

COMMENTING ON PROPOSED SEC REGULATIONS

When a team of representatives from the Australian Bankers' Association and other foreign interests [met with the SEC's Trading and Markets Division](#) in May 2012 to discuss the Dodd-Frank Volcker Rule, they were accompanied by Annette Nazareth, a former Commissioner and division director, and Robert L.D. Colby, a former division deputy director.⁵²

Nazareth also [joined a team from JPMorgan Chase](#) in several recent meetings with top SEC officials to discuss another key Dodd-Frank issue—the government’s oversight of trading in over-the-counter (OTC) derivatives, which played a central role in the financial crisis. The team made the case in [one meeting](#) that there are “risks” that a proposed regulation to make OTC derivatives trading more transparent “could reduce liquidity.”⁵³

In 2009, after the SEC [proposed a different rule](#) to give shareholders more power to oust corporate directors, the agency [received a letter](#) from eight “former members of the Senior Staff,” some of whom had gone on to work for law firms that represent clients before the SEC. The alumni argued that “it may be a mistake for the Commission to divert its scarce resources” to this “proxy access” rule.⁵⁴

“At the time the Commission was proposing proxy access, the financial markets were in turmoil, and the SEC had a crowded regulatory agenda,” one of the former staff members, Alan L. Dye, told POGO. “I thought our letter to the Commission might offer some public support for the Commission to put the proxy access proposal on a slower, more deliberative track, rather than having the proposal bog down in controversy and delay other important projects.”⁵⁵

One of other the former staff members, Roger D. Blanc, told POGO that the letter was “largely based on a question of whether the SEC had met its statutory obligations” to consider how the rule would affect competition or capital formation, “as opposed to a view on the substance of whether [shareholder] proxy access was a good or bad thing.”⁵⁶

“I think the Commission was bound to determine what they were going to do” regardless of what the letter said or who wrote it, Blanc added.⁵⁷

Other SEC alumni have recently contacted the agency to discuss proposed regulations on asset-backed securities (ABS)—financial products backed by loans (such as residential mortgage, commercial, and student loans) that are bundled together and sold to investors. Many ABS investors suffered significant losses during the financial crisis.⁵⁸

One of the [proposed regulations](#) would require companies to disclose more information when they utilize an expedited registration process to sell these securities to investors.⁵⁹

In October 2011, the SEC [received a comment letter](#) on the regulations signed by Karrie McMillan, a former official in the Investment Management Division who was writing on behalf of the Investment Company Institute, a major mutual fund industry group. Another former division staffer, Sarah A. Bessin, was listed as a contact for the group. (Bessin also had to [file a statement](#) disclosing her advocacy on this issue because she had left the agency earlier that year.)

They requested that the SEC exempt certain products from the enhanced disclosure rules because “the existing disclosure framework for these products is sufficient.”⁶⁰

Another [proposed regulation](#) would require companies to provide investors with a computer program called a “waterfall” that illustrates how loan payments are distributed to ABS investors.⁶¹

In July 2011, the SEC said it would re-propose the waterfall rule at a later date, noting that “several commentators opposed the [initial] proposal.”⁶² One of these commentators was Intex Solutions, Inc., which describes itself as the “world’s leading provider of structured fixed-income cashflow models and related analytical software,” serving “many hundreds of the world’s best known financial institutions.”⁶³

That same month, Bradley Joseph Bondi, a former counsel to SEC Commissioner Troy Paredes, [disclosed](#) that he had been retained to represent a client in connection with the proposed regulations.⁶⁴

Shortly thereafter, Bondi [joined an Intex team](#) in a meeting with Paredes and his staff to discuss the ABS rules, “including the proposed waterfall program.”⁶⁵ The Intex team presented a handout suggesting that a computer waterfall program would actually provide less transparency to ABS investors.⁶⁶

LOBBYING THE AGENCY

Some SEC alumni became federally registered lobbyists in order to advocate for the interests of their clients.

Matthew Shimkus was a senior advisor in the SEC’s office of legislative affairs, according to a [LinkedIn profile](#). In 2008, he left the SEC and became the director of government relations for the Financial Industry Regulatory Authority (FINRA), a securities industry self-regulatory group overseen by the SEC.⁶⁷

Within months of leaving the SEC, Shimkus [contacted the agency and other offices](#) to lobby on issues such as “regulation of the securities industry; the role of self-regulation in the financial services industry; [and] investor protection and education,” according to federal lobbying records.⁶⁸

More recently, Shimkus [lobbied the SEC and Congress](#) on FINRA’s behalf to discuss proposed legislation that could lead to the self-regulation of investment advisers. FINRA has “expressed an interest” in taking on this function, according to a [2011 SEC staff study](#). In 2012, FINRA’s CEO—another SEC alumnus⁶⁹—[told Congress](#) that his organization is “uniquely positioned” to handle the task.⁷⁰

Giovanni P. Prezioso [served as the SEC’s general counsel](#) before rejoining the law firm of Cleary Gottlieb Steen & Hamilton LLP in 2006.⁷¹

In 2008, Prezioso lobbied the SEC and Congress on behalf of EWT Trading LLC, a proprietary trading firm, to discuss “SEC orders and regulation affecting settlement of securities sales,” according to [federal lobbying disclosures](#). The following year, he [lobbied the SEC](#) on behalf of EWT to discuss “[s]hort sale test restrictions and proposed circuit breaker rules.”⁷²

Around the same time, Prezioso [joined an EWT team](#) in a meeting with SEC Commissioner Aguilar to discuss SEC regulations related to short selling, a form of trading in which investors bet that stocks will fall. EWT also [submitted a comment letter](#) that was [cited extensively](#) in an SEC regulation on abusive short selling.⁷³

SHAPING ACCOUNTING POLICIES

Other SEC alumni have contacted the agency to discuss how companies measure their financial performance—sensitive decisions that make companies appear more or less attractive to investors.

Some served as professional accounting fellows at the SEC, where they studied accounting policies, participated in rulemaking initiatives, and evaluated reports filed by publicly traded companies.⁷⁴

Eric J. Schuppenhauer [became a fellow in 2002](#) after working at KPMG, one of the “Big Four” global accounting firms. He went on to serve as a senior advisor in the SEC’s accounting office.⁷⁵

When he left the agency in 2004, he became a senior vice president of accounting policy at Fannie Mae. The following year, he [disclosed](#) that he had been “requested to participate in discussions with the SEC staff concerning accounting issues that affect future financial reporting of FannieMae,” according to agency records.⁷⁶

Fannie Mae is a giant mortgage finance company that was essentially taken over by the government and bailed out by taxpayers. It has also been at the center of accounting and securities fraud cases brought by the SEC and other agencies.⁷⁷

Many fellows returned to the same firm where they had worked prior to serving at the SEC. D. Douglas Alkema, Ashley W. Carpenter, Robert J. Comerford, Sandie E. Kim, Michael S. Thompson, Joseph B. Ucuzoglu, Robert Uhl, and Arie S. Wilgenburg all worked at Deloitte LLP before serving as fellows. They all returned to Deloitte and contacted the agency shortly thereafter to discuss accounting issues on behalf of the firm’s clients, according to [agency records](#).⁷⁸

Wilgenburg, for example, left the SEC in July 2010 after serving for two years as a fellow. Once he returned to Deloitte, he [disclosed](#) that he had communicated with the agency in November 2010 about an accounting issue. (The matter involved an accounting standard adopted after the Enron scandal addressing when companies must include certain financial arrangements on their balance sheets.)⁷⁹

In the same disclosure statement, Wilgenburg revealed that he “had experience in dealing with this accounting standard during my time at the Commission,” but insisted that he did not work closely on the “issues related to this specific registrant and its specific fact pattern.” He obtained

permission from the SEC's ethics office before contacting the agency, according to his disclosure.⁸⁰

Furthermore, he noted, "these discussions were not intended to, nor did they result in, a mutual conclusion with the staff regarding the proper accounting for this specific registrant's fact pattern."⁸¹

Thirty-four former fellows [filed 107 statements](#) between 2001 and 2010 disclosing their plans to represent a party before the SEC within two years of leaving.⁸²

ENDNOTES

- ¹ Project On Government Oversight, “SEC Revolving Door Database.” <http://www.pogo.org/tools-and-data/sec-revolving-door-database/>
- ² Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by employees of Wilmer Cutler Pickering Hale and Dorr LLP. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=&former_title=&new_employer=wilmer-cutler-pickering-hale-and-dorr-llp&dateType=date_of_resignation&startDate=&endDate=
- ³ Wilmer Cutler Pickering Hale and Dorr LLP, “Securities.” <http://www.wilmerhale.com/securities/> (Downloaded November 27, 2012)
- ⁴ Securities and Exchange Commission, “Mark Cahn Named Deputy General Counsel at SEC,” March 6, 2009. <http://www.sec.gov/news/press/2009/2009-48.htm>; Securities and Exchange Commission, “Mark Cahn Named SEC General Counsel,” February 4, 2011. <http://www.sec.gov/news/press/2011/2011-39.htm>; Securities and Exchange Commission, “Meredith Cross Named New Director of SEC Division of Corporation Finance,” April 13, 2009. <http://www.sec.gov/news/press/2009/2009-78.htm>; Securities and Exchange Commission, “Joseph Brenner Named Chief Counsel in SEC Division of Enforcement,” November 10, 2010. <http://www.sec.gov/news/press/2010/2010-218.htm> (All downloaded January 29, 2013)
- ⁵ Securities and Exchange Commission, “General Counsel Mark Cahn to Leave SEC,” December 5, 2012. <http://www.sec.gov/news/press/2012/2012-254.htm>; Securities and Exchange Commission, “Division of Corporation Finance Director Meredith Cross to Leave SEC,” December 4, 2012. <http://www.sec.gov/news/press/2012/2012-252.htm> (All downloaded January 29, 2013)
- ⁶ Wilmer Cutler Pickering Hale and Dorr LLP, “Meredith Cross, Former Director of the Division of Corporation Finance at SEC, to Rejoin WilmerHale,” January 16, 2013. <http://www.wilmerhale.com/pages/publicationsandnewsdetail.aspx?NewsPubID=10737419827> (Downloaded January 29, 2013)
- ⁷ K&L Gates LLP, “Stephen J. Crimmins.” <http://www.klgates.com/stephen-j-crimmins/> (Downloaded November 28, 2012)
- ⁸ Stephen J. Crimmins, telephone interview with the Project On Government Oversight, November 20, 2012
- ⁹ Orrick, Herrington & Sutcliffe LLP, “James A. Meyers.” <http://www.orrick.com/Lawyers/James-Meyers/Pages/default.aspx> (Downloaded November 27, 2012) (Hereinafter James A. Meyers Bio)
- ¹⁰ James A. Meyers Bio
- ¹¹ James A. Meyers Bio
- ¹² Ropes & Gray LLP, “R. Daniel O’Connor.” <http://www.ropesgray.com/danieloconnor/> (Downloaded November 28, 2012) (Hereinafter R. Daniel O’Connor Bio)
- ¹³ R. Daniel O’Connor Bio
- ¹⁴ Testimony of Lori A. Richards, Director, Office of Compliance Inspections and Examinations, Securities and Exchange Commission, before the Senate Committee on Banking, Housing and Urban Affairs, on “Examinations by the Securities and Exchange Commission and Issues Raised by the Bernard L. Madoff Investment Securities Matter,” January 27, 2009. <http://www.sec.gov/news/testimony/2009/ts112709lar.htm> (Downloaded November 28, 2012)
- ¹⁵ LinkedIn, “Danielle Ryea.” <http://www.linkedin.com/in/danielleryea> (Downloaded November 28, 2012)
- ¹⁶ Letter from Danielle M. Ryea, Senior Manager, Ernst & Young LLP, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), September 8, 2011. <http://pogoarchives.org/tools-and-data/fo/sec/ryea-20110908-60-61.pdf>
- ¹⁷ Daniel New and Danielle Ryea, Ernst & Young, *SEC investment adviser examinations: The importance of creating a strategy*, October 2011, p. 3. [http://www.ey.com/Publication/vwLUAssets/Successfully_navigate_an_SEC_examination/\\$FILE/SEC%20Exam%20newsletter_v12.pdf](http://www.ey.com/Publication/vwLUAssets/Successfully_navigate_an_SEC_examination/$FILE/SEC%20Exam%20newsletter_v12.pdf) (Downloaded November 28, 2012)
- ¹⁸ Letter from Chet Persaud, Legal & Compliance, UBS Global Asset Management Inc., to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), November 15, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/persaud-20041115-122.pdf> (Hereinafter Letter from Chet Persaud)
- ¹⁹ Letter from Chet Persaud
- ²⁰ Letter from Eric Pucek, Associate Director, Senior Compliance Officer, UBS Global Asset Management (Americas) Inc., to Nancy M. Morris, Secretary, Securities and Exchange Commission, regarding notice of

representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), March 31, 2008. <http://pogoarchives.org/tools-and-data/fo/sec/pucek-20080331-70.pdf> (Hereinafter Letter from Eric Pucek)

²¹ Letter from Eric Pucek

²² Letters from Jennifer L. Scafe, Law Department, Wells Fargo & Co., to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. § 200.735-8(b), May 19, 2010. <http://pogoarchives.org/tools-and-data/fo/sec/scafe-20100519-142.pdf>, <http://pogoarchives.org/tools-and-data/fo/sec/scafe-20100519-132-133.pdf>, <http://pogoarchives.org/tools-and-data/fo/sec/scafe-20100519-136-137.pdf>, <http://pogoarchives.org/tools-and-data/fo/sec/scafe-20100519-138-139.pdf>, <http://pogoarchives.org/tools-and-data/fo/sec/scafe-20100519-140-141.pdf>

²³ Letter from Eric J. Swanson, Chief Counsel, Regulatory Strategy, Ameriprise Financial, Inc., to Nancy Morris, Secretary, Securities and Exchange Commission, regarding practice by former employees of the Commission, October 31, 2006. <http://pogoarchives.org/tools-and-data/fo/sec/swanson-20061031-201.pdf> (Hereinafter Letter from Eric J. Swanson); Exhibit 05622, Resume of Eric J. Swanson, <http://www.sec.gov/news/studies/2009/oig-509/exhibit-0452.pdf>; Stephen Labaton, “Unlikely Player Pulled Into Madoff Swirl,” *The New York Times*, December 19, 2008. http://www.nytimes.com/2008/12/19/business/19swanson.html?_r=0&pagewanted=print; Charlie Gasparino, “How the SEC Got in Bed with the Madoffs. Literally.” *The Daily Beast*, December 16, 2008. <http://www.thedailybeast.com/articles/2008/12/16/how-the-sec-got-in-bed-with-the-madoffs-literally.html>; Securities and Exchange Commission, Office of Inspector General, *Investigation of Failure of the SEC to Uncover Bernard Madoff’s Ponzi Scheme*, Report Number OIG-509, August 31, 2009, p. 390. <http://www.sec.gov/news/studies/2009/oig-509.pdf> (All downloaded November 28, 2012)

²⁴ Exhibit 05622, Resume of Eric J. Swanson, undated. <http://www.sec.gov/news/studies/2009/oig-509/exhibit-0452.pdf>; Stephen Labaton, “Unlikely Player Pulled Into Madoff Swirl,” *The New York Times*, December 18, 2008. http://www.nytimes.com/2008/12/19/business/19swanson.html?_r=0&pagewanted=print; Charlie Gasparino, “How the SEC Got in Bed with the Madoffs. Literally.” *The Daily Beast*, December 16, 2008. <http://www.thedailybeast.com/articles/2008/12/16/how-the-sec-got-in-bed-with-the-madoffs-literally.html>; Securities and Exchange Commission, Office of Inspector General, *Investigation of Failure of the SEC to Uncover Bernard Madoff’s Ponzi Scheme*, Report Number OIG-509, August 31, 2009, p. 390. <http://www.sec.gov/news/studies/2009/oig-509.pdf> (All downloaded November 28, 2012)

²⁵ Letter from Eric J. Swanson; Ameriprise Financial, Inc., “Our mission.” <http://www.ameriprise.com/about-ameriprise-financial/company-information/ameriprise-competitive-advantage.asp> (Downloaded November 28, 2012)

²⁶ Letter from Eric J. Swanson; Securities and Exchange Commission, “Real Estate Investment Trusts (REITs),” January 17, 2012. <http://www.sec.gov/answers/reits.htm> (Downloaded November 28, 2012)

²⁷ Securities and Exchange Commission, “SEC Charges Ameriprise in Fraudulent Scheme to Obtain Undisclosed Compensation,” July 10, 2009. <http://www.sec.gov/news/press/2009/2009-155.htm> (Downloaded November 28, 2012)

²⁸ BATS Global Markets, Inc., “Management Team.” <http://batstrading.com/about/management/>; (Hereinafter BATS Management Team) BATS Global Markets, Inc., “About the BATS Exchanges.” <http://batstrading.com/about/> (All downloaded November 28, 2012)

²⁹ BATS Management Team; Letter from Eric J. Swanson, Senior Vice President and General Counsel, BATS, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding “BATS Y-Exchange, Inc. – Form 1 Application for Registration as a National Securities Exchange Pursuant to Section 6 of the Securities Exchange Act of 1934,” October 19, 2009. <http://www.sec.gov/rules/other/2010/batsy/btsyflcover.pdf>; Securities and Exchange Commission, “ECNs/Alternative Trading Systems,” November 4, 2005. <http://www.sec.gov/divisions/marketreg/mrecn.shtml>; Securities and Exchange Commission, “Exchanges,” August 30, 2012. <http://www.sec.gov/divisions/marketreg/mrexchanges.shtml> (All downloaded November 28, 2012)

³⁰ Letter from Eric J. Swanson, Senior Vice President and General Counsel, BATS Exchange, Inc., to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding Consolidated Audit Trail; Exchange Act Release Number 62174; File Number S7-11-10, August 9, 2010. <http://www.sec.gov/comments/s7-11-10/s71110-42.pdf>; Letter from Eric J. Swanson, Senior Vice President and General Counsel, BATS Exchange, Inc., to Florence E. Harmon, Acting Secretary, Securities and Exchange Commission, regarding Amendments to Regulation SHO, Interim Final Temporary Rule, Release Number 34-58773, File Number S7-30-08, December 29, 2008. <http://www.sec.gov/comments/s7-30-08/s73008-60.pdf>; Letter from Eric J. Swanson, Senior Vice President and General Counsel, BATS Exchange, Inc., to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding Elimination of Flash Order Exception from Rule 602 of Regulation NMS Number 34-60684, File Number

S7-21-09, November 20, 2009. <http://www.sec.gov/comments/s7-21-09/s72109-79.pdf>; Memorandum from Lillian Hagen, Division of Risk, Strategy and Financial Innovation, regarding meeting with exchanges, regulators and members of the Consolidated Tape Association regarding Dodd-Frank Section 417(a)(2) short sale study, File Number 4-627, December 14, 2011. <http://www.sec.gov/comments/4-627/4627-188.pdf>; Letter from Eric J. Swanson, Senior Vice President and General Counsel, BATS Exchange, Inc., to James L. Eastman, Associate Director and Chief Counsel, Division of Trading and Markets, Securities and Exchange Commission, regarding request for a limited exemption from Paragraph (a)(2)(i)(A) of Rule 10b-10 under the Securities Exchange Act of 1934 and request for no-action relief from Rules 10b-10(a)(2), 17a-3(a)(1) and 17a-4(a) under the Act, February 25, 2010, pp.1-6 in letter (pp. 4-9 in the document). <http://www.sec.gov/divisions/marketreg/mr-noaction/2010/batsexchange022510-10b10.pdf>; Letter from Eric J. Swanson, Senior Vice President and General Counsel, BATS Exchange, Inc., to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding petition to amend Rule 146(b), May 26, 2011. <http://www.sec.gov/rules/petitions/2011/petn4-632.pdf> (All downloaded November 28, 2012)

³¹ Letter from Kenneth L. Miller, Associate General Counsel, Bank of America, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), September 30, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/miller-20040930-92-93.pdf>; Letter from Kenneth L. Miller, Associate General Counsel, Bank of America, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), September 16, 2004 <http://pogoarchives.org/tools-and-data/fo/sec/miller-20040916-186-187.pdf>; Letter from Kenneth L. Miller, Associate General Counsel, Bank of America, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), November 8, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/miller-20041108-105-106.pdf>

³² LinkedIn, "William McGovern." <http://hk.linkedin.com/pub/william-mcgovern/6/1a7/97> (Downloaded November 28, 2012) (Hereinafter William McGovern Profile)

³³ William McGovern Profile

³⁴ Letter from William McGovern, Vice President, Morgan Stanley, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), July 16, 2004. <http://pogoarchives.org/tools-and-data/fo/sec/mcgovern-20040716-158.pdf>

³⁵ Securities and Exchange Commission, "Morgan Stanley Sued for Repeated E-Mail Production Failures," May 10, 2006. <http://www.sec.gov/news/press/2006/2006-69.htm> (Hereinafter "Morgan Stanley Sued for Repeated E-Mail Production Failures"); Securities and Exchange Commission, "SEC Charges Morgan Stanley With Failure To Maintain And Enforce Policies To Prevent Misuse of Inside Information," June 27, 2006. <http://www.sec.gov/news/press/2006/2006-103.htm> (Hereinafter "SEC Charges Morgan Stanley With Failure To Maintain And Enforce Policies To Prevent Misuse of Inside Information"); Securities and Exchange Commission, "Morgan Stanley to Pay \$7.9 Million to Settle Best Execution Case with SEC," May 9, 2007. <http://www.sec.gov/news/press/2007/2007-91.htm> (Hereinafter "Morgan Stanley to Pay \$7.9 Million to Settle Best Execution Case with SEC") (All downloaded November 28, 2012)

³⁶ "Morgan Stanley Sued for Repeated E-Mail Production Failures"; "SEC Charges Morgan Stanley With Failure To Maintain And Enforce Policies To Prevent Misuse of Inside Information"; "Morgan Stanley to Pay \$7.9 Million to Settle Best Execution Case with SEC"

³⁷ Letter from Thomas D. Shpetner, Vice President, Office of the General Counsel, Lehman Brothers Inc., to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), May 5, 2003. <http://pogoarchives.org/tools-and-data/fo/sec/shpetner-20030505-38.pdf>; Letter from Thomas D. Shpetner, Vice President, Office of the General Counsel, Lehman Brothers Inc., to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding Notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), October 9, 2003. <http://pogoarchives.org/tools-and-data/fo/sec/shpetner-20031009-286.pdf>; Letter from Thomas D. Shpetner, Vice President, Office of the General Counsel, Lehman Brothers Inc., to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), July 1, 2003. <http://pogoarchives.org/tools-and-data/fo/sec/shpetner-20030701-30.pdf>; Letter from Thomas D. Shpetner, Vice President, Office of the General Counsel, Lehman Brothers Inc., to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), April 16, 2003. <http://pogoarchives.org/tools-and-data/fo/sec/shpetner-20030416-40.pdf>

³⁸ Prepared Statement of Patricia A. McCoy, George J. and Helen M. England Professor of Law, and Director, Insurance Law Center, University of Connecticut Law School, before the Senate Committee on Banking, Housing, and Urban Affairs, Subcommittee on Securities, Insurance, and Investment, on "Securitization of Assets: Problems

and Solutions,” 111th Congress, October 7, 2009, pp. 32, 33. <http://www.gpo.gov/fdsys/pkg/CHRG-111shrg56262/pdf/CHRG-111shrg56262.pdf> (Downloaded November 27, 2012)

³⁹ Securities and Exchange Commission, “Richard H. Walker, Director of Enforcement, to Leave the SEC,” July 10, 2001. <http://www.sec.gov/news/press/2001-68.txt> (Downloaded November 27, 2012); Letter from Richard H. Walker, General Counsel, Corporate and Investment Bank, Deutsche Bank, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding statement by a former employee pursuant to Rule 8(b) of the Commission’s conduct regulation, October 28, 2002. <http://pogoarchives.org/tools-and-data/fo/sec/walker-20021028-1-2.pdf>

⁴⁰ Securities and Exchange Commission, “SEC Brings Settled Enforcement Action Against Deutsche Bank Investment Advisory Unit in Connection with Its Voting of Client Proxies for Merger Transaction; Imposes \$750,000 Penalty,” August 19, 2003. <http://www.sec.gov/news/press/2003-100.htm> (Downloaded November 27, 2012)

⁴¹ Matt Taibbi, “Is the SEC Covering Up Wall Street Crimes?” *Rolling Stone*, August 17, 2011.

<http://www.rollingstone.com/politics/news/is-the-sec-covering-up-wall-street-crimes-20110817?print=true>; Ben Hallman, “Second Acts,” *The American Lawyer*, March 1, 2010.

http://www.americanlawyer.com/PubArticleTAL.jsp?id=1202444098922&Second_Acts&hbxlogin=1&slreturn=20120818135114 (All downloaded November 27, 2012)

⁴² Financial Industry Regulatory Authority, “FINRA Annual Conference, Washington, DC, May 23-25, 2011,” p. 2. <http://www.finra.org/Industry/Education/Materials/P123626> (Downloaded November 27, 2012); Letter from David M. Levine, Director, Legal Department, Deutsche Bank AG, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding statement by a former employee pursuant to Rule 8(b) of the Commission’s conduct regulation, December 3, 2001. <http://pogoarchives.org/tools-and-data/fo/sec/levine-20011203-314-315.pdf>

⁴³ Letter from David M. Levine, Director, Legal Department, Deutsche Bank AG, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding statement by a former employee pursuant to Rule 8(b) of the Commission’s conduct regulation, April 1, 2002. <http://pogoarchives.org/tools-and-data/fo/sec/levine-20020401-167-168.pdf>

⁴⁴ Managed Funds Association, “Managed Funds Association Board Elects Darcy Bradbury of the D.E. Shaw Group as Board Chair,” October 1, 2009. <http://pogoarchives.org/m/fo/mfa-release-20091001.pdf>

⁴⁵ Securities and Exchange Commission, “Division of Investment Management,” October 12, 2012.

<http://www.sec.gov/divisions/investment.shtml>; Securities and Exchange Commission, “SEC Names Norm Champ as Director of Division of Investment Management,” July 5, 2012. <http://www.sec.gov/news/press/2012/2012-129.htm> (All downloaded November 27, 2012)

⁴⁶ Securities and Exchange Commission, “SEC Names Eileen Rominger as Director of Division of Investment Management,” January 18, 2011. <http://www.sec.gov/news/press/2011/2011-14.htm> (Downloaded November 27, 2012)

⁴⁷ Michael Clark, Chilton Investment Company, email message to Michael Smallberg, Project On Government Oversight, regarding Norm Champ, February 5, 2013.

⁴⁸ Securities and Exchange Commission, *2011 Summary Report of Commission Staff’s Examinations of Each Nationally Recognized Statistical Rating Organization*, September 2011.

http://www.sec.gov/news/studies/2011/2011_nrsro_section15e_examinations_summary_report.pdf (Downloaded November 27, 2012)

⁴⁹ David S. Hilzenrath, “SEC report questions credit ratings agencies’ practices,” *The Washington Post*, September 30, 2011. http://www.washingtonpost.com/business/economy/sec-report-questions-ratings-agencies-practices/2011/09/30/gIQA7knSAL_print.html (Downloaded November 27, 2012) (Hereinafter “SEC report questions credit ratings agencies’ practices”)

Hilzenrath is currently POGO’s Editor-in-Chief and contributed to POGO’s investigation and report.

⁵⁰ Securities and Exchange Commission, “SEC Staff Issues Summary Report of Commission Staff’s Examinations of Each Nationally Recognized Statistical Rating Organization,” September 30, 2011.

<http://www.sec.gov/news/press/2011/2011-199.htm> (Downloaded November 27, 2012)

⁵¹ “SEC report questions credit ratings agencies’ practices”

⁵² Memorandum from Securities and Exchange Commission, Division of Trading and Markets, regarding meeting with representatives from Australian Banks, May 17, 2012. <http://www.sec.gov/comments/s7-41-11/s74111-584.pdf>; Davis Polk & Wardwell LLP, “Annette L. Nazareth.” <http://www.davispolk.com/lawyers/annette-nazareth/>; Securities and Exchange Commission, “Robert Colby, Deputy Director of Trading and Markets Division, to Leave SEC After 27 Years Of Service,” February 2, 2009. <http://www.sec.gov/news/press/2009/2009-14.htm> (All downloaded November 28, 2012)

- ⁵³ Financial Crisis Inquiry Commission, *Final Report of the National Commission on the Causes of the Financial and Economic Crisis in the United States*, January 2011, pp. 45-51, 352. http://fcic-static.law.stanford.edu/cdn_media/fcic-reports/fcic_final_report_full.pdf; Michael Smallberg, Project On Government Oversight, "JPMorgan Deploys Former Regulators to Talk to Current Regulators," June 21, 2012. <http://pogoblog.typepad.com/pogo/2012/06/jpmorgan-deploys-former-regulators-to-talk-to-current-regulators.html>; Memorandum from Michael E. Coe, Office of Securities and Exchange Commission Commissioner Luis A. Aguilar, regarding meeting with representatives of JPMorgan Chase & Co., October 6, 2010, p. 1. <http://sec.gov/comments/df-title-vii/mandatory-facilities/mandatoryfacilities-12.pdf>; JPMorgan, "Observations on the OTC Derivatives Market," October 5, 2012, p. 15. <http://www.sec.gov/comments/df-title-vii/mandatory-facilities/mandatoryfacilities-12.pdf> (All downloaded December 2, 2012)
- ⁵⁴ Securities and Exchange Commission, "Facilitating Shareholder Director Nominations," Proposed Rule, Release Numbers 33-9046, 34-60089, IC-28765, File Number S7-10-09, 17 C.F.R. Parts 200, 232, 240, 249 and 274, June 10, 2009. <http://www.sec.gov/rules/proposed/2009/33-9046.pdf>; Letter from Roger D. Blanc, et al., to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding "Facilitating Shareholder Director Nominations," Securities Exchange Act Release Number 60089, File Number S7-10-09, August 21, 2009, pp. 1-2. <http://www.sec.gov/comments/s7-10-09/s71009-502.pdf> (Downloaded December 2, 2012)
- ⁵⁵ Alan L. Dye, Hogan Lovells, email message to Michael Smallberg, Project On Government Oversight, regarding comment letter to SEC, December 4, 2012.
- ⁵⁶ Willkie Farr & Gallagher LLP, "Roger D. Blanc." <http://www.willkie.com/RogerBlanc> (Downloaded December 2, 2012) (Hereinafter Roger D. Blanc Bio); Roger D. Blanc, telephone interview with the Project On Government Oversight, November 27, 2012.
- ⁵⁷ Roger D. Blanc, telephone interview with Michael Smallberg, Project On Government Oversight, November 27, 2012.
- ⁵⁸ Securities and Exchange Commission, "Asset-Backed Securities," June 29, 2012. <http://www.sec.gov/spotlight/dodd-frank/assetbackedsecurities.shtml> (Hereinafter "Asset-Backed Securities") (Downloaded November 26, 2012)
- ⁵⁹ Securities and Exchange Commission, "SEC Re-Proposes New Shelf Eligibility Requirements for Asset-Backed Securities," July 26, 2011. <http://www.sec.gov/news/press/2011/2011-156.htm> (Downloaded December 2, 2012)
- ⁶⁰ Letter from Karrie McMillan, General Counsel, Investment Company Institute, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding "Re-Proposal of Shelf Eligibility Conditions for Asset-Backed Securities and Other Additional Requests for Comment," File Number S7-08-10, October 4, 2011, p. 2. <http://sec.gov/comments/s7-08-10/s70810-212.pdf> (Downloaded December 2, 2012); Letter from Sarah A. Bessin, Senior Counsel, Investment Company Institute, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b) 17 C.F.R. 200.735-8(b), August 3, 2011. <http://pogoarchives.org/tools-and-data/fo/sec/bessin-20110803-10.pdf>
- ⁶¹ "Asset-Backed Securities"
- ⁶² Securities and Exchange Commission, "Re- proposal of Shelf Eligibility Conditions for Asset- Backed Securities and Other Additional Requests for Comment," Re-proposed Rule, Release Numbers 33-9244, 34-64968, File Number S7-08-10, July 26, 2011, pp. 88-89. <http://www.sec.gov/rules/proposed/2011/33-9244.pdf> (Downloaded December 2, 2012)
- ⁶³ Intex Solutions, Inc. "Overview." <http://www.intex.com/main/company.php> (Downloaded December 2, 2012)
- ⁶⁴ Letter from Bradley J. Bondi, Cadwalader, Wickersham & Taft LLP, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding notice of representation pursuant to Rule 8(b), 17 C.F.R. 200.735-8(b), July 20, 2011. <http://pogoarchives.org/tools-and-data/fo/sec/bondi-20110720-18-19.pdf>
- ⁶⁵ Memorandum from Scott H. Kimpel, Securities and Exchange Commission, Office of Commissioner Troy A. Paredes, regarding Asset-Backed Securities, File Number S7-08-10, August 23, 2011. <http://www.sec.gov/comments/s7-08-10/s70810-200.pdf> (Downloaded December 2, 2012) (Hereinafter Kimpel Memo regarding Asset-Backed Securities)
- ⁶⁶ Kimpel Memo regarding Asset-Backed Securities
- ⁶⁷ LinkedIn, "Matthew Shimkus." <http://www.linkedin.com/in/matthewshimkus>; Financial Industry Regulatory Authority, "About the Financial Industry Regulatory Authority." <http://www.finra.org/AboutFINRA/> (All downloaded December 2, 2012)
- ⁶⁸ Financial Industry Regulatory Authority, *Lobbying Report* [for client Financial Industry Regulatory Authority], April 17, 2009. <http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=03635e9b-30e5-4199-be78-2775ba003373&filingTypeID=51> (Downloaded February 5, 2013)

⁶⁹ Financial Industry Regulatory Authority, “Richard G. Ketchum.”

<http://www.finra.org/AboutFINRA/Leadership/p019335> (Downloaded January 30, 2013)

⁷⁰ Financial Industry Regulatory Authority, *Lobbying Report* [for client Financial Industry Regulatory Authority], April 19, 2012. <http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=2ae58774-8a36-4de5-9d12-flcc54c5a230&filingTypeID=51>; Suzanne Barlyn, “COMPLY-FINRA reignites efforts to oversee investment advisers,” Reuters, November 21, 2012. <http://www.reuters.com/article/2012/11/21/finra-advisers-comply-idUSL1E8MK60H20121121> (All downloaded February 5, 2013)

⁷¹ Cleary Gottlieb Steen & Hamilton LLP, “Giovanni P. Prezioso.” <http://www.cgsh.com/gprezioso/> (Downloaded December 2, 2012)

⁷² Cleary Gottlieb Steen & Hamilton LLP, *Lobbying Report* [for client EWT Trading LLC], January 21, 2009. <http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=519f5052-2020-420d-bd13-8d5b3008a494&filingTypeID=78>; Cleary Gottlieb Steen & Hamilton LLP, *Lobbying Report* [for EWT Trading LLC], July 20, 2009. <http://soprweb.senate.gov/index.cfm?event=getFilingDetails&filingID=6757b2f1-085a-486a-b8f8-1af800d10270&filingTypeID=60> (All downloaded February 5, 2013)

⁷³ Memorandum from Cyndi Rodriguez, Securities and Exchange Commission, Office of Commissioner Aguilar, regarding meeting with representatives of EWT Trading LLC, Cleary Gottlieb Steen & Hamilton LLP, and Rich Feuer Group, File Number S7-30-08, October 27, 2008. <http://www.sec.gov/comments/s7-30-08/s73008-22.pdf>; Securities and Exchange Commission, Division of Market Regulation, “Key Points About Regulation SHO,” April 11, 2005. <http://www.sec.gov/spotlight/keyregshoissues.htm>; Letter from Peter Kovac, Chief Operating Officer and Financial and Operations Principal, EWT, LLC, to Elizabeth M. Murphy, Secretary, Securities and Exchange Commission, regarding “Amendments to Regulation SHO,” Release Number 34-60509, File Number S7-08-09, September 21, 2009. <http://www.sec.gov/comments/s7-08-09/s70809-4656.pdf>; Securities and Exchange Commission, “Amendments to Regulation SHO,” Final Rule, Release Number 34-61595, File Number S7-08-09, 17 C.F.R. Part 242, February 26, 2010. pp. 23, 25, 34, 41, 56, 65, 68-69, 108-110, 115, 141-142, 159, 162, 175-176, 178, 186, 189, 216, 218-224, 228, 235, 240, 245, 255, 280, 295, 308. <http://www.sec.gov/rules/final/2010/34-61595.pdf> (All downloaded December 2, 2012)

⁷⁴ Securities and Exchange Commission, Office of the Chief Accountant, “Professional Accounting Fellow Program,” November 2002. <http://www.sec.gov/news/extra/pafprogram.htm>; Kathleen Day, “Regulators Draw From Audit Firms; Fellows Program Shows Agency Ties,” *The Washington Post*, June 7, 2002. <http://www.highbeam.com/doc/1P2-347786.html> (All downloaded December 2, 2012)

⁷⁵ Securities and Exchange Commission, “Office of the Chief Accountant Selects Four Professional Accounting Fellows,” February 14, 2002. <http://www.sec.gov/news/press/2002-26.txt>; Securities and Exchange Commission, “Eric Schuppenhauer Named as Senior Advisor to the Commission’s Chief Accountant,” May 11, 2004. <http://www.sec.gov/news/press/2004-63.htm> (All downloaded December 2, 2012)

⁷⁶ Letter from Eric J. Schuppenhauer, Senior Vice President, Accounting Policy, to Jonathan Katz, Secretary, Securities and Exchange Commission, regarding statement by a former employee pursuant to Rule 8(b) of the Commission’s conduct regulation, October 25, 2005. <http://pogoarchives.org/tools-and-data/fo/sec/schuppenhauer-20051025-270.pdf>

⁷⁷ Securities and Exchange Commission, “SEC and OFHEO Announce Resolution of Investigation and Special Examination of Fannie Mae,” May 23, 2006. <http://www.sec.gov/news/press/2006/2006-80.htm>; Securities and Exchange Commission, “SEC Charges Former Fannie Mae and Freddie Mac Executives with Securities Fraud,” December 16, 2011. <http://www.sec.gov/news/press/2011/2011-267.htm> (All downloaded December 9, 2013)

⁷⁸ Securities and Exchange Commission, “Office of the Chief Accountant Selects Four Professional Accounting Fellows,” February 14, 2002. <http://www.sec.gov/news/digest/02-14.txt>; Securities and Exchange Commission, “Office of the Chief Accountant Selects Three Professional Accounting Fellows,” September 18, 2006. <http://www.sec.gov/news/press/2006/2006-154.htm>; Securities and Exchange Commission, “Office of the Chief Accountant Selects Four Professional Accounting Fellows,” March 6, 2003. <http://www.sec.gov/news/press/2003-29.htm>; Securities and Exchange Commission, “Office of the Chief Accountant Selects Two Professional Accounting Fellows,” March 30, 2006. <http://www.sec.gov/news/press/2006-44.htm>; Securities and Exchange Commission, “Office of the Chief Accountant Selects Five Professional Accounting Fellows,” March 15, 2000. <http://www.sec.gov/news/press/2000-34.txt>; Securities and Exchange Commission, “Joseph Ucuzoglu Named as Senior Advisor to the Commission’s Chief Accountant,” February 12, 2007. <http://www.sec.gov/news/press/2007/2007-18.htm>; Securities and Exchange Commission, “Chief Accountant Selects an International Professional Accounting Fellow and Is Seeking Candidates for Three Other Professional Accounting Fellow Positions,” October 3, 1997. <http://www.sec.gov/news/press/pressarchive/1997/97-87.txt> (All

downloaded December 2, 2012); Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by employees of Deloitte LLP. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=&former_title=&new_employer=deloitte-llp&dateType=date_of_resignation&startDate=&endDate=

⁷⁹ Securities and Exchange Commission, “Office of the Chief Accountant Selects Six Professional Accounting Fellows,” March 6, 2008. <http://www.sec.gov/news/press/2008/2008-34.htm>; Letter from Arie A. Wilgenburg, Partner, Deloitte & Touche LLP, to Elizabeth Murphy, Secretary, Securities and Exchange Commission, regarding statement by a former employee pursuant to Rule 8(b) of the Commission’s conduct regulation, February 23, 2011. <http://pogoarchives.org/tools-and-data/fo/sec/wilgenburg-20110223-81.pdf> (Hereinafter Letter from Arie A.

Wilgenburg); Financial Accounting Standards Board, “FASB Issues Guidance to Improve Financial Reporting for SPEs, Off-Balance Sheet Structures and Similar Entities,” January 17, 2003.

<http://www.fasb.org/news/nr011703.shtml>; Ting Luo and Terry Warfield, *The Economic Consequences of FASB Interpretation No. 46(R)*, April 2008, pp. 1-2.

http://research3.bus.wisc.edu/pluginfile.php/912/mod_resource/content/0/luo_warfield_april2008_ufl.pdf (All downloaded December 4, 2012)

⁸⁰ Letter from Arie A. Wilgenburg

⁸¹ Letter from Arie A. Wilgenburg

⁸² Project On Government Oversight, web page containing SEC post-employment disclosure statements filed by former professional accounting fellows. http://www.pogo.org/tools-and-data/sec-revolving-door-database/data/?former_division_office=&former_title=professional-accounting-fellow&new_employer=&dateType=date_of_resignation&startDate=01%2F01%2F2001&endDate=12%2F31%2F2010