

investment management consultants association

November/December 2009

PRACTICE MANAGEMENT

- The Nine Lives of the Buy-and-Hold Approach
- The Rationale for Global **Tactical Asset Allocation**
- 19 Practice Management: Productive Response to Stress
- 26 In Search of an Honest Man: The Case for **Investment Outsourcing**
- 35 Compensating Staff to Achieve Results







Features

- Phoenix(s) Rising: Wealth Management Trends Emerging from the Financial Crisis, J. Gibson Watson III, CIMA®

 Companies and advisors with smart strategies based on quality products, advice, and service will survive.
- The Nine Lives of the Buy-and-Hold Approach, Fran Kinniry, CFA®
 Successful strategic asset allocation depends on the benefits of diversification and the risk premium of stocks over bonds.
- 1.3 The Rationale for Global Tactical Asset Allocation, John M. West, CFA®, and Robert D. Arnott It's time for the hard decisions that go hand-in-hand with active asset allocation management.
- 16 What's It Worth? Buying a Financial Advisory Practice in a Seller's Market, Donald W. Patrick, CFP® Successful business acquisition requires due diligence, appropriate valuation, and a good plan for practice acquisition.
- 1.9 Practice Management: Productive Response to Stress, Cynthia Harrington, CFA®, and Michele T. Pato, MD Successfully managing the stress of market shifts and financial losses has become a priority for financial advisors.
- 22 Structuring Distribution Strategies for Retirees in a Bear Market, Jack Gardner CIMA®

 An endowment spending policy can extend the sustainability of a retirement portfolio.
- **26** In Search of an Honest Man: The Case for Investment Outsourcing, Robert M. Balentine Investment outsourcing blends traditional consulting services with discretionary investment management.
- Outsourcing for RIAs, Larry Sinsimer
 Outsourcing allows advisors to spend more time on relationships with existing clients and prospects.
- 31 What Type of Advisor Are You? Jamie Ziegler
 The Enneagram helps advisors improve communication, decision-making, and teamwork.
- 34 Rule 452, Artie Regan
 What Rule 452 means for investment advisors.

IMCA BOARD OF DIRECTORS 2008 OFFICERS

President—Garry Bridgeman, CIMA®, First Vice President-Investments, Merill Lynch, Atlanta, GA

Vice President—Elizabeth Piper/Bach, JD, CIMA®, CFP®, CTFA, Vice President, NADA Retirement Administrators, Inc., McLean, VA

Secretary—Saverio Paglioni, CIMA®, Owner and Partner, Integer Wealth Advisors Group, LLO, Kennesaw, GA

Treasurer—John C. Granzow, CIMA®, Managing Director, Wells Fargo Advisors, LLC, Charlotte, NC

Past President—Jeffrey B. Thomas, JD, CIMA®, CPWA®, Branch Manager, Raymond James Financial Services, Dallas, TX

DIRECTORS

Jeffrey Carlin, CFA®, Senior Vice President and National Sales Manager, IndexIQ, Rye Brook, NY. Claudia Cypher, CIMA®, CFP®, Senior Vice

President-Investments, Wells Fargo Advisors, LLC,
Cameron Park, CA

Anthony B. Davidow, CIMA®, Executive Vice
President and Head of Distribution, IndexIQ, Rye
Brook, NY

Stephen J. DeAngelis, CIMA®, Vice President, Investment Management Division, Goldman Sachs, Philadelphia, PA Michael T. Dieschbourg, CIMA®, President/Chief Executive Officer, Global Currents Investment Management, Wilmington, DE

John A. Nersesian, CIMA®, CIS, CPWA®, CFP®, Managing Director, Wealth Management Services, Nuveen Investments, Chicago, IL

Scott Thayer, CIMA®, Institutional Consulting
Director, Graystone Consulting, Santa Rosa, CA

Margaret M. Towle, PhD, CPWA®, Managing Director, Greycourt & Co., Portland, OR





Rule 452: What It Means to You

By Artie Regan

n July 1, 2009, the Securities and Exchange Commission (SEC) approved the New York Stock Exchange's (NYSE) amendment to Rule 452, eliminating brokers' ability to vote their discretion in annual elections for directors of publicly traded companies.

An estimated two-thirds of publicly traded shares are held by brokers on behalf of clients (the "beneficial owners"). Now brokers can use their discretion to vote their clients' shares on routine items such as uncontested annual elections if the broker does not receive voting instructions from the beneficial owner. But the rule change, effective January 1, 2010, will prevent brokers from voting uninstructed client shares in all publicly traded companies with the exception of mutual funds.

Supporters of the rule change say that because most brokers follow management's recommendation when voting, companies enjoy greater support than actually exists. Supporters also say that directors should be elected by those with an economic interest in the company.

Brokers' votes in director elections historically have represented a significant percentage of the total. The Rule 452 change will make a difference in whether annual meetings make quorum. Corporate secretaries, investor relations professionals, SEC lawyers, transfer agent representatives,

investment bankers, and investment advisors all will face challenges because the only shares voted behind a broker's name will be the ones from clients.

Investment advisors should do the following:

- · Educate clients about the voting process.
- · Inform clients that if they fail to submit voting instructions their shares will not be counted.
- · Prepare clients to receive phone calls from proxy solicitors retained by the issuer to engage in vote solicitation.
- Tell clients that by voting they will stop the phone calls.



Artie Regan is the founder and president of Regan & Associates, Inc., a New York-based proxy solicitation firm. He earned a BS in business management and organizational behavior from New York University. Contact him at aregan@reganproxy.com.

Endnote

The amendments to Rule 452 do not apply to companies that are registered under the Investment Company Act of 1940, as amended, and discretionary broker voting still will be permitted with respect to such companies.