The Secrets

To

Financial

Peace of Mind

FIRST PUBLISHED AND PRINTED

May 17, 1772
(Origin of the New York Stock Exchange)

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“Let every man

divide his money

into three parts,

invest a third in Land,

a third in Business,

and a third

let him keep in Reserve”

Talmud, circa (1200 BC - 500 AD)

Foreword

Encompass Advisors, a Fee Only Registered Investment Advisor, combines the disciplines of investment management, finance, law, and taxation. The President is a CFP, CPA/PFS, holds a JD (law degree) and an MBA degree in Finance.

We are an advisory firm providing the expertise and guidance investors need to separate fact from fiction, myth and emotion. This delineation of fact and fiction, rationality and irrationality, emotion and stability is crucial to the process of making consistently optimal financial decisions.

We earn and preserve our clients' trust and respect and have a significant long-term positive influence in their lives by providing the integrity, consistency, expertise and judgment necessary to help each client achieve serenity in financial peace of mind.

How do we maintain this long-term trust and respect? Performance, reliability, openness. All critical attributes, but the quintessence is wisdom, authenticity and judgement. Our words and actions reflect an inner-truthfulness which our clients respect. Our clients sleep well knowing we care and that their best interests always come first.

Our expertise is financial and investment advice fulfilling the dual but incongruent objectives of sophisticated investors: realistic risk- adjusted returns and capital preservation. Our goal is to achieve our clients' return objective with the least amount of risk that minimizes the potential loss of capital in any market environment.

We strive to achieve these risk-adjusted returns across all market environments by applying sophisticated risk management analytical systems to minimize the potential market impact on our clients' investment portfolios.

We specialize in the needs of retirees and "soon to be retirees" and our client demographics are diverse, their assets span the continents from North America to Australia.

Our management philosophy is predicated upon the principle that our clients' ongoing satisfaction and success will translate into our firm's success.

Our value, and the reason for our clients' trust, is our grounded, unbiased judgement based on experience, prudence and our clients' best interests.

Our firm's philosophy is to help our clients stay wealthy, not get rich. This requires more than just investment and risk management. To fully achieve our goal, we work closely with our clients and are always there to help them with a broad range of needs and issues, including:

- Tax planning and preparation
- Managing pension plans, profit-sharing plans, 401(K)'s and thrift savings plans
- Determining spending boundaries for retirees
- Helping widows and widowers plan their lives
- Asset protection strategies to safeguard net worth
- Helping families deal with a loved ones' declining mental capacity.
- Clients with alternative or non-traditional lifestyles needing unique investment solutions
- Pet owners needing estate planning for their pets' well-being in the event of death or incapacity.

"The great enemy of the Truth

is very often not the Lie

Deliberate, Contrived and Dishonest,

but the Myth,

Persistent, Persuasive, and Unrealistic

Belief in myths

allows the comfort of Opinion

without the discomfort of Thought"

John F. Kennedy (1917 - 1963)

“Men want to forget

this Truth,

but we must not,

we become Responsible,

forever

for whom we have

lured into Trust”

Mahatma Gandhi (1869 - 1948)

DEDICATED
To
OUR CLIENTS

INSPIRERS, CRITICS & FRIENDS

A Special Acknowledgement To

FRIENDS FOR LIFE

Who Maintain

THE FOREVER FARM
A Sanctuary For Forgotten
and Special Needs Animals

Pure Hearts Taking Care Of Pure Hearts

Setting The Standard Of Integrity
For Which We Strive

“The Study of Money

is one in which

Complexity

is used to

Disguise Truth

or

Evade Truth,

Not to Reveal the Truth”

John Kenneth Galbraith (1908 - 2006)

Preface

At Encompass Advisors, we deal with reality,
not beautiful beaches, canoes or sunsets.

Real people making critical investment and financial decisions impacting the rest of their lives.

We are not an aggressive firm just seeking clients to finance fast growth, large profits and big bonuses.

We are experienced fee only specialists who are independent and objective, with only one agenda,

The best interests of our clients. Period.

If you are looking for scripted answers, excessive drama, hidden expenses and undisclosed risk,

You will not enjoy this book.

If you want to work with genuine, knowledgeable people, with a heart and soul, who have a deep sense of responsibility but with a sense of humor, charge a fair price, and are always there .....
Turn the page and you will discover,

"The Secrets to Financial Peace of Mind"

To The Reader

Examine Thoroughly & Impartially

Then Judge

The purpose of this book is to educate; it is not written to be assimilated in one reading. Forty years of reflection on investment behavior is within its ten chapters and forty-two pages. Hubris and humility, euphoria and depression, success and failure, gain and loss, certainty and bewilderment; just some of the observed, and in some cases, personally felt responses to the investment process.

Our goal is to help each client and reader of this book, through education and knowledge, make investment decisions in their best interests.

The ten concepts on the opposite page will help all investors achieve financial peace of mind. The purpose is to know what the concepts mean, not how they work. Remember the axiom, “you do not need to know how a watch works to read the time”.

After reading this book, if you wish to explore these concepts in depth, we would enjoy the discussion. Knowledge, wisdom and insight is our aspiration.

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"Out of Clutter

find

Simplicity,

from Discord

find

Harmony,

In Difficulty

find

Opportunity"

Albert Einstein (1879 - 1955)

Introduction

The challenge confronting every investor, especially in this era of continuous, conflicting and somewhat deceptive investment “noise”, is constructing a portfolio capable of achieving specific return objectives with the least amount of risk. This is more important than guessing the next hot market segment or when the market will rise or fall.

The media tirelessly attempts to explain the rational for short-term market behavior. While this content generates ratings, it provides no basis for long-term investment decisions. Nor does it enlighten investors with insightful strategic advice or subtle changes in asset class relationships.

Instead of vociferous chatter and “sound bite” advice, insightful investors are acutely aware of their objectives, risk tolerance, spending habits and income needs; determinates of investment success. .

Insight is not enhanced by intensity of effort. Gentle awareness and perseverance in acknowledging reality is a more potent process. The measured assimilation of ageless investment principles applied with deliberate thoughtful awareness is “The Secret” To Financial Peace of Mind.

Chapter I

Know Yourself

You're piloting a plane at 10,000 feet ....there is a loud noise, the oil pressure drops to zero and the engine stops ....it is eerily quiet ....the nose turns downward and the plane begins a steep decline. You panic and rely on instinct, quickly pulling the wheel back to level the plane, but that slows the plane down to almost a stop. The plane stalls in mid-air because it has no lift, and you lose control.

You reacted emotionally and followed your instincts, but that did not achieve the desired outcome. Taking a few seconds to logically think through the process may have had a more positive result. Pushing the wheel forward, while counter- intuitive, would have increased the plane's speed, created more lift and given you more control.

This analogy applies to investment decisions. Random unexpected global market behavior may force critical decisions with major implications and optimal outcomes will not result from a decision process based on emotion, intuition or instinct.

The world of investing offers no clear boundary between fact and fiction. What is real and what is hype. Someone in the news is recommending everyone buy a certain stock. Why? Is it a good investment, or do they own it and need to sell it?

Start with what you know or should know....
Yourself. Acknowledge Reality.

Long-term investment success requires a keen awareness of oneself at multiple levels. Are you an investor, trader or speculator? Do you panic easily? Can you accept a large loss..... mentally, financially?

Is your thought process linear? Do you want growth, but need income? What is more important...... Making money, the "thrill" of winning or the "pain"of losing?

How much risk can you really tolerate? Does your portfolio value match your spending habits? How do you respond to unanticipated events?

What we do know with certainty, is investment success in future global markets will force answers to these questions, either consciously or by default.

Chapter II

Fiduciary

You're sitting in your brokers office waiting for them to finish a meeting. The door opens, your broker walks out shaking hands with a very slickly dressed person. You later find out they are a sales representative for a mediocre mutual fund family, who your broker refers to as a "wholesaler".

What you find out much later, the hard way, is that the wholesaler had just informed your broker about an all-expense-paid cruise to Fiji that the broker will win if your broker sells the most of the wholesaler's mutual funds in the next two months.

And guess which mutual fund your broker recommend you buy that day? Is it legal? Yes. Is it right? No. How can this happen? Your broker has no fiduciary responsibility to you. That means your broker does not have to put your best interests first.

What can you do? Work with a "Fee Only" Fiduciary Registered Investment Advisor, where your best interest must always come first.

Registered Investment Advisors are regulated by the Investment Advisers Act of 1940. Under the act they are real advisors, not disguised salesmen; they are held to a much higher standard of care than brokers, who also call themselves "Advisors".

The higher standard of care is that of a "Fiduciary". A Fiduciary holds a position of trust under the law. This "trust" requires that a fee-only Fiduciary Advisor always put their client's interest first and always do what is in their client's best interest.

A cautionary note: A "Fee-Based" advisor is not the same as a "Fee-Only" advisor. Fee-based means that the broker gets paid both sales commissions and fees. The fee is not for rendering advice, but for selling the client an investment. It is a way for a broker to look like a fee-only fiduciary advisor, but in reality still receive sales commissions.

Investors are free to choose either, but our concern is that investors truly understand the difference. We believe a determinant of financial peace of mind is full disclosure. Optimal decisions require knowledge of all the pertinent facts, including details overlooked or conveniently omitted.

Chapter III

Risk Management

You invest in an aggressive mutual fund having high potential returns, but also high potential losses because you want to make-up what you lost in 2008. The first year you make a 15% return. Great.
The second year you make a 15% return. Can't lose.
The third year you make a 15% return. A sure thing.
The fourth year you lose 15%, and you sell all of it.

What is the annual rate of return for the four years?
7.5% .... No, the average annual return is 6.6%. When you have a negative return in a sequence of returns, the arithmetic mean cannot be used to calculate the average. The geometric mean must be calculated. And there is more pain. If you wanted to average a 15% return over five years, you would need a 56% return in the fifth year.

Was it worth taking a higher risk/return strategy? There is not a linear relationship between risk and return. Would it be a better strategy to select a less aggressive investment with a higher probability of achieving a lower but consistent return of 8%?

We have learned over the course of many years that
some of our clients are not risk adverse, they are "loss" adverse. Some clients think of risk as the possibility an investment will incur a permanent decline in value. But the perception of risk is ephemeral; most investors do not have a realistic sense of the risk they are actually taking.

Imagine flying from Los Angeles to New York. The plane has four redundant hydraulic systems to control the plane, but only one is working. You arrive safely. Does that mean there was no risk? Did you have any sense of the magnitude of risk you were taking? Similarly, you achieve a very high return on a risky investment. Since you made a large profit, it must have been a very good decision? Does risk perception and risk reality only intersect if the plane crashes or the investment is lost?

Inherent in true risk management is the awareness of how dangerous it is to evaluate the quality of any decision by focusing entirely on it's outcome. The extent of the actual risk must be acknowledged. Value-at-risk is a financial algorithm to estimate the probability and magnitude of portfolio losses based on historical trends and volatilities.

Chapter IV

Preservation of Capital

You're with a group of friends at a Christmas party discussing investment returns for the year. Fred mentions he had a 27% return on a stock and you smile and feel sick. The best you did all year in any investment was a meager 8%.

You're with another group of friends at a New Years party discussing annual returns. Ethel mentions the best she did all year was a 3% return, but she did not lose any money all year. You smile and feel sick. You lost $12,000 on one investment.

You go home asking "What am I doing wrong?"
Probably nothing, but there are additional questions you should ask.

How accurate are your friends' return numbers? Calculating rates of return is extremely complicated and it takes very sophisticated software to calculate the time value of money , which is the basis for internal rates of return. There is a high probability your friends return numbers are inaccurate.

What was Fred's risk-adjusted return? What was Ethel's real return? What was the value -at-risk on any given day, month, quarter or year for each investment? Answers to these questions are critical and directly impact capital preservation.

Fred had a 27% return, but how much risk did he unknowingly take to get that return? If there was a 60% probability of losing his total investment, was the return worth the risk? If Fred's risk-adjusted return was 4% and yours was 6%, which really was the optimal strategy?

Ethel essentially took little risk and preserved her capital, but at what cost? She had a 3% nominal return, but if inflation was 3%, her real return was zero. If inflation was higher, she would not have even been successful at preserving the purchasing power of her capital.

You lost $12,000. Before buying the investment, did you know there was a possibility of that amount of loss in any one year? Targeting high returns is simple. Achieving a given return with the least amount of risk that minimizes the potential loss of capital in any market environment is complex.

Chapter V

Perspective

'You're talking to your son at Thanksgiving when he asks where can he buy the Indian rupee. "Why do you want to do that?" you ask. "Because I will make a lot of money when the dollar's value drops". You want to tell him his thinking is logical but not very wise. Instead you say, "Think this through".

Does he realize he will be buying the rupee on the FOREX currency exchange, open twenty-four hours a day, seven days a week? Ferraris are not for everyone, neither is the FOREX. He is going up against currency traders at Goldman Sachs, etc.
Who has the overwhelming advantage?

Wise investors don't step in front of freight trains; they ride them. They know where they want to go, which train will get them there, when the train departs, arrives and the dining car menu.

Wise investors have perspective, an awareness of the big picture, the details and their relative importance. They have wisdom.

At Encompass, our definition of perspective is wisdom.
In the examples below, Where is the freight train?

The average holding time for an equity on the New York Stock Exchange is 22 seconds; 73% of the daily volume (a buy or sell) occurs within microseconds. Sound travels at 1000 microseconds per foot. Can you "beat the market"?

Major reports, such as monthly employment, GDP and CPI data often create whipsaw volatility in the financial markets. Have you anticipated whether you can, emotionally and/or financially, handle such events and apply wisdom and insight to decisions required during those market extremes?

Is a three handicap, dressing well or being a friend or nephew your criteria for evaluating investment management acumen and sound judgement?

Brokerage firms charge higher transaction fees to buy or sell mutual funds with very low expense ratios. Why? To maintain their low expense ratios, low expense funds will not pay the required hidden "shelf-space" fees to brokerage firms for allowing their funds to be sold. Do you evaluate investments based on expense ratios or transaction fees?

Chapter VI

Expectations

You've read the first five chapters of this book. It all makes sense, and you think, "I can do this". You do extensive research to find companies with high profits and great future expectations. You buy their stock. You expect the companies to grow and you expect to sell the stock in the future at a higher price. Your expectations are logical and reasonable.

Unfortunately, not everyone in the market plays nice in the sandbox. Logic and rationality are not the only rules. Expecting results based on observed risk is subjecting yourself to the benevolence of randomness. Random successful outcomes are then attributed to the talents of executives and investor brilliance and not to the real determinant, luck. Remember the flight from LA to New York?

In investing, random unforeseen events shaping outcomes is an inherent risk and can't be ignored. Knowledge, skill and experience can minimize the risk, but dealing with reality by understanding the actual basis for your expectations is the first step.

You've held your stocks for several years and their prices have increased more than expected. This investing stuff is easy. Across the world a large hedge fund has to liquidate a portion of its portfolio which includes some of the same good stocks you own, to raise cash to pay off a few major investors who want out. What does this have to do with you?

The hedge fund has both long and short positions.
A "long" position is when you actually own stock. You own stock if you expect the price to go up, then you sell it for a profit. A "short" position is when you sell stock you do not own, but you expect the price to drop, then you buy it at a lower price for a profit.

Stay with me. Liquidating a portfolio requires the fund to buy stocks it doesn't like, (short positions),and sell its good stocks, (long positions). Buying drives prices up and selling drives prices down. Multiply this effect by all the hedge funds in the same trade, then multiply by leverage of 20 to 1.

Your good stocks are drastically dropping in price around the world and you do not know why. You panic and sell at rock bottom prices. But the next day they're way up. A random unforeseen event.

Chapter VII

Patience

You decide to grow a garden and plant corn. Your wife asks, “Is it hard to grow”. You shrug, “Can’t be, everybody grows corn”. You till and fertilize the soil, and with an unread packet of seeds in hand, plant six rows of corn. You water the new plot and wait.

One week later you stare at the bare plot. Nothing. You check the plot every day for a week. No shoots. You glare at the dirt and dig up the soil, sift through it and find nothing. You decide there is not enough sun and start the process over in a new location. You may not have any sprouts, but at least you’re doing something about it. Or are you?

Effective means doing the right things. Efficient means doing things right. Sometimes action is no action. However, some investors have difficulty, emotionally and intellectually, with this concept. The market is crashing. Your advisor calls. Exactly what you expect. You’re paying a large fee to your advisor, and you expect action. As your advisor talks you think, “Don’t just sit there, do something”.

However, in some circumstances, a better thought would be, “Don’t just do something, sit there”. Sometimes if you try to catch a falling knife, you get cut. In a crisis there are usually two choices: fight or flight. In a crashing market, “flight” means moving your portfolio to cash and locking in possible losses when markets are closer to their bottoms than their tops. Then later, you must decide at what price to get back into the markets. A very difficult decision.

There are other investment situations where one must take action and fast. Judgement and the totality of the circumstances are the determinates. Adversity reveals genius; prosperity conceals it.

Investors should understand that markets (asset prices) fluctuate much more than fundamentals. However, instead of applying patience and perspective in evaluating fear versus greed, euphoria versus depression and risk tolerance versus risk aversion, investors usually oscillate erratically between the extremes.

In this chapter, we are not dealing with intellect but judgement. The big money is not to be made in knowing when to buy or sell, but in when to wait.

Chapter VIII

Expenses

You're evaluating the probabilities of whether a particular mutual fund is going to outperform the S&P 500 index over the next ten years. However, you are allowed to ask one (and only one) question concerning the fund to make your determination.

What question would you ask? What is the ten year return? What is the managers tenure? Is it very risky? What are the fund's alpha, beta and sharpe ratios? What is the fund's favorite color?

The answer is none of the above. Based on research including recent studies by Morningstar, the single most significant determinate of long-term mutual fund performance are annual fees and expenses.

These fees and expenses include sales charges, transaction commissions, redemption fees and the costs comprising the "expense ratio". The largest component is fund manager compensation. Your rate of return is reduced by all of these expenses.
Therefore, lower expenses equal higher returns.

The following analysis illustrates the impact of expenses on mutual fund performance. You need to know this; try not to get depressed. We assume a $100,000 investment earns a 6% return for ten years in all cases. Results are from the Financial Industry Regulatory Authority's (FINRA) website.

First we compare the effect of expenses on two different share classes of the same mutual fund, Oppenheimer Capital Appreciation Fund. "B" shares are a typical share class sold by a broker to a retail investor. Over ten years the investor would make $51,361, an annual return after expenses of 5.1%. Expenses are $20, 129, a 1.68% expense ratio.

"Y" shares are shares of the same fund as above, but only sold to institutional investors by fee-only advisors. Over ten years the investor would make $65,814, an annual return after expenses of 6.6%. Expenses are $10,021, a 0.77% expense ratio.

Dimensional Fund Advisors Large Company Portfolio can only be purchased from fee-only advisors. Over ten years the investor would make $77,303, an annual return after expenses of 7.7%. Expenses are $1,350, a 0.10% expense ratio.

Chapter IX

Information

The year is 2008; you're evaluating two companies as possible investments. A WSJ article says to pick companies with high dividend yields and low price-to-earnings ratios. You go to the internet.

Company A has a P/E ratio of 8, a 12.5% earnings yield and 2.4% dividend yield. Company B has a P/E ratio of 23, a 4.3% earnings yield and no dividend yield, but its stock has risen 22% in the last four months. Both were picked as "Best Stocks for 2008" by Fortune. You decide on Company A.

Data, Information, Knowledge, Wisdom, Insight. What is their relationship to investment decisions? Plato and Aristotle provide insight. They postulated an intelligence flow: data > information (applying meaning to data) > knowledge (empirical understanding) > wisdom (optimum judgement). Wisdom is the synthesis of extensive factual and theoretical knowledge with very few unjustified beliefs; and insight, the capacity to acknowledge mistakes and assimilate the lessons therein.

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But Plato and Aristotle did not have to make investment decisions, nor deal with CNBC, the internet or iPhone. I have to make choices, now. Sand is running through my retirement hourglass.
How does data metamorphose into wisdom?
The enigma, for most retail investors, is that this metamorphosis cannot occur. There is a flaw at the inception, transforming data into information.

Investors are immersed in manipulated, unreliable data, spun into commentary to produce a specific desired result, presented with great confidence as "information" to an unsophisticated, but very fearful audience, seriously concerned about their future financial well-being. The outcome begets overconfidence when humility is the secret.

Investors want to believe. They obsess about information, then get lost in it and lose the ability to create context and meaning. Then, based only on an intuitive understanding of information, they think they have knowledge, but lose sight of its implications and fail to apply it appropriately.

Wisdom is the recognition of this machination.
Merrill Lynch was A, Berkshire Hathaway is B.

Chapter X

Know Yourself

You travel back in time to 14th Century BC to the palace of Agamemnon, commander of the Greeks in the Trojan War. As you walk with Agamemnon in his enormous gardens, you contemplate his immense wealth and beautiful wife, Clytemnestra.

As you walk together, you ponder this question and finally ask, “Agamemnon, you have riches beyond comprehension, a wife sought after by numerous suitors in your absence. Why do you forsake your wife and wealth and leave your wife alone for years to conquer other nations? What else do you want?” Agamemnon simply responds, “More”.

Sound familiar? Some things never change. There is a saying on Wall Street, “Bulls sometimes win, Bears sometimes win, but Pigs always lose”. Well, maybe not always, but you get the idea. This philosophical issue arises at both a micro and macro level. At the micro level it arises with the question, “When to Sell?” At the macro level it arises with the question, “What do I really want?”

The answer to the micro question is easy relative to the macro question, and when to sell is a much more tormenting decision than when to buy. The word “torment” is used purposely because most investors agonize at the extremes.

They wait to sell at the highest price, the market top, or sell in a panic at a market bottom, or never sell, forever anticipating a recovery of their loss. Ignore the market. Sell based on the company’s fundamentals relative to the industry. Period.

The answer to “When Enough is Enough” at the macro level is not in this book and quite honestly,
we do not know where the answer lies; we are still searching. Possibly in meditation or deep contemplation is the beginning of the answer. We do know that the answer lies beyond the balance sheet; in the heart, mind and spirit of each investor.

We have observed that contemplating the amount one needs to retire tends to “shock the mind into awareness”. Lifestyle, genetics, health, dreams, pursuits .....all are in the cognitive process to the answer. We do know for certain, it will be answered for us, even if we do not acknowledge the question.

Conclusion

Our aspiration for these ten chapters is to identify those principles of human nature and investment theory which provide the foundation for financial peace-of-mind. These principles are not about "how to get rich".

Our firm's philosophy makes a very subtle, but significant distinction between getting rich and financial peace of mind. Our goal is to help our clients stay wealthy, not get rich.

Our other ambition for these ten chapters is to convey the sense of warmth felt by our clients in their working relationship with our firm. We have attempted to accomplish this by being as forthright in sharing with the reader as we are with our clients, who we are, what we believe and how we think. We want you to know what is in our heart and soul.

In most endeavors, such as education, business or sports, hard work is the key to success. However, with respect to investing this is not necessarily true. Effort can be inversely correlated with results, especially if the initial effort is not committed to thoughtful awareness and preparation.

Discovering the investment process unique to each investor is the most fundamental element of long- term success. The investor must adopt a process complimenting their temperament, risk-tolerance,goals and experience.

Investing is similar to going to war with the stock market, and most investors do not understand their "enemy", nor do they understand themselves. The wisdom of Chinese General Sun Tzu, writer of The Art of War is insightful. He wrote, "If you know your enemies and know yourself, you can win a hundred battles without a single loss".

As to the necessity for preparation, he wrote "Victorious warriors win first, then go to war, defeated warriors go to war first, then seek to win". Most investors "go to war", then "seek to win" a battle they have not planned nor understand.

As for a system to select only optimal risk/reward investments, he wrote, "He who knows when to fight and when he cannot will be victorious". One should invest, "go to war", only when they know exactly how much they expect to win, how much they must risk and the probability of success.

About The Author

Jon Randolph Green (65), President of Encompass Advisors, is an Attorney, Certified Financial Planner, a Certified Public Accountant, an AICPA Personal Finance Specialist and an Accredited Asset Management Specialist.

Jon has been selected every year since 2007, as one of America's Top Financial Planners Specializing in Retirement Income Planning by The Consumer's Research Council of America.

He is a member of The National Association of Personal Financial Advisors (NAPFA), The American Institute of Certified Public Accountants (AICPA) and The Personal Financial Planning section of the AICPA.

A native of Washington, DC, Jon received a Bachelor of Science degree in Accounting (magna cum laude), from the University of Maryland in 1969, and a Master of Business Administration in Finance (summa cum laude), from Indiana University in 1975. He also received a Doctor of Jurisprudence Law Degree (cum laude), from the University of Notre Dame Law School in 1979. Jon is a member of the Bar of the State of Indiana.

Jon has more than 35 years of experience in finance and investments. He was Adjunct Professor of Finance and Investments at Brevard College, in Brevard, North Carolina,

Jon has more than 40 years experience in finance and investments. He was a member of the faculty at the University of Notre Dame, Indiana University, Perdue University and the University of Colorado, where he taught accounting and finance.

In 1969, he began his career with Authur Andersen in Washington, DC, and then became Treasurer of the National Academy of Public Administration.

He was President and CEO of Applied Earth Technologies, a manufacturer of an environmental alternative to the Polystyrene peanut. He was the Managing Director of International Equisource, Ltd., an advisor to international investors.

Jon held senior management positions in New York City with a NYSE financial services firm. He participated in syndicated public and private offerings of IPO's, mergers, acquisitions and re-capitalizations. He advised various banks, including Barclays Bank, Dai Ichi Bank and IBJ (Industrial Bank of Japan), as to structuring their credit facilities in security offerings. He was also the Chief Financial Officer of an energy company listed on the American Stock Exchange.

PartingThoughts

As you continue your journey toward investment success, irrespective of the principles within these chapters you have chosen to embrace, resist the omnipresent propensity to second-guess your decisions.

Remember, randomness is ubiquitous in the investment process, culminating in risk and uncertainty.

Advance onward with this thought.....

"Not sharp revenge,

nor hell itself,

can find a

fiercer torment

than a doubting mind"

Unknown