

CHAPTER 2

MANAGING INDIVIDUAL INVESTOR PORTFOLIOS

James W. Bronson, CFA

*Northern Trust Bank
Newport Beach, California*

Matthew H. Scanlan, CFA

*Barclays Global Investors
San Francisco, California*

Jan R. Squires, CFA

*CFA Institute
Hong Kong*

LEARNING OUTCOMES

After completing this chapter, you will be able to do the following:

- Review situational profiling for individual investors and discuss source of wealth, measure of wealth, and stage of life as approaches to situational profiling.
- Prepare an elementary situational profile for an individual investor.
- Discuss the role of psychological profiling in understanding individual investor behavior.
- Formulate the basic principles of the behavioral finance investment framework.
- Discuss the influence of investor psychology on risk tolerance and investment choices.
- Discuss the use of a personality-typing questionnaire for identifying an investor's personality type.
- Formulate the relationship of risk attitudes and decision-making styles with individual investor personality types.
- Discuss the potential benefits for both clients and investment advisers of having a formal investment policy statement.
- Review the process involved in creating an investment policy statement for a client.

- Discuss each of the major objectives that an individual investor's investment policy statement includes.
- Distinguish between an individual investor's ability to take risk and willingness to take risk.
- Discuss how to set risk and return objectives for individual investor portfolios.
- Discuss each of the major constraints that an individual investor's investment policy statement includes.
- Formulate and justify an investment policy statement for an individual investor.
- Demonstrate the use of a process of elimination to arrive at an appropriate strategic asset allocation for an individual investor.
- Determine the strategic asset allocation that is most appropriate given an individual investor's investment objectives and constraints.
- Compare and contrast traditional deterministic versus Monte Carlo approaches in the context of retirement planning.
- Discuss the advantages of the Monte Carlo approach to retirement planning.

SUMMARY OVERVIEW

Chapter 2 has presented an overview of portfolio management for individual investors, including the information-gathering process, situational and psychological profiling of clients, formulation of an investment policy statement, strategic asset allocation, and the use of Monte Carlo simulation in personal retirement planning.

- Situational profiling seeks to anticipate individual investors' concerns and risk tolerance by specifying the investor's source of wealth, measure or adequacy of wealth in relationship to needs, and stage of life.
- Psychological profiling addresses human behavioral patterns and personality characteristics and their effect on investment choices. It is particularly important in assessing risk tolerance.
- Underlying behavioral patterns often play an important role in setting individual risk tolerance and return objectives.
- Based on their responses to a questionnaire, individual investors may be classified into descriptive personality types, such as *cautious*, *methodical*, *spontaneous*, or *individualist*.
- Using the results of situational and psychological profiling, and the financial information gathered in the interviewing process, an adviser can formulate an investment policy statement (IPS).
- A carefully formulated IPS serves as the keystone to the relationship between investor and investment adviser. The process of creating an IPS mirrors the process of portfolio management. The policy statement reconciles investment goals with the realities of risk tolerance and investment constraints, resulting in operational guidelines for portfolio construction and a mutually agreed-upon basis for portfolio monitoring and review. By necessity, the investor and adviser must discuss the construction of an IPS in a linear fashion. In practice, the process is dynamic, similar to solving simultaneously for multiple variables.
- The return objective for an investment portfolio must ultimately be made consistent with the investor's risk tolerance and the portfolio's ability to generate returns. The traditional division of return requirements between "income" and "growth" objectives may seem intuitive, but these terms blur the distinction between return goals and risk tolerance. The "total return" approach seeks to identify a portfolio return that will meet the investor's objectives without exceeding the portfolio's risk tolerance or violating its investment constraints.

- Risk tolerance reflects both an investor's ability and willingness to accept risk. Ability to accept risk is a probabilistic assessment of the investment portfolio's ability to withstand negative investment outcomes and still meet the investor's objectives. Willingness to accept risk is a more subjective assessment of the investor's propensity for risk taking. Because many individuals are unfamiliar with the quantitative terminology of risk tolerance, the investment adviser may use psychological or situational profiling to anticipate client attitudes toward risk.
- Investment constraints include the following:
 1. *Liquidity.* Liquidity needs may be categorized as ongoing expenses, emergency reserves, and negative liquidity events. Liquidity is the ease and price certainty with which assets can be converted into cash. Because assets with stable prices and low transaction costs are generally low-risk investments, an increasing need for liquidity will constrain the investment portfolio's ability to accept risk. Significant illiquid holdings and their associated risks should be documented. For many investors, the home or residence represents a large percentage of total net worth and is relatively illiquid. Although the primary residence may be viewed as offsetting long-term needs for care and housing, it should be discussed as a source of investment risk and as a source of funding for future cash flow needs. The investor and adviser should together thoroughly review the risks associated with any concentration of net worth. Large "positive" liquidity events should also be documented, even though they will not act as a constraint.
 2. *Time horizon.* The investor's time horizon also constrains his ability to accept risk; shorter investment horizons allow less time to make up portfolio losses. The time horizon constraint may be categorized as short term, intermediate term, or long term and as single stage or multistage. With sufficient assets and multigenerational estate planning, even older investors may retain a long-term investment perspective.
 3. *Taxes.* The basic principles of tax deferral, avoidance, and reduction underlie all tax-driven portfolio strategies, but individual solutions are highly country specific and client specific. Taxes relevant to portfolio management generally fall into four major categories: income, gains, wealth transfer, and property.
 4. *Legal and regulatory environment.* The investment portfolio's legal and regulatory environment is ultimately country and client specific. A basic knowledge of English and American trust law is often valuable, however, as the terminology is widely recognized and the framework widely applied.
 5. *Unique circumstances.* The IPS should capture all unique investment considerations affecting the portfolio. Unique circumstances might include guidelines for social investing, trading restrictions, and privacy concerns.
- As a general rule, only certain asset allocations will be consistent with the client's return objectives, risk tolerance, and investment constraints. The adviser can use a process of elimination to arrive at an appropriate long-term strategic allocation.
- For individual investors, investment decisions, including asset allocation, are made on an after-tax basis. This is a key distinction in contrast to tax-exempt institutions.
- Monte Carlo simulation has certain advantages over deterministic approaches: It more accurately portrays risk–return trade-offs, can illustrate the trade-offs between the attainment of short-term and long-term goals, provides more realistic modeling of taxes, and is better suited to assessing multiperiod effects.

PROBLEMS

Problems 1 through 8 relate to the Inger family: father (Peter), mother (Hilda), son (Hans), and daughter (Christa) and her child (Jürgen). Peter is the founder and majority owner of IngerMarine.

Christa estimates that her revised annual living expenses, including a new studio and apartment, will average €132,500 (excluding Jürgen's educational costs). If necessary, she could combine her apartment and studio to reduce spending by €32,500. She does not want her financial security to be dependent on further gifting from her parents and is pleased that, after the sale of IngerMarine, she will be able to meet her new living expenses with proceeds from art sales (€50,000) and the expected total return of the proposed investment portfolio (€82,500). Because of the uncertainty of art sales, Christa plans to establish an emergency reserve equal to one year's living expenses. Her after-tax proceeds from the sale of IngerMarine are expected to be $€1,200,000 \times (1 - 0.15) = €1,020,000$. She also holds €75,000 in balanced mutual funds and €25,000 in a money market fund. Christa intends to reevaluate her policy statement and asset allocation guidelines every three years.

1. Discuss Christa's liquidity requirements.
2. Determine Christa's return requirement and evaluate whether her portfolio can be expected to satisfy that requirement if inflation averages 3 percent annually and she reduces her annual living expenses to €100,000 by combining her apartment and studio.
3. Explain why an analysis of Christa's investment policy statement might become necessary before the next three-year review.

Hans's increasingly irresponsible lifestyle has become a burden to his parents. Hans was recently arrested for reckless driving—he crashed his car into a restaurant, causing considerable damage and injuring a patron. As a result of Hans's behavior, Peter has placed him on probationary leave of absence from IngerMarine but will allow him to retain his annual salary of €100,000. The restaurant patron is suing Hans for €700,000 in damages, and the restaurant owner estimates that it will take €500,000 to repair damages to his building. Hans's insurance will cover costs to a maximum of only €200,000.

4. Assess the impact of these events on Hans's liquidity and his personal financial statement. What course of action should he pursue?
5. Assess Hans's probable future ability to assume risk, based on information about his background and current living situation.

Peter and Hilda are considering an investment of €1,000,000 in one of the following investment funds:

Investment	Projected Income	Projected Price Appreciation	Projected Turnover
High-growth stock fund	2.0%	12%	75%
Equity value fund	2.5%	10%	25%
Municipal bond fund	5.0% (tax free)	2%	15%

6. Evaluate each investment fund based only on its after-tax return. *Note:* Capital gains tax = Price appreciation \times 15% \times Turnover rate

IngerMarine has experienced a catastrophic event from which it cannot recover. Damage claims resulting from a design flaw are expected to leave IngerMarine bankrupt and its stock worthless. Peter's pension is also lost.

7. Assess the probable impact on Peter's and Hilda's return requirement.
8. Assess the probable impact on Peter's and Hilda's portfolio constraints.
9. Adapted from the 2001 CFA Level III examination:

James Stephenson, 55 years old and single, is a surgeon. He has accumulated a \$2.0 million investment portfolio with a large concentration in small-capitalization U.S. equities. During the past five years, his portfolio has averaged a 20 percent annual total return on investment. Stephenson's current portfolio of \$2.0 million is invested as shown in Exhibit 2-1.

EXHIBIT 2-1 Summary of Stephenson's Current Portfolio

	Value	Percent of Total	Expected Annual Return	Annual Standard Deviation
Short-term bonds	\$ 200,000	10%	4.6%	1.6%
Domestic large-cap equities	600,000	30	12.4	19.5
Domestic small-cap equities	1,200,000	60	16.0	29.9
Total portfolio	\$2,000,000	100%	13.8%	23.1%

His newly hired financial adviser, Caroline Coppa, has compiled the following notes from her meetings with Stephenson:

Stephenson hopes that long term, his investment portfolio will continue to earn 20 percent annually. For the remainder of this year, he would like to earn a return greater than the 5 percent yield to maturity currently available from short-term government notes. When asked about his risk tolerance, he described it as "average." He was surprised when informed that U.S. small-cap portfolios have historically experienced extremely high volatility.

Stephenson does not expect to retire before age 70. His current annual income from his surgical practice is \$250,000, which is more than sufficient to meet his current yearly expenses of \$150,000. Upon retirement, he plans to sell his surgical practice and use the proceeds to purchase an annuity to cover his postretirement cash flow needs. He could not state any additional long-term goals or needs.

Stephenson's income and realized capital gains are taxed at a 30 percent rate. No pertinent legal or regulatory issues apply. He has no pension or retirement plan but does have sufficient health insurance for postretirement needs.

Stephenson soon expects to receive an additional \$2.0 million from an inheritance and plans to invest the entire amount in an index fund that best complements the current portfolio. Coppa is evaluating the four index funds shown in Exhibit 2-2 for their ability to produce a portfolio that will meet the following two criteria relative to the current portfolio:

EXHIBIT 2-2 Index Fund Characteristics

Index Fund	Expected Annual Return	Expected Annual Standard Deviation	Correlation of Returns with Current Portfolio
A	15%	25%	+0.80
B	11%	22%	+0.60
C	16%	25%	+0.90
D	14%	22%	+0.65

1. Maintain or enhance expected return.
2. Maintain or reduce volatility.

Each fund is invested in an asset class that is not substantially represented in the current portfolio.

- A. Formulate the following elements of Stephenson's investment policy statement and justify your response for each element with two arguments:
 - i. Return objective
 - ii. Risk tolerance
 - iii. Liquidity requirements
 - iv. Time horizon
 - B. State which fund Coppa should recommend to Stephenson. Justify your choice by describing how your chosen fund best meets both of the criteria set forth by Coppa. (No calculations are required.)
10. Adapted from the 2000 CFA Level III examination:

Robert Taylor, 50 years old and a U.S. resident, recently retired and received a \$500,000 cash payment from his employer as an early retirement incentive. He also obtained \$700,000 by exercising his company stock options. Both amounts are net of tax. Taylor is not entitled to a pension; however, his medical expenses are covered by insurance paid for by his former employer. Taylor is in excellent health and has a normal life expectancy.

Taylor's wife died last year after a long illness, which resulted in devastating medical expenses. All their investments, including a home, were liquidated to fully satisfy these medical expenses.

Taylor has no assets other than the \$1.2 million cash referenced above, and he has no debts. He plans to acquire a \$300,000 home in three months and insists on paying cash given his recent adverse experience with creditors. When presented with investment options, Taylor consistently selects the most conservative alternative.

After settling into his new home, Taylor's living expenses will be \$2,000 per month and will rise with inflation. He does not plan to work again.

Taylor's father and his wife's parents died years ago. His mother, Renee, is 72 years old and in excellent physical health. Her mental health, however, is deteriorating and she has relocated to a long-term-care facility. Renee's expenses total \$3,500 per month. Her monthly income is \$1,500 from pensions. Her income and expenses will rise with inflation. She has no investments or assets of value. Taylor, who has no siblings, must cover Renee's income shortfall.

EXHIBIT 2-3 Robert Taylor Investment Policy Statement

Return objective	<ul style="list-style-type: none"> • Income requirement is \$2,000 monthly. • Total return requirement is 2.7% annually (\$24,000/\$900,000).
Risk tolerance	<ul style="list-style-type: none"> • Substantial asset base and low return requirement provide ample resources to support an aggressive, growth-oriented portfolio.
Time horizon	<ul style="list-style-type: none"> • Client is 50 years old, recently retired, and in excellent health. • Time horizon exceeds 20 years.
Liquidity needs	<ul style="list-style-type: none"> • \$300,000 is needed in three months for purchase of home. • Modest additional cash is needed for normal relocation costs. \$100,000 may be needed for possible investment in son's business. • A normal, ongoing cash reserve level should be established.
Tax concerns	<ul style="list-style-type: none"> • There is little need to defer income. • Mother's expenses may have an effect.
Legal and regulatory factors	<ul style="list-style-type: none"> • No special considerations exist.
Unique circumstances	<ul style="list-style-type: none"> • Client desires to support mother. • Client insists that any investment in son's business be excluded from long-term planning. • Client has strong aversion to debt.

Taylor has one child, Troy. Troy and a friend need funds immediately for a start-up business with first-year costs estimated at \$200,000. The partners have no assets and have been unable to obtain outside financing. The friend's family has offered to invest \$100,000 in the business in exchange for a minority equity stake if Taylor agrees to invest the same amount.

Taylor would like to assist Troy; however, he is concerned about the partners' ability to succeed, the potential loss of his funds, and whether his assets are sufficient to support his needs and to support Renee. He plans to make a decision on this investment very soon. If he invests \$100,000 in Troy's business, he insists that this investment be excluded from any investment strategy developed for his remaining funds.

With the above information, portfolio manager Sarah Wheeler prepared the investment policy statement for Taylor shown in Exhibit 2-3.

- A. Evaluate the appropriateness of Taylor's investment policy statement with regard to the following objectives:
- i. Return requirement
 - ii. Risk tolerance
 - iii. Time horizon
 - iv. Liquidity requirements

After revising the investment policy statement and confirming it with Taylor, Wheeler is now developing a long-term strategic asset allocation for Taylor. Wheeler will use the following revised information to recommend one of the allocations in Exhibit 2-4.

- Taylor has decided to invest \$100,000 in his son's business but still insists that this investment be disregarded in making his allocation decision.
- Taylor's total cash flow needs have changed to \$4,200 a month.
- The available asset base is \$800,000.
- Wheeler estimates that the inflation rate will be 1 percent next year.

EXHIBIT 2-4 Potential Long-Term Strategic Asset Allocations

	Allocation			
	A	B	C	D
Asset Class Weighting				
Stocks	20%	40%	60%	80%
Bonds	75%	55%	35%	15%
Cash	5%	5%	5%	5%
Total	100%	100%	100%	100%
Expected Annual				
Return	6.7%	7.5%	8.2%	9.1%
Standard Deviation	9.0%	11.5%	15.3%	19.0%
Potential for Growth				
Asset Growth	Very low	Low	Moderate	High
Income Growth	Very low	Low	Moderate	High
Current Income	High	High	Low	Very low
Stability	Very high	High	Moderate	Low

- Taylor is determined to maintain the real value of his assets because he plans to set up a charitable foundation in the future.
- Taylor insists on taking no more risk than absolutely necessary to achieve his return goals.

B. Select the strategic asset allocation that is most appropriate for Taylor and justify your selection with two supporting reasons related to the revised information shown above.

11. Adapted from the 1999 CFA Level III examination:

Mark and Andrea Mueller, U.S. residents, are reviewing their financial plan. The Muellers, both 53 years old, have one daughter, 18 years old. With their combined after-tax salaries totaling \$100,000 a year, they are able to meet their living expenses and save \$25,000 after taxes annually. They expect little change in either their incomes or expenses on an inflation-adjusted basis other than the addition of their daughter's college expenses. Their only long-term financial goal is to provide for themselves and for their daughter's education. The Muellers both wish to retire in 10 years.

Their daughter, a talented musician, is now entering an exclusive five-year college program. This program requires a \$50,000 contribution, payable now, to the college's endowment fund. Thereafter, her tuition and living expenses, to be paid entirely by the Muellers, are estimated at \$40,000 annually.

The Mueller's personal investments total \$600,000, and they plan to continue to manage the portfolio themselves. They prefer "conservative growth investments with minimal volatility." One-third of their portfolio is in the stock of Andrea's employer, a publicly traded technology company with a highly uncertain future. The shares have a very low cost basis for tax purposes. The Muellers, currently taxed at 30 percent on income and 20 percent on net realized capital gains, have accumulated losses from past unsuccessful investments that can be used to fully offset \$100,000 of future realized gains.

In 10 years, Mark will receive a distribution from a family trust. His portion is now \$1.2 million and is expected to grow prior to distribution. Mark receives no income from the trust and has no influence over, or responsibility for, its management. The Muellers

know that these funds will change their financial situation materially but have excluded the trust from their current financial planning.

- A. Construct the objectives and constraints portion of an investment policy statement for the Muellers, addressing each of the following:
- i. Return objective
 - ii. Risk tolerance
 - iii. Time horizon
 - iv. Liquidity requirements
 - v. Tax concerns
 - vi. Unique circumstances

Ten years have passed. The Muellers, now both aged 63, will retire this year. The distribution from Mark's family trust will occur within the next two weeks. The Muellers' current circumstances are summarized below:

Personal Circumstances and Assets

- Pension income will total \$100,000 a year and will not increase with inflation.
- Annual expenses will total \$180,000 initially and will increase with inflation.
- Inflation is expected to be 2 percent annually.
- Their personal investments now total \$1 million (excluding trust distribution).
- The Muellers will rely on this \$1 million portfolio to support their lifestyle and do not wish to reduce their level of spending.
- The Muellers have health problems and neither is expected to live more than 10 years. All health care expenses will be covered by employer-paid insurance.
- The Muellers' daughter is now financially independent, and the Muellers' sole investment objective is to meet their spending needs.
- The Muellers are not concerned with growing or maintaining principal. The income deficit may be met with both investment income and by invading principal.

Trust Distribution Assets

- The trust distribution totals \$2 million and will occur within the next two weeks. No tax liability is created by the distribution.
- The Muellers will maintain separate accounts for their personal assets and the trust distribution.
- They do not plan to withdraw income or principal.
- Tax liabilities produced by these assets will be paid from this portfolio.
- The Muellers plan to donate these assets to an arts society when the surviving spouse dies. They have made a minimum pledge of \$2.6 million toward construction of a new building.
- An after-tax annual return of 5.4 percent is required over five years to meet the minimum pledge.
- The Muellers are concerned only that a minimum gift of \$2.6 million is available. The Muellers assume that at least one of them will live at least five years and that neither will live more than 10 years.

Alternative portfolios for the Muellers' consideration appear in Exhibit 2-5.

EXHIBIT 2-5

Asset Allocation	Portfolio			
	A	B	C	D
Domestic large-cap stocks	14%	30%	40%	30%
Domestic small-cap stocks	3	5	10	25
Foreign stocks	3	5	10	25
Intermediate-term fixed income	70	60	30	20
Cash equivalents	<u>10</u>	<u>0</u>	<u>10</u>	<u>0</u>
Total	100%	100%	100%	100%
Expected annual return ^a	4.2%	5.8%	7.5%	8.5%
Annual standard deviation	6.0%	8.0%	13.0%	18.0%

^aNominal after-tax returns.

- B. Select and justify with three reasons the most appropriate of the four portfolios from Exhibit 2-5 as an asset allocation for the Muellers' \$1 million in personal assets.
- C. Select and justify with three reasons the most appropriate of the four portfolios from Exhibit 2-5 as an asset allocation for the Muellers' \$2 million in trust distribution assets.

12. Adapted from the 1997 CFA Level III examination:

John Mesa, CFA, is a portfolio manager in the Trust Department of BigBanc. Mesa has been asked to review the investment portfolios of Robert and Mary Smith, a retired couple and potential clients. Previously, the Smiths had been working with another financial adviser, WealthMax Financial Consultants (WFC). To assist Mesa, the Smiths have provided the following background information:

Family. We live alone. Our only daughter and granddaughter are financially secure and independent.

Health. We are both 65 years of age and in good health. Our medical costs are covered by insurance.

Housing. Our house needs major renovation. The work will be completed within the next six months, at an estimated cost of \$200,000.

Expenses. Our annual after-tax living costs are expected to be \$150,000 for this year and are rising with inflation, which is expected to continue at 3 percent annually.

Income. In addition to income from the Gift Fund and the Family Portfolio (both described below), we receive a fixed annual pension payment of \$65,000 (after taxes), which continues for both of our lifetimes.

Financial Goals. Our primary objective is to maintain our financial security and support our current lifestyle. A secondary objective is to leave \$1 million to our grandchild and \$1 million to our local college. We recently completed the \$1 million gift to the college by creating a "Gift Fund." Preserving the remaining assets for our granddaughter is important to us.

Taxes. Our investment income, including bond interest and stock dividends, is taxed at 30 percent. Our investment returns from price appreciation (capital gains) are taxed at 15 percent, at the time of sale. We have no other tax considerations.

General Comments. We needed someone like WFC to develop a comprehensive plan for us to follow. We can follow such a plan once it is prepared for us. We invest only in companies with which we are familiar. We will not sell a security for less than we paid for it. Given our need for income, we invest only in dividend-paying stocks.

Investments. We benefit from two investment accounts:

- The Gift Fund (\$1 million) represents our gift to the college. During our lifetimes, we will receive fixed annual payments of \$40,000 (tax free) from the Gift Fund. Except for the annual payments to us, the Gift Fund is managed solely for the benefit of the college—we may not make any other withdrawals of either income or principal. Upon our deaths, all assets remaining in the Gift Fund will be transferred into the college’s endowment.
- The Family Portfolio (\$1.2 million) represents the remainder of our lifetime savings. The portfolio is invested entirely in very safe securities, consistent with the investment policy statement prepared for us by WFC as shown in Exhibit 2-6:

EXHIBIT 2-6 WFC Investment Policy Statement for Smith Family Portfolio

The Smith Family Portfolio’s primary focus is the production of current income, with long-term capital appreciation a secondary consideration. The need for a dependable income stream precludes investment vehicles with even modest likelihood of losses. Liquidity needs reinforce the need to emphasize minimum-risk investments. Extensive use of short-term investment-grade investments is entirely justified by the expectation that a low-inflation environment will exist indefinitely into the future. For these reasons, investments will emphasize U.S. Treasury bills and notes, intermediate-term investment-grade corporate debt, and select “blue chip” stocks with assured dividend distributions and minimal price fluctuations.

To assist in a discussion of investment policy, Mesa presents four model portfolios used by BigBanc; Exhibit 2-7 applies the bank’s long-term forecasts for asset class returns to each portfolio.

- A. Prepare and justify an alternative investment policy statement for the Smiths’ Family Portfolio.
- B. Describe how your IPS addresses three specific deficiencies in the WFC investment policy statement.
- C. Recommend a portfolio from Exhibit 2-7 for the Family Portfolio. Justify your recommendation with specific reference to:
 - i. Three portfolio characteristics in Exhibit 2-7 other than expected return or yield.
 - ii. The Smiths’ return objectives. Show your calculations.

EXHIBIT 2-7 BigBanc Model Portfolios

Asset Class	Total Return	Yield	Portfolios			
			A	B	C	D
U.S. large-cap stocks	13.0%	3.0%	0%	35%	45%	0%
U.S. small-cap stocks	15.0	1.0	0	5	15	0
Non-U.S. stocks	14.0	1.5	0	10	15	10
U.S. corporate bonds (AA)	6.5	6.5	80	20	0	30
U.S. Treasury notes	6.0	6.0	0	10	5	20
Non-U.S. government bonds	6.5	6.5	0	5	5	0
Municipal bonds (AA) ^a	4.0	4.0	0	10	0	10
Venture capital	20.0	0.0	0	0	10	25
U.S. Treasury bills	4.0	4.0	20	5	5	5
Total			100%	100%	100%	100%
After-tax expected return			4.2%	7.5%	13.0%	6.4%
Sharpe ratio			0.35	0.50	0.45	0.45
After-tax yield			4.2%	2.9%	1.9%	3.3%
Expected inflation: 3.0%						

^aTax-exempt.

13. Adapted from the 2004 CFA Level III examination:

Louise and Christopher Maclin live in London, United Kingdom, and currently rent an apartment in the metropolitan area. Christopher Maclin, aged 40, is a supervisor at Barnett Co. and earns an annual salary of £80,000 before taxes. Louise Maclin, aged 38, stays home to care for their newborn twins. She recently inherited £900,000 (after wealth-transfer taxes) in cash from her father's estate. In addition, the Maclins have accumulated the following assets (current market value):

- £5,000 in cash
- £160,000 in stocks and bonds
- £220,000 in Barnett common stock

The value of their holdings in Barnett stock has appreciated substantially as a result of the company's growth in sales and profits during the past 10 years. Christopher Maclin is confident that the company and its stock will continue to perform well.

The Maclins need £30,000 for a down payment on the purchase of a house and plan to make a £20,000 non-tax-deductible donation to a local charity in memory of Louise Maclin's father. The Maclins' annual living expenses are £74,000. After-tax salary increases will offset any future increases in their living expenses.

During discussions with their financial adviser, Grant Webb, the Maclins express concern about achieving their educational goals for their children and their own retirement goals. The Maclins tell Webb:

- They want to have sufficient funds to retire in 18 years when their children begin their four years of university education.
- They have been unhappy with the portfolio volatility they have experienced in recent years. They state that they do not want to experience a loss in portfolio value greater than 12 percent in any one year.

- They do not want to invest in alcohol and tobacco stocks.
- They will not have any additional children.

After their discussions, Webb calculates that in 18 years the Maclins will need £2 million to meet their educational and retirement goals. Webb suggests that their portfolio be structured to limit shortfall risk (defined as expected total return minus two standard deviations) to no lower than a negative 12 percent return in any one year. Maclin's salary and all capital gains and investment income are taxed at 40 percent and no tax-sheltering strategies are available. Webb's next step is to formulate an investment policy statement for the Maclins.

- A.
 - i. Formulate the risk objective of an investment policy statement for the Maclins.
 - ii. Formulate the return objective of an investment policy statement for the Maclins. Calculate the pre-tax rate of return that is required to achieve this objective. Show your calculations.
- B. Formulate the constraints portion of an investment policy statement for the Maclins, addressing *each* of the following:
 - i. Time horizon
 - ii. Liquidity requirements
 - iii. Tax concerns
 - iv. Unique circumstances

Note: Your response to Part B should not address legal and regulatory factors.

MANAGING INSTITUTIONAL INVESTOR PORTFOLIOS

R. Charles Tschampion, CFA

*CFA Institute
New York, New York*

Laurence B. Siegel

*The Ford Foundation
New York, New York*

Dean J. Takahashi

*Yale University
New Haven, Connecticut*

John L. Maginn, CFA

*Maginn Associates, Inc.
Omaha, Nebraska*

LEARNING OUTCOMES

After completing this chapter, you will be able to do the following:

- Contrast a defined-benefit plan to a defined-contribution plan from the perspectives of both the employee and employer.
- Discuss investment objectives and constraints for defined-benefit plans.
- Evaluate pension fund risk tolerance when risk is considered from the perspective of the (1) plan surplus, (2) sponsor financial status and profitability, (3) sponsor and pension fund common risk exposures, (4) plan features, and (5) workforce characteristics.