

October 4, 2008

Dear Readers:

This month I would like to share with you a treasure from my archives:

*A Message to Garcia* is an inspirational essay written by **Elbert Hubbard**. It was originally published as a article without a title in the March, 1899 issue of the *Philistine* magazine which he edited, but was quickly reprinted as a pamphlet and a book. It was wildly popular, selling over 40 million copies, and being translated into 37 languages and made into two movies. It also became a well-known allusion in American popular and business culture until the middle of the twentieth century.

The essay celebrates the initiative of a soldier who is assigned and accomplishes a daunting mission. He asks no questions, makes no objections, requests no help, but accomplishes the mission. The essay exhorts the reader to apply this attitude to his own life as an avenue to success. Its wide popularity reflected the general appeal of self-reliance and energetic problem solving in American culture. Its "don't ask questions, get the job done" message was often used by business leaders as a motivational message to their employees.

It was given to every U.S. Navy enlistee and U.S. Marine in both world wars, and often memorized by schoolchildren. A copy of it is often given to Marine Non-Commissioned Officers upon their promotion. It is estimated to be one of the highest-selling books in history, essentially due to American employers purchasing copies in bulk to distribute to their employees.

The historical setting of the essay was the onset of the Spanish-American War in 1898. As the American army prepared to invade the Spanish colony of Cuba, they wished to contact the leader of the Cuban insurgents who controlled the plains of the Cauto to coordinate or at least prevent conflicting strategies. This

was **Calixto García e Iñiguez**, who had been fighting the Spanish for Cuban independence since the Ten Years' War of 1868–78, and sought the help of the United States. He was then residing in the city of Bayamo. The American officer was **Andrew Summers Rowan**, a West Point graduate of 1881.

This "enlightened, inspirational" interpretation prevails today, despite the fact Rowan was hidden by Cuban rebels in Jamaica before his being taken to Cuba; was met by 200 cavalry and delivered to Garcia; was held by the British quarantine in the Bahamas for ten days; and the sole immediate recognition he received was to be given combat command of a company of U.S. Army "Immunes," who were African American troops assumed to be immune to jungle diseases. The Immunes died as quickly as any troops once infected, in a brief war that killed more U.S. personnel by malaria than by bullets.

In fact, "A Message to Garcia" may have been intended to embarrass Hubbard's son, Bert, into more responsible action at the *Philistine* magazine and other elements of Hubbard's egalitarian gathering of artists and craftsmen in **East Aurora, New York**.

Elbert Hubbard died with the sinking of the **RMS *Lusitania*** in 1915, en route with his wife to England and Berlin on a mission to encourage an end of war. He was optimistic in this endeavor, despite a notice in the *New York Times* warning that vessels flying the flag of Great Britain, or any of her allies, could be sunk. Major Andrew Rowan died obscurely in the Presidio of San Francisco. It was 22 years before the Army decorated him for this mission.

I hope you will enjoy reading it as much as I did when I first discovered the story in 1985, in an Antique store in East Aurora, New York inside an antique book written by Elbert Hubbard and titled **Elbert Hubbard's Scrapbook**.

A MESSAGE TO GARCIA

ELBERT HUBBARD  
1899

In all this Cuban business there is one man who stands out on the horizon like Mars at perihelion.

When war broke out between Spain and the United States, it was very necessary to communicate quickly with the leader of the Insurgents. Garcia was somewhere in the mountain vastness of Cuba - no one knew where. No mail or telegraph could reach him. The President must secure his co-operation, and quickly.

What to do!

Someone said to the President, "There is a fellow by the name of Andrew Summers Rowan who will find Garcia for you, if anybody can."

Rowan was sent for and given a letter to be delivered to Garcia. How the "fellow by the name of Rowan" took the letter, sealed it up in an oilskin pouch, strapped it over his heart, in four days landed by night off the coast of Cuba from an open boat disappeared into the jungle, and in three weeks came out on the other side of the island, having traversed a hostile country on foot and delivered his message to Garcia - are things I have no special desire to tell in detail. The point I wish to make is this: McKinley gave Rowan a letter to be delivered to Garcia; Rowan took the letter and did not ask, "Where is he at?"

By the Eternal! there is a man whose form should be cast in deathless bronze and the statue placed in every college of the land. It is not book learning young men need, nor instruction about this and that, but a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrating their energies: do the thing - "Carry a message to Garcia."

General Garcia is dead now, but there are other Garcias. No man who has endeavored to carry out an enterprise where many hands were needed, but has been will-nigh appalled at times by the imbecility of the average man - the inability or unwillingness to concentrate on a thing and do it.

Slipshod assistance, foolish inattention, dowdy indifference, and half-hearted work seem the rule; and no man succeeds, unless by hook or crook or threat he forces or bribes other men to assist him; or mayhap, God in His goodness performs a miracle, and sends him an Angel of Light for an assistant.

You, reader, put this matter to a test: you are sitting now in your office - six people are within call. Summon any one and make this request: "Please look in

the encyclopedia and make a brief memorandum for me concerning the life of Correggio."

Will the person quietly say, "Yes, sir," and go about the task?

On your life he will not. He will look at you out of a fishy eye and ask one or more of the following questions:

- Who was he?
- Which encyclopedia?
- Where is the encyclopedia?
- Was I hired for that?
- Don't you mean Bismark?
- What's the matter with Charlie doing it?
- Is he dead?
- Is there any hurry?
- Shall not I bring you the book and let you look it up yourself?
- What do you want to know for?

And I will lay you ten to one that after you have answered the questions, and explained how to find the information, and why you want it, the person will go off and get one of the other people to help him try and find Garcia - and then come back and tell you there is no such man. Of course I may lose my bet, but according to the Law of Averages I will not.

Now, if you are wise, you will not bother to explain to your "assistant" that Correggio is indexed under the C's, not in the K's, but you will smile and say "Never mind," and go look it up yourself. And this incapacity for independent action, this moral stupidity, this infirmity of the will, this unwillingness to cheerfully catch hold and lift - these are the things that put pure Socialism so far into the future. If men will not act for themselves, what will they do when the benefit of their effort is for all?

A first mate with a knotted club seems necessary; and the dread of getting "the bounce" Saturday night holds many a worker to his place. Advertise for a stenographer, and nine out of ten who apply can neither spell nor punctuate - and do not think it necessary to.

Can such a one write a letter to Garcia?

"You see that bookkeeper," said the foreman to me in a large factory.

"Yes; what about him?"

"Well, he's a fine accountant, but if I'd send him up town on an errand, he might accomplish the errand all right, and on the other hand, might stop at four saloons on the way, and when he got to Main Street would forget what he had been sent for."

Can such a man be entrusted to carry a message to Garcia?

We have recently been hearing much maudlin sympathy expressed for the "down trodden denizens of the sweatshop" and the "homeless wanderer searching for the honest employment," and with all often go many hard words for the men in power.

Nothing is said about the employer who grows old before his time in a vain attempt to get frowsy ne'er-do-wells to do intelligent work; and his long, patient striving after 'help' that does nothing but loaf when his back is turned. In every store and factory there is a constant weeding-out process going on. The employer is constantly sending away "help" that have shown their incapacity to further the interests of the business, and others are being taken on. No matter how good times are, this sorting continues: only, if times are hard and work is scarce the sorting is done finer - but out and forever out the incompetent and unworthy go. It is the survival of the fittest. Self-interest prompts every employer to keep the best - those who can carry a message to Garcia.

I know one man of really brilliant parts who has the ability to manage a business of his own, and yet who is absolutely worthless to anyone else, because he carries with him constantly the insane suspicion that his employer is oppressing him, or intending to oppress him. He cannot give orders, and he will not receive them. Should a message be given him to take to Garcia, his answer would probably be, "Take it yourself!"

Tonight this man walks the streets looking for work, the wind whistling through his threadbare coat. No one who knows him dares employ him, for he is a regular firebrand discontent. He is impervious to reason, and the only thing that can impress him is on the toe of a thick-soled Number Nine boot.

Of course, I know that one so morally deformed is no less to be pitied than a physical cripple; but in our pitying let us drop a tear, too, for the men who are striving to carry on a great enterprise, whose working hours are not limited by the whistle, and whose hair is fast turning white through struggle to hold in line dowdy indifference, slipshod imbecility, and the heartless ingratitude which, but for their enterprise, would be both hungry and homeless.

Have I put the matter too strongly? Possibly I have; but when all the world has gone a-slumming I wish to speak a word of sympathy for the man who succeeds - the man who, against great odds, has directed the efforts of others, and having

succeeded, finds there's nothing in it: nothing but bare board and clothes. I have carried a dinner-pail and worked for the day's wages, and I have also been an employer of labor, and I know there is something to be said on both sides. There is no excellence, per se, in poverty; rags are no recommendation; and all employers are not rapacious and high-handed, any more than all poor men are virtuous. My heart goes out to the man who does his work when the "boss" is away, as well as when he is at home. And the man who, when given a letter for Garcia, quietly takes the missive, without asking any idiotic questions, and with no lurking intentions of chucking it into the nearest sewer, or doing aught else but deliver it, never gets "laid off," nor has to go on strike for higher wages. Civilization is one long, anxious search for just such individuals. Anything such a man asks shall be granted. He is wanted in every city, town and village - in every office, shop, store and factory. The world cries out for such; he is needed and needed badly - the man who can..... CARRY A MESSAGE TO GARCIA.

Do you have what it takes to act like Rowan?

If you would like to add a friend, co-worker or family member to my monthly newsletter mailing list please send me their e-mail address.

Talk with you next month.

Duane



# Duane's Capital Ideas

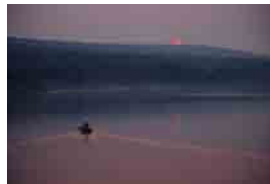
## Strengthening your financial future

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### Five Ideas for Staying Sane in a Crazy Market

A key part of managing your money is managing your emotions, particularly when the stock market is going through a period of uncertainty. Being able to keep your cool is one of the most valuable skills you can have as an investor.



year, it can be easy to forget any progress you may already have made over the years, though past performance is no guarantee of future returns.

Think about why you made a specific investment in the first place. That can help you determine if it still deserves a place in your investing strategy. Understanding how a specific holding fits in your portfolio also can help you consider whether a lower price might actually represent a buying opportunity. If you don't know an investment's purpose in your overall strategy, now's the time to find out.

#### Stay on course by continuing to save

Even if the value of your holdings fluctuates, regularly adding to an account that's designed for a long-term goal may cushion the emotional impact of market swings. If losses are offset even in part by new savings, the bottom-line number on your statement might not be quite so discouraging.

#### Remember that everything's relative

Most of the variance in the returns of different portfolios is generally attributable to their asset allocations. If you've got a well-diversified portfolio, it could be useful to compare its overall performance to relevant benchmarks. If you find that your investments are at least matching those benchmarks, that realization might help you feel better about your overall strategy.

If you're using dollar-cost averaging--investing a specific amount regularly regardless of fluctuating price levels--you may be getting a bargain by buying when prices are down. However, dollar-cost averaging can't guarantee a profit or protect against a loss, and you should consider your financial ability to continue purchases through periods of low price levels.

#### Remind yourself that nothing lasts forever

Ups and downs are normal for the stock market. If you regret not selling at a market peak, or missed a bargain, remember that you're likely to have other opportunities at some point. Having predetermined guidelines for buying and selling can prevent emotion from dictating investment decisions.

#### Stick with your game plan

Solid asset allocation is the basis of sound investing. One of the reasons a diversified portfolio is so important is that strong performance of some investments may help offset poor performance by others. Even with an appropriate asset allocation, some parts of a portfolio may struggle at any given time. Diversification can't guarantee a profit or protect against a loss, but it can help you balance risks.

#### Look in the rear-view mirror

If you're investing long term, sometimes it helps to take a look back and see how far you've come. If your portfolio is down this

*Being able to keep your cool is one of the most valuable skills you can have as an investor.*

***It is not that we plan to fail, it's just that we fail to plan.***

#### ***In this issue:***

Five Ideas for Staying Sane in a Crazy Market

Should You Roll Your 401(k) Money Over to an IRA?

Buying a Home in Foreclosure

Ask the Experts

## Should You Roll Your 401(k) Money Over to an IRA?

If you're entitled to a distribution from your 401(k) plan (for example, because you've left your job), and it's rollover-eligible, you may be faced with a choice. Should you take the distribution and roll the funds over to an IRA, or should you leave your money where it is?

### Across the universe

In contrast to a 401(k) plan, where your investment options are limited to those selected by your employer (typically mutual funds or employer stock), the universe of IRA investments is virtually unlimited. For example, in addition to the usual IRA mainstays (stocks, bonds, mutual funds, and CDs), an IRA can invest in real estate, options, limited partnership interests, or anything else the law (and your IRA trustee/custodian) allows. (Certain investments may not be right for everyone, and some may have adverse tax consequences, so be sure to consult your financial professional.)

While the investment flexibility that IRAs provide can be a benefit for some people, it may be a drawback for others. If you lack investment knowledge and experience, you may be more comfortable with the limited investment alternatives your 401(k) plan provides.

### Take it easy

The distribution options available to you in a 401(k) plan are typically limited, usually to a lump-sum payout, or installments payable over a period of years. And many plans require that distributions start if you've reached the plan's normal retirement age (often age 65), even if you don't yet need the funds.

Similarly, 401(k) plans often require that a beneficiary take a lump-sum payment shortly after the plan participant dies. This may not be a problem if your beneficiary is your spouse--he or she can roll the funds over to an IRA after your death. But a nonspousal rollover is possible only if your 401(k) plan allows it. And some don't, forcing your beneficiary to take a distribution he or she may not yet need.

On the other hand, you can access the funds in an IRA at any time. You--and your beneficiary after your death--can take out as much, or as little, as you want. While you'll need to start taking required minimum distributions (RMDs) after you reach age 70½ (and your beneficiary will need to take RMDs after you die), those payments can generally be spread over your (and your beneficiary's) lifetime. (You aren't

required to take any distributions from a Roth IRA during your lifetime, but your beneficiary must take RMDs after your death.) A rollover to an IRA lets you and your beneficiary stretch distributions out over the maximum period the law allows, letting your nest egg enjoy the benefits of tax deferral as long as possible.

**Note:** *Distributions from 401(k)s and IRAs may be subject to federal income tax. In addition, a 10% early distribution tax may apply if you haven't reached age 59½. (Special rules apply to Roth 401(k)s and Roth IRAs.)*

### Gimme shelter

Your 401(k) plan may offer better creditor protection than an IRA. Federal law currently protects your total IRA assets up to \$1,095,000--plus any amount you roll over from your 401(k) plan--if you declare bankruptcy. (The laws in your state may provide additional protection.) In contrast, assets in a 401(k) plan generally enjoy unlimited protection from your creditors under federal law, whether you've declared bankruptcy or not.

### Let's stay together

Another reason to roll your 401(k) funds over to an IRA is to consolidate your retirement assets. This may make it easier for you to monitor your investments and your beneficiary designations, and to make desired changes. You may also want to consolidate all of your IRAs. However, make sure you understand how Federal Deposit Insurance Corporation (FDIC) and Securities Investor Protection Corporation (SIPC) limits apply if you keep all your IRA funds in one financial institution.

### Fools rush in

- While some 401(k) plans provide an annuity option, most still don't. By rolling your 401(k) assets over to an IRA annuity, you can annuitize all or part of your 401(k) dollars.
- Many 401(k) plans have loan provisions, but you can't borrow from an IRA. You only can access the money in an IRA by taking a distribution, which may be subject to income tax and penalties.
- If you were born before 1936, lump-sum distributions from your 401(k) may be eligible for special 10-year averaging or capital gains treatment. A rollover may make you ineligible for these tax rules.

**While the investment flexibility that IRAs provide can be a benefit for some people, it may be a drawback for others.**



## Buying a Home in Foreclosure

They're not all in run-down neighborhoods, and they're not all in complete disrepair. As the housing market's woes continue, more homes go into foreclosure, and more real estate investment opportunities open up. While a buyer still has to prepare and beware, it may be possible to purchase a property in foreclosure at a discount off its market value.

Foreclosure is a legal process whereby a lender terminates a borrower's right to redeem a property, generally because the borrower has defaulted on the mortgage. Once the foreclosure process is complete, the lender can sell the property to repay the mortgage.

If you're considering buying a foreclosed property, keep in mind that there are many pitfalls to watch out for, and laws vary from state to state. You'll want to work with an experienced real estate attorney.

### The three stages of foreclosure

Depending on state law, foreclosure can be a relatively short or lengthy process. You might be able to buy a property in pre-foreclosure, at a foreclosure auction, or (if it didn't sell at auction) in the real estate owned (REO) phase.

### Pre-foreclosures

In order to identify properties that are in a pre-foreclosure status, you'll need to locate loans that are in default. To do this, you may need to spend time in the courthouse researching foreclosure filings or subscribe to an online foreclosure reporting service that will do this for you. Once you find a property you're interested in, you'll need a title search performed to determine what liens are against the property, and you'll need to contact the owner to negotiate a purchase. You'll also need to have the property inspected (it may need some repair work) and then determine its market value. In making an offer on the property, consider the cost of paying off liens, repairing the property, and any other fees you'll need to pay (such as those associated with securing financing to make the purchase).

This option requires a lot of legwork on your part and (preferably) the services of others experienced in the process. Contacting an owner (especially one who hasn't listed the property for sale) can be difficult and stressful. However, pre-foreclosure sales may require minimum down payments, and you may be able to acquire a property at a good discount off its market value.

### Auction sales

Once the foreclosure process is complete, the foreclosing lender (usually the holder of the first mortgage) may attempt to sell the property at auction--a fast-moving, public proceeding. Before you buy, you should have the title researched just as you would when making a pre-foreclosure offer. However, you generally won't be allowed to have the property inspected beforehand (which precludes the possibility of obtaining a mortgage to purchase it), so you'll be buying it "as is" and may not know all of what that entails. If you're the successful bidder, you'll need to make at least the required minimum down payment in cash (or with a certified check) on the spot and pay or finance the balance within 30 days, sometimes sooner.

Because you can't first inspect the property and arrange financing, and because you must buy it "as is," buying a property at auction can be very risky. However, you can receive a substantial discount off the market value of a property when it's bought at auction.

### Real estate owned (REO) properties

If a foreclosed property doesn't sell at auction, the foreclosing lender takes possession of it. As a result, junior liens (such as second mortgages or home equity lines of credit) that may have encumbered the property's title are discharged, and any taxes owed are paid. Any occupants remaining in the property are evicted, and the property is usually listed with a real estate agent.

At that point, the property becomes available for inspection. You may be buying an REO "as is," but you'll be able to find out what that means, and can adjust your purchase offer accordingly. While the lender holding the REO will try to get as much as possible for the property, it may consider discounts off market value in order to get the property off its books.

Purchasing an REO is probably the least risky way to buy a foreclosed property. You have time to arrange financing, and you may be able to obtain some discount off the property's market value. However, the discount off market value will generally not be as substantial as with the other options for buying foreclosed property, and working with the bank can be a lengthy process.



***As the housing market's woes continue, more homes go into foreclosure, and more real estate investment opportunities open up.***





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## Ask the Experts



### Should my child apply to college early decision?

In the college early decision process, your child applies early to a particular college (typically in November of senior year), and hears back early (usually by December or January) as to whether he or she has been accepted.

For the student who has his or her heart set on a particular college that's also a good fit, applying for admission early decision can be a favorable way to get a leg up on the competition. It's also a good way to try to avoid the anxiety that typically comes with having to wait until spring for an acceptance letter. A student who gets accepted early may better enjoy his or her senior year, since there'll be more time for hobbies, courses, work, or activities that he or she might not otherwise have the time or inclination to pursue.

However, there's a catch: an early decision application is a binding contract. If the college accepts your child (and offers an adequate financial aid package), your child must agree

to attend that college. Consequently, a student can apply to only one college early decision.

There are two situations where applying early decision may not work in a student's favor. First, if a student needs senior year grades or extracurricular activities to boost his or her chances of admission, early decision will preclude consideration of these items. Second, if a student wants or needs to compare financial aid packages from several schools, early decision is not the route to go. Not only will the student have just one financial aid package to review, but the package may not be as generous as it would be for a traditional applicant. Why? Because the college knows that it's the student's first choice--in effect, the student has shown his or her cards.

Keep in mind that if your child does apply to one college early decision, he or she can still apply to other colleges through the regular admissions process as a backup--those applications are typically due by December or January.

### What's the difference between early decision and early action?



If you and your child think the early decision process is too limiting, one alternative might be for your child to apply to college

under an early action plan.

Early action plans are similar to early decision plans, but are less restrictive. First, a student can apply to more than one college early action. Second, if a student is accepted under an early action application, he or she can either commit to the college immediately or wait until the spring to do so.

Early action thus offers a huge advantage over early decision--your child gains the peace of mind that comes with early acceptance (and may even have several early acceptances by December or January), but can take a wait-and-see approach to making a commitment to any one school. This gives you and your child the opportunity to review the

financial aid packages that come in from all the colleges your child has been accepted at, both under the early action process and the regular admissions process.

Not all colleges offer early action (or early decision) applications, however. In fact, in recent years, a handful of highly selective colleges have dropped their early action and/or early decision programs, believing that the process favors affluent students who are less likely to rely on financial aid. For a list of colleges that offer early action or early decision programs, visit [www.collegeboard.com](http://www.collegeboard.com).

Considering the flexibility of early action plans, why would a student apply early decision? The answer is commitment--colleges likely consider the early decision applicant more committed, since he or she is bound to attend if accepted.

Students who apply either early action or early decision will need to have all applications and teacher recommendations completed by October or November of senior year.