These lines from a Cole Porter song of the 1930s reflect the attitude of many people who live in New York. The city is, in a sense, an open-ended environment; it's the kind of place that can be almost anything to anyone. To some, it's the crowded subways and littered streets; to others, it's the theaters, the museums and the Fifth Avenue stores. To the people who work at the New York office of Haskins & Sells, it's a place where professional opportunities abound, where there's a direct path to growing responsibility available to the person willing to work for it.

The New York office has its roots deep in the history of the Firm. From the time Charles Waldo Haskins and Elijah Watt Sells started their accounting practice and ran newspaper ads offering to make "periodical and special examinations of accounts and records and to introduce simpler and efficient methods" (there was no prohibition against advertising in those days), the office has played a major role in shaping the character and direction of H&S. Yet if history has been important, the emphasis now is on the future. With a steady pattern of growth, the New York office has played a major role in shaping the character and direction of H&S.

Russell D. Tippron, partner in charge, runs the office with quiet precision—no small feat since there are 50 partners and directors, 75 managers, approximately 500 staff accountants and 170 office personnel. Partner Milton Kupfer heads a tax department of about 60 specialists, whose work consists mainly of planning for and consulting with the audit clients. Director Len Pace is in charge of the MAS group (with 38 people, the largest in the Firm) whose expertise complements the services the office can provide.

From his office on the twenty-third floor of Two Broadway, just a few hundred yards from the southernmost tip of Manhattan Island, Russ has a vantage point overlooking Upper New York Bay and the Statue of Liberty. "The high caliber of people working here makes my job much easier," he says. "I operate on the premise that each partner is, in fact, capable of running an office of his own. My function is to play a supportive role, offering resources and advice together with overall planning for the whole office." So it is with the two suboffices as well. "We have always tried to spin off clients when it is in their best interest," Russ adds, "and as of June 1975 both the White Plains office, where Doug Cochrane is PIC, and the Long Island office, where John Cardis recently took over, were given greater autonomy."

Russ, who was born in Ohio, began his career with Haskins & Sells in New York and became a partner there in 1952. After heading the Newark office, he transferred to EO to coordinate the Firm's industry practice and later served as head of charge in the Firm's Latin American practice. In 1974 he became partner in charge of the New York office. A specialist in accounting for the transportation industry, especially railroads, he serves on the AICPA Task Force for the Interstate Commerce Commission.

Robert L. Steele is the administrative partner in the office. Bob joined the Firm's Seattle office with the McLaren, Goode, West & Co. merger in 1952 and became a partner six years later. He brings a variety of experience to his job, having served as coordinator of the Firm's Latin American practice, head of the international practice and head of personnel and training.

Both men are proud of the office's recruiting efforts, directed by Bud Van Slyke and Lauren Mason in personnel. Last year thirty partners and managers and sixty members of the staff made up the team which dealt with more than 2,300 applicants, 500 of whom paid visits to our New York office. From this group 150 people were selected to join the staff, including many from schools outside the New York area. Of these, 34 percent had advanced degrees and 21 percent were women. "We are looking for the same kind of top-ranking people as the rest of the Firm," Russ says, "only more of them."

In spite of the large numbers, a constant effort is made to keep the channels of communication open, with office luncheon meetings once a month for the partners and every two months for the managers, and various dinners for the seniors. In addition, the office has established an advisory system so that each staff accountant and manager is guided and assisted by someone more experienced. Individual performance is evaluated regularly to highlight strengths and point out weaknesses.

A new professional development center opened last June, with a lounge and four classrooms, each of which has complete speaker systems and audio-visual setups. Classes run virtually every day, using core programs from
Continuing Education, supplemented with industry and specialty programs. Retired partner Frank Fields coordinates the 110 partners, managers and seniors who act as instructors.

While the New York office shares many characteristics with other offices in the Firm, its very size and location give it a distinct flavor. One unique aspect is the opportunity to work in a broad range of industries, to develop interests in a number of branches of accounting. Many of the country's major corporations are located in Manhattan, which is often referred to as "headquarters city." Among its clients the office lists American Electric Tower, Continental Can, Inc.; Norton Simon, Inc.; Macmillan, Inc.; Merrill Lynch, Pierce, Fenner & Smith Incorporated; Rapid-American Corporation; The New York Times Company; St. Regis Paper Company; The Equitable Life Assurance Society of the United States; Metropolitan Life Insurance Company; Morgan Guaranty Trust Company of New York; Manufacturers Hanover Trust Company; The Bank of New York; Loews Corporation; Ogden Corporation; St. Joe Minerals; A&P; and Aramco (the last two have recently moved their headquarters to New Jersey and Houston respectively).

The office is a superior testing and training ground, offering as it does the chance to work with top companies and high-level client executives. Because these executives, like so many "New Yorkers," come from other parts of the country, the city is not parochial. In fact, it is necessary to understand the way business is conducted elsewhere in order to offer the best possible service to these New York clients.

There is also a remarkable diversity of clients, including small research companies, universities (like Fordham and New York University), retail stores, nonprofit and service organizations, law firms, hospitals, hotels, magazines and advertising agencies. Audit manager Mary Ann Crawford came to the city from Montana. She points out that variety is often a prime reason people are attracted to the New York office. "One day you can be working with a client whose sales are in the high millions and the next with one whose sales are in the thousands. There are also many SEC clients here, so you get exposure to a number of situations."

For those with a penchant for travel abroad the possibilities are many, since the office serves, for example, Aramco with locations in Saudi Arabia and clients with mining ventures in Africa. And because so many of the companies headquartered in New York City have operations across the country and overseas, there is travel to their subsidiaries and to the practice offices that do participating work. The New York Times Company, for example, owns about fifteen other newspapers, Family Circle magazine, Quadrangle Books and numerous television stations. Continental Can has facilities at more than 155 locations in this country and abroad.

For Frank Borelli, Bob Gummer, Pat Waide and Dan Bailey, as for the many others who have become partners within recent years, the New York office offered important responsibility early in their careers.

Frank was the senior on St. Regis Paper and then a manager on Continental Can, Liggett & Myers and Riegel Paper, plus about twenty other large engagements. "I really got ten years' experience in five years' work," he says. "It's the sort of thing you can't measure precisely, but the results are there—you can move upward quickly within the Firm." Frank, whose areas of expertise include investment banking and services to law firms, is partner in charge of the Merrill Lynch and Shearman & Sterling engagements. He is also responsible for coordinating practice further and mergers and acquisitions for the office, serving as a central clearing point for these activities. He established a "businessman's review" program which suggests procedures for conducting investigations of financial matters relating to acquisition of financial interests in business enterprises. This program was recently used in the acquisition of the E.P. Dutton publishing company by a Dutch firm referred to us by Van Dien & Co., our associates in the Netherlands.

Bob Gummer, raised in Pennsylvania and formerly in our Pittsburgh and Executive offices, transferred to the New York office in 1967 and became a partner four years later. Although not a native New Yorker, he is now one of the most enthusiastic advocates of both the office and the city. "The professional environment here is stimulating," he says. "Our clients are extremely active, continuously buying and selling. In my two years in the office, I was involved in seven major mergers, acquisitions or tender offers, which set the pace for my current activities—and there's no better way to learn something than by doing it. There is an art to putting companies together, analyzing what they will look like, what the accounting problems will be, and making quick, on-your-feet decisions knowing that your judgment may affect a client's future."

Bob is now the partner in charge of such engagements as Commonwealth Oil Refining Company, Inc., Loews In photo at left, New York partner in charge Russ Tipton (r) and administrative partner Bob Steele wait for lunch to be served at Fraunces Tavern, one of many historic buildings in lower Manhattan. Erected in 1719, it became the Queen's Head Tavern in 1763 and was the scene of General Washington's farewell to the officers of the Continental Army. Purchased by the Sons of the Revolution in 1904, it is now a museum and library as well as a restaurant.

The presses are running at The New York Times (top photo facing page). Ralph Bowman, treasurer and H&S alumnus, and H&S senior Bill Kenny (l) talk together as the Arts & Leisure section of the Sunday paper is being printed, while a Times employee monitors the quality of the job. Several parts of the Sunday paper are run during the middle of the week; they are then put together with the news sections and distributed Saturday evening.

In bottom photo left, turn about is fair play at Wells, Rich, Greene, Inc., New York-based advertising agency. Pat Waide (l) partner in charge of the engagement, joins Gerald Kessler (second l), senior vice president, finance; Harold Singer (second r), senior vice president and director of creative services; and manager Ruben Nava in front of the camera. More commonly the room is used to screen prospective actors and actresses for commercials.

Loews Corporation's elegant Regency Hotel (bottom r.) is located on Manhattan's Park Avenue. Shown leaving the hotel after an early morning conference are: (l to r) front Laurence A. Tisch, chairman of the board, H&S partner Bob Gummer; Preston R. "Bob" Tisch, president; (l to r rear) Lester Pollock, executive vice president, Roy E. Foster, vice president financial services, and H&S manager Leo Youner.
Corporation and Rapid-American Corporation, which owns Schenley Industries, Inc. and controls McCrory Corporation.

The pace of the New York office is swift and Bob recalls an incident which, while not typical, reflects in some ways the nature of the office. Late one day his secretary called to tell him that the treasurer of a large client needed him immediately. Bob rushed over only to discover a reception honoring the client's chairman of the board in progress. When he finally found the treasurer he was told to enjoy himself until the treasurer completed another meeting. Soon Bob, the treasurer and a few of the client's attorneys met behind closed doors and began working on a tender offer which was to be announced the next morning—all while the reception continued outside. That same night, manager Steve Golub and the client's assistant treasurer were tracked down at the Greensboro, North Carolina airport and requested to return to New York City immediately, in spite of the fact that their luggage was then on its way to Atlanta, Georgia.

Pat Waide, a graduate of the Wharton School of Finance and Commerce and a partner since 1970, adds: "Many of the key clients are assigned to younger partners; significant opportunities and important engagements do come early in your career." Working with some of the Firm's largest clients, including two listed among the Fortune 500 (Continental Can, Inc. and Norton Simon, Inc.), and in his previous assignment as a bank specialist, Pat has traveled to thirty-six states in the past two years. "It becomes a real life style," he says. "You find that you get hooked on the travel, the quick decision making, the contact with in-
New York City houses a wide variety of museums (photo far left). With its continuous spiral construction, the Guggenheim art museum, designed by Frank Lloyd Wright, is one of the more intriguing from an architectural point of view. Staff accountants Robert Haff (l.) and Len Davis take time to enjoy the modern paintings, sculpture and collages on exhibit.

Trying on the merchandise is one of the side benefits of performing an audit for a client jewelry store (at near left). At Ciro's Fifth Avenue shop, one of seven locations in New York and Long Island, audit manager Mary Ann Crawford (standing) and staff accountant Joan Gilbert debate which necklace is most becoming.

New York City is made up of many ethnic neighborhoods. Chinatown, adjacent to Little Italy, offers restaurants, specialty grocery stores and shops, and is the home of a large part of the city's Chinese community. In photo below, staff accountants Chun Lee (l.), John Manning (c.) and Karen Christensen stop on their stroll down Mott Street to catch up on current events—in Chinese of course.

Fluential business executives. To keep up with all this requires a certain discipline, and you learn to marshal your time to the maximum advantage.

Dan Bailey has been a partner since 1973 and is in charge of both the Equitable Life and The Bank of New York engagements. In the past few years Equitable has branched out into such areas as leasing, computer software development, property/liability insurance and environmental monitoring. The Bank of New York has also been undergoing substantial change in response to the needs of business and the public. "The diversity of clients like these offers invaluable experience to anyone assigned to the engagement," Dan says. "All the people, from staff accountants to managers, are given the kind of opportunity and responsibility that really tests their skills and helps them grow."

Dan, who is coordinator of recruiting at Fordham University, adds: "Students there often ask about the merits of a large office versus a small one. I always tell them that for me the challenge and excitement of the New York office would be hard to match."

The New York office is the home of four of the Firm's industry specialists: Gene Larkin, banking; Frank Bruni, insurance; Al Cardone, health care; and Ed Lill, securities brokerage. These men work with their industry groups to establish guidelines for the Firm in dealing with clients, to train personnel to supply the practice offices, to counsel people in other offices and answer their questions, to give suggestions in making proposals to potential clients, and to provide the best-quality service possible.

That four such specialists should come from this one office is not surprising, considering the nature of its practice. New York has a wealth of banking, hospital, brokerage and insurance clients, making it possible for these and other partners to develop such specialized skills.

Gene Larkin's expertise and long-standing interest in banking have made him a frequent speaker at dinners, seminars and meetings. He has also devoted time to the AICPA committee on bank accounting and auditing, of which he was chairman from 1964 to 1968. During that time the committee prepared the definitive 200-page booklet on bank accounting, auditing, and financial reporting that remains the bible for the industry. Gene points out that as the Firm takes increasingly active roles in specific industries, the specialist will be called on more and more for the particularized information he can provide.

Partner Frank Bruni has served as coordinator of the insurance-industry practice since 1973. Frank, who received an MBA degree from the Amos Tuck School of Business Administration at Dartmouth, says, "The New York office is a good place to start out. We serve so many different kinds of clients that the chance of finding some facet of the accounting profession to suit your interest is overwhelming. Because of the demands here, the need for responsible, qualified people to help partners is great, and individuals are evaluated quickly. Despite the size of the office, no one gets lost in the shuffle—we simply can't afford to let that happen."

Ed Lill, specialist in securities brokerage, has participated with industry leaders and regulators in developing several new rules and regulations relating to the industry. "While the office retains a strong position in the in-
"Industry," he says, "much has changed in recent years. For example, brokerage now represents only 13 percent of our practice due to the consolidation and elimination of many firms on 'the street.' In addition, computers have greatly reduced the somewhat tedious paper crunch people used to talk about, and there is considerably more nonbrokerage work involved in these engagements, since many of the clients have subsidiaries of a different nature."

Ed works with a team of partners which includes Frank Borelli, Gene Bonstein, Carl Sturgis, Dave Green and Tom Lockburner, each of whom brings his individual talents and abilities to the securities-brokerage practice.

The Firm’s health care specialist is Al Cardone, partner since 1970. He says: "It’s been a thrill to have been involved in an industry in which financial accountability requirements have become even more complex than those of commercial companies. With the increasing public awareness of health care costs, the need for quality service on the part of the Firm, in both audit and MAS, is tremendous. I think this industry promises to be one of the most challenging in our profession today." Al, who recently completed a term as chairman of the New York State Society committee on health care institutions, is now a member of the newly formed AICPA Task Force on health care matters. Supporting Al in the health care industry are audit partners Frank Ascher, Fred Heinzeller, Frank Tiedemann and Martin Wasserman; MAS directors Bob Kelly and Don Morechower; and a number of highly specialized managers.

Even a busy schedule leaves some time for recreation, and the New York office has a softball team which maintains its tradition of success. Joe Delaney, who works with assignment director Alex Smith, is the player manager of this champion team, part of the Center Recreation Association composed of business firms that play in Manhattan's Central Park. Last summer the team won its third straight victory in the Certified League, posting an impressive 12-0 record over the other Big Eight firms. They made it to the citywide interleague championship playoffs, where they lost by a single agonizing run. Still, winning isn't everything, and Joe points out that the best thing the team has going for it is its enthusiasm. "We always have twenty to twenty-five people waiting on the bench to play," he says. "This means a lot in a city where you still have to travel home after practice or a game."

New York City itself offers what at times seems an overabundance of things to do. Entertainment? Broadway has some thirty-six legitimate theaters offering musicals and drama, while farther uptown Lincoln Center houses the New York State Theater, the Metropolitan Opera and the Vivian Beaumont Theater. Museums range from the Metropolitan Museum of Art to the Museum of Primitive Art, from the Museum of Modern Art to the New-York Historical Society, with its collection of memorabilia from the city's earliest days. (Settled by the Dutch, "Nieuw Amsterdam" celebrates its 350th anniversary in 1976.) Sports? Something's always happening at Madison Square Garden, the Nassau Coliseum on Long Island or Shea Stadium. Yankee Stadium, now being renovated, should be completed next year.

Shopping? The well-known Fifth Avenue stores—showcases for the world's leading fashion designers—are complemented by the small boutiques, where browsing may uncover an unusual The New York office (photo above) has classes running almost daily in its newly relocated training center. Here staff members pick up materials after a one-day course in auditing methods, focusing on STAR (Statistical Technique for Analytic Review), a special adaptation of regression analysis.

At near right, assistant treasurer Lou Weinfield (c), H&S partner Peter Hoffman (l) and senior Keith Schrupp watch as construction gets underway for the drug store at Starrett City. Owned by client Starrett Housing, Inc. (which also built the Empire State Building), this is one of the country's largest rental complexes, with apartments to hold 25,000 people. Starrett City, located in Brooklyn, has its own power plant and water supply, and when finished will have complete facilities including schools, a shopping center and a tennis, swim and recreation club.

In far right photo, Dan Bailey (r), partner in charge of the Equitable Life engagement, chats with client executives following a retirement luncheon held for vice president and auditor Fred Andersen (second l), who leaves the company after forty-eight years. Joining in the farewell are Coy Eklund (l), president and chief executive officer, and Jack Roy (second r), chairman.
bargain. Restaurants? Take a choice from cuisine that includes Hungarian, Dutch, Chinese, Japanese, Greek, French, Italian, Jewish, Scandinavian and soul food.

Forty colleges, universities and professional institutes offer an almost unlimited choice of courses of study at the graduate and adult levels. Pace University and client New York University are both convenient to the office, and many staff people attend night classes working toward advanced degrees.

Of course, living in New York City doesn't necessarily mean living in Manhattan. The city is made up of five boroughs, and H&S people live in Queens, Brooklyn (touted as the fourth largest city in the United States), the Bronx and Staten Island (the short, inexpensive ferry ride to the office is still one of the best transportation bargains in town). Westchester County, Long Island, Connecticut and New Jersey offer suburban, even rural living for those who prefer, in the words of one H&S staffer, "the best of both possible worlds, where you're within commuting distance of the city, and not far from both mountains and beaches."

Office size has not prevented the people in the New York office from having a strongly developed sense of professional camaraderie, which leads to a stimulating exchange of ideas. For the young accountant, the exposure to so large a number of partners allows the opportunity to observe a broad spectrum of styles, and to cull from these a well-rounded managerial philosophy. Working with client executives who have forged successful careers in a challenging environment also offers a continuing and invaluable learning experience.

Being in the financial capital of the United States, dealing with industry leaders, making decisions that can affect the Firm as a whole—these are all part of the New York office personality. Admittedly there are pressures, and the partners all agree that you can never stand still. But for the person who wants to work at the highest level of his or her capabilities, who is eager to accept responsibility, the rewards offered by the office are substantial.

New York City may not be a utopia; few large cities are these days. But if variety is the spice of life, then the H&S people living and working in the area have found the place that gives them the maximum number of options for professional growth and personal satisfaction.