Dear Members,

The fall season to me represents a time for refreshment and renewal. This past month we began our 2015/2016 educational program at the Woodbury Country Club. It was a great opportunity to reconnect with people that we haven’t seen in a while and introduce ourselves to new people. If you did not have an opportunity to join us for this event our next dinner session on Due Diligence will be held on October 13 at the Woodbury Country Club.

I’d like to congratulate Molloy College on forming their Student Chapter. The Student Activities committee has been working hard to serve this sector of our accounting community. On November 10 our chapter will be hosting an educational student workshop prior to our regular dinner meeting. I am excited that we are able to help students network at our meetings with accountants and other financial professionals. Please take a minute to introduce yourselves to our student members when you are at our meetings.

I invite you to enjoy our newsletter and visit our website to learn more about our many programs at www.longisland.imanet.org. Please feel free to reach out to us if there is any way that you feel we can serve you better.

Amy Abrie

Woodbury Country Club

884 Jericho Turnpike, Woodbury, NY

Tuesday, October 13, 2015 • Cocktail Hour begins at 6 pm

New Venue! Monthly Dinner Meeting

Due Diligence – Why is it important; understanding the process

Panelists:

Phil Kanyuk
CPA/Valuation Specialist
Nussbaum Yates Berg Klein & Wolpow, LLP

Jeffrey W. Berkman
Founding Principal
The Berkman Law Firm PLLC

Gary Kane
Founder & Managing Partner
Chimera Strategies, LLC

Moderated by Arthur Drucker, CPA, Partner, EisnerAmper LLP

For more information and to register for the event, please visit our website at http://longisland.imanet.org
2015-2016 Dinner Meeting Schedule

November 10, 2015      CFO Panel
December 8, 2015       Holiday Event - Casino Night
January 12, 2016      Professional Business Coach - Become a better leader; Building an Effective Management Team
February 9, 2016      Cyber Risk Assessment and Management
March 8, 2016         CEO Panel
April 12, 2016        Best Practices for hiring and firing
May 10, 2016          Annual FEY Event

Quarterly Breakfast Series

October 27, 2015       Affordable Care Act update – Understanding the 2015 reporting requirements and expected changes in 2016
January 26, 2016       Tax Update / GAAP Update
April 26, 2016         Fiduciary responsibility with regard to retirement plan assets
July 26, 2016          Ethics

Gleim Discount on CMA Study Material

LI IMA Chapter members receive a significant discount off all CMA study materials, as well as Gleim CPE (including new ethics course).

CONTACT Melissa Leonard at melissa.leonard@gleim.com or call 1-800-874-5346 x131 to take advantage of this offer or contact Arthur Sanders, at asanders@optonline.net or call 516-697-3900 for more details.

PLEASE VISIT: www.gleim.com/IMAClapter for more information on the CMA Exam or how Gleim can help prepare you for success.

meeting times

Please note the dinner meetings at The Woodbury Country Club at 884 Jericho Tpke, Woodbury, NY will now take the following format:

6:00pm to 7:00pm - Registration & Professional Networking
7:00pm to 7:30pm - Dinner Served
7:30pm to 8:30pm - Speakers / Q&A / Wrap Up
Expanding Your Career Options with the CMA Credential

The CMA (Certified Management Accountant) credential demonstrates your mastery of management accounting knowledge and skills. It assures employers of your competency on the job to improve organizational performance. Exclusively for IMA (Institute of Management Accountants) members, the CMA credential drives the career potential of candidates beyond their peers.

The CMA is a time-efficient and cost-effective certification program with the potential to deliver a significant return on your investment. Around the world, professionals with a CMA earn at least one-third more in average compensation than their noncertified peers. The CMA program lets you proceed at your own pace, allowing you to earn your CMA in 12 months or over the course of three years.

The CMA certification can expand your opportunities in your current position and for the long term. Employers from multinational corporations to private firms, academic institutions, and not-for-profit organizations look for CMAs to hire and promote in positions requiring critical accounting and financial skills.

To earn the CMA, you need to meet the following requirements:
1. Maintain membership in IMA, if you aren’t already a member,
2. Hold a bachelor’s degree from an accredited college or university (or an equivalent degree as determined by an independent evaluation agency),
3. Two continuous years of professional experience in management accounting or financial management,
4. Enter into the CMA Program
5. Complete and pass Parts 1 and 2 of the CMA exam
6. Abide by the IMA’s statement of Ethical Professional Practice

Once you have completed and passed both parts of the exam, you must complete 30 hours of approved continuing professional education each year, including a minimum of two hours in the area of ethics.

It is the Long Island Chapters goal this year to increase the number of CMA’s in our chapter. If you would like to learn more about the CMA designation and how to obtain it, or you would like us to talk with your professional staff about all of the benefits of having the CMA credential, we would welcome the opportunity to come to your office and do a presentation. I look forward to speaking with you.

Arthur Sanders
516-697-3900
asander1@optonline.net

Passing the CMA Exam:
Your path to earning $34,000/year more than your non-certified peers*

*According to the IMA’s 24th Annual Salary Survey

DISCOUNTS AVAILABLE for Chapter Members!
Call Melissa Leonard at 800.874.5346, ext 131 or email melissa.leonard@gleim.com

www.LongIsland.IMAnet.org
Global Business Confidence Leveling Off Due to Volatility, Says Economic Indicator

IMA and ACCA Global Economic Conditions Survey Says China’s Slowdown Will Have Greatest Long-term Impact on Global Trade Patterns

New York and Montvale, N.J., August 5, 2015 – The global economy is facing a period of volatility and major readjustments, according to the latest ACCA/IMA Global Economic Conditions Survey (GECS), the largest economic survey of professional accountants in the world, published by ACCA (Association of Chartered Certified Accountants) and IMA® (Institute of Management Accountants).

The second quarter of 2015 saw a rise in oil prices, several expected and unexpected rate cuts by central banks, a rebound in Western consumer sentiment and a stock market crash in China.

“The slowdown in confidence can be traced to the world’s largest economies. Many businesses in the U.S. were affected by severe winter storms, port disruptions and a strong dollar, while those in China faced a cooling economy in the first quarter and overheating stock markets in the second,” said Faye Chua, head of Business Insights at ACCA. “Of these factors, China’s shift from investment to consumption-driven growth will have the greatest long-term impact on global trade patterns, hitting the world’s major commodity exporters particularly hard.”

The survey also shows that firms remain quick to cut staff when faced with uncertainty. In the past quarter, 41 percent of businesses have cut staff or ceased recruitment - nearly twice the number which have increased staff levels over the same period.

But there was significant regional variation in the relationship between confidence in the economic outlook and willingness to take on new staff.

In North America, the number of firms creating new jobs was actually greater than those expressing greater confidence in the economy. However in South Asia and Africa, by contrast, relatively high confidence had yet to translate into new investments in people. This may reflect a degree of uncertainty about the sustainability of business growth in regions that still face numerous internal challenges and external vulnerabilities.

Looking Ahead

According to Raef Lawson, Ph.D., CMA, CFA, CPA, vice president of Research and Policy at IMA, since the global financial crisis of 2008, China has been viewed as the engine of the world’s economy.

“With more sturdy fundamentals re-emerging in the U.S. and Western Europe, the role of consumers in driving demand is coming back to the forefront” Lawson said. “Overall confidence is set to rise in wake of stronger economic reports from both the U.S. and China, specifically with retailers demonstrating faith in rising consumer spending by hiring an additional 300,000 employees nationwide over the past year.”

In the second quarter the major global concern was an increase in costs, with 46 percent of respondents worried about the impact. While it is likely that the Federal Government will raise U.S. interest rates before the quarter is out, which could intensify current currency rends, costs will generally remain low in areas such as the price of oil.

In addition, many investors will turn away from commodities, particularly in the wake of speculation that interest rates could soon rise.

About the GECS Survey

This is the 24th edition of the survey, and the 13th since ACCA and IMA first joined forces to conduct this research. Over the years, GECS has been covered in the international, national and local press more than 6,500 times, and its combined dataset now includes more than 42,000 responses.

About ACCA

ACCA (the Association of Chartered Certified Accountants) is the global body for professional accountants. We aim to offer business-relevant, first-choice qualifications to people of application, ability and ambition around the world who seek a rewarding career in accountancy, finance and management. We support our 178,000 members and 455,000 students in 181 countries, helping them to develop successful careers in accounting and business, with the skills required by employers. We work through a network of 92 offices and centres and more than 7,110 Approved Employers worldwide, who provide high standards of employee learning and development. Through our public interest remit, we promote appropriate regulation of accounting and conduct relevant research to ensure accountancy continues to grow in reputation and influence. www.accaglobal.com

About IMA® (Institute of Management Accountants)

IMA®, the association of accountants and financial professionals in business, is one of the largest and most respected associations focused exclusively on advancing the management accounting profession. Globally, IMA supports the profession through research, the CMA® (Certified Management Accountant) program, continuing education, networking and advocacy of the highest ethical business practices. IMA has a global network of more than 75,000 members in 140 countries and 300 professional and student chapters. Headquartered in Montvale, N.J., USA, IMA provides localized services through its four global regions: The Americas, Asia/Pacific, Europe, and Middle East/Africa. For more information about IMA, please visit www.imanet.org.
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Tell me a little about Aerotek/Stephen James Associates?
Stephen James Associates is a professional staffing firm specializing in the recruitment of professional and managerial accounting & finance talent across all industries. Stephen James Associates is an Aerotek company.

How did you get to be the CFO at Aerotek and how long have you been there?
I realized by my junior year at Mt. St. Mary’s University that a position with a “Big 6” accounting firm might not be an ideal fit for me. I wanted to find an opportunity in a business where I could utilize my finance and accounting background but remain close to business operations. I had the good fortune to start at Aerotek post-graduation in September 1994.

I spent the first 11 of my 21 years at Aerotek on the finance side of the house until I was able to convince our CEO to allow me to take a leadership opportunity within the operations team. I served in the role of Vice President of Client Delivery for three years where our team was responsible for ensuring that our largest clients were receiving the high quality of services that were committed at the time of sale.

In 2008, I was approached with the opportunity to become the CFO of a company acquired by Aerotek. It was a difficult decision to return to finance after three successful years on the sales operations side, but in the end it was a great growth opportunity within the organization. I began my role as CFO at Major, Lindsey & Africa as the recession hit the market, and my two years there was one of the biggest learning experiences I had in my career. Ultimately, I believe that it prepared me for my current role as the CFO of Aerotek.

Do you feel there is a difference between being the CFO of a publicly traded company versus a private company?
While I have never been the CFO of a publicly traded company, I would say that there are differences from my perspective as CFO of a private company. Publicly traded companies face different short-term challenges with meeting quarterly earnings expectations, and we are fortunate that we can take a more long-term approach. Assuming you have a great owner who is long-term minded, I believe that we have the luxury of time in making our investment decisions. At times we choose to have earnings remain flat to better position the organization for future growth. We can afford to pull back slightly in order to see the expected return. Lastly, from what I have observed, CFOs of publicly traded company must split their focus between individuals outside of the organization and their own team. I am fortunate that I am afforded the time needed to coach and lead our team, making an impact on those who have a direct connection with serving our people and our customers.

What are the challenges your Company faces, from an Accounting standpoint and how are you dealing with them?
The challenges we currently face are twofold. As Aerotek continues to expand globally, we must ensure that we have a model that provides the same quality of service our clients have come to expect in every geographic market where they may need us. This requires that we are properly set up and have vetted the right partners in these geographies. Secondly, regulations are changing daily, and it is critically important that we remain nimble and flexible to adjust to the changing environment.

What are some of your other accomplishments?
One of my greatest accomplishments was discovering my passion for leading others and helping them achieve their career goals and aspirations. For example, when I took on the role of Vice President of Client Delivery it was a brand new role for the organization, and I had only 30 people on the team to start. After my three-year run leading the team, we had a highly successful team with more than 300 members. It was an amazing experience that provided me so much perspective that has served me well to this day. As I matured in my career, I figured out that the ability to identify, develop and coach leaders leads to organizational success, team success and ultimately, individual success. Throughout my career at Aerotek I have earned the next opportunity not by being pulled up but rather by being pushed up, by having someone trained and ready to take on my role.

Outside of my Aerotek career, I’m very proud of the work I’ve done with community organizations such as the Casey Cares Foundation in which I sit on the Board. Our Foundation provides ongoing, uplifting programs to critically ill children and their families, a mission that is very important to me personally.
Welcome To Our Newest Members!
Humaira Ahmed - Student Member  Alan Krim - Regular Member

THIS MONTH’S MEMBER SPOTLIGHT

Michael Unger, CPA - CFO Trius, Inc.

I originally joined the IMA as a way to fulfill my annual CPE requirements. The regularly scheduled webinars worked perfectly into my schedule and allowed me to round out my non-IMA CPE hours. After joining, I realized the other benefits were just as important. Each month, I am able to bring back to my office a myriad of answers, as well as questions, that arose during our meetings. Are we handling certain topics properly? This knowledge share has made our organization stronger in many areas, not just in accounting. Perhaps the greatest benefit is the networking opportunities that exist. Creating and cementing relationships that help both professionally and personally is a benefit that keeps paying dividends. I strongly suggest my colleagues join the IMA.

MEMBERSHIP PRIVILEGES

Discounted Insurance Rate for IMA Members

In business for over seventy years, GEICO, is the nation’s third-largest private passenger auto insurance company. They are also the fastest growing insurance company in the country and carry Standard and Poor’s AAA rating. As an added IMA membership benefit, you could receive up to an 8% discount off Geico’s already-low rates on your automobile insurance. As part of our agreement, GEICO will also be able to offer you savings on homeowner’s, renter’s, condo, motorcycle, boat, PWC, ATV, and RV insurance.

Simply go to GEICO online or call 800-368-2734, to complete a simple, no-obligation rate quote.

New Member Opportunity

Limited Time Discount offer for new Members!

Join now and save 10%. In addition, IMA will waive normal processing fees.

New Member, discounted rate is $198.

Please use Promo Code: LONG2015 in the upper right corner of the membership application.

Download a membership application at http://longisland.imanet.org/.

LONG2015 discount offer available for new members only for a limited time.

Please contact our VP of Membership, Anthony Aronica (aaronica@graphicpaper.com).
Questions? Please email or call Anthony Aronica at 631-964-8225
The words “due diligence” often carry negative connotations in the minds of owners thinking of selling their company (Seller), conjuring up images of a group of sullen lawyers and accountants paid by the buying company (Buyer) whose raison d’être is uncovering potential red flags that will at best be used to try to lower the purchase price negotiated in the letter of intent (LOI) or to increase the escrow amount, and at worst to kill the deal altogether. Additional legitimate concerns related to due diligence activities include rumors of a possible sale leaking out to employees, customers and competitors, and the adverse impact on the Seller whether or not a transaction actually occurs.

However, due diligence, if properly prepared for and conducted, can greatly benefit both the Buyer and Seller and will increase the chances that the post-transaction integration will be successful, which is in everyone’s interest. Future performance becomes especially meaningful to a Seller if they remain part of the company after the sale or if there is an earn-out component to the deal.

One suggested approach which puts the due diligence process in a significantly more positive and constructive context is not to call the requests for information a “Due Diligence Checklist”, but for the Buyer to provide the Seller with an “Integration Checklist” instead and to approach the process with that purpose in mind. While certainly the main objectives of diligence are to validate representations made by the Seller, to be able to evaluate risk levels, and to identify known and unknown liabilities, a major focus should be fact-finding in order to be able to intelligently develop practical plans for leveraging the underlying synergies between the companies (i.e., the reasons for the transaction in the first place) in the post-transaction entity. This aspect is far too often overlooked, and consequently, the results of the majority of acquisitions fall far short of what was envisioned in the eyes of all parties.

Formal due diligence usually begins once the LOI is signed. The purpose of the LOI is to make sure that there is a meeting of the minds on the most important business and financial terms before the Seller opens the kimono and the Buyer commits to spending further time, attention and capital. In most cases it is non-binding, with the exception of a “no-shop” clause which will give the Buyer exclusivity for a defined period of time to conduct diligence without fear that the Seller is negotiating in parallel with other prospective purchasers in an effort to secure a more favorable deal. If a nondisclosure agreement has not been previously signed, those terms will be part of the LOI and will also be binding.

The information request list will ordinarily be populated with broadly worded and overlapping categories and subcategories, such as financial statements, legal, human resources, intellectual and real property, threatened or pending litigation, products or services, customers, suppliers, partners, etc. Most likely this will be a standard list used for investigating other types of companies. The Seller should designate a point person for this process, generally the Chief Financial Officer, General Counsel, or M&A Advisor, who, prior to breaking down and disseminating the request list to appropriate internal stakeholders, should work with the Buyer’s point of contact (who may be an executive of the Buyer or their investment bank) to filter, narrow and organize the list so that it makes sense relative to the Seller’s business and the transaction type.

If the Seller has had the foresight to already be prepared for planned or unplanned due diligence events, the benefits are enormous. Such advance planning is critical to being able to address any real or perceived red flags ahead of time and prior to the Seller being under the magnifying glass, maximizing valuation, minimizing escrows or payment hold backs, shortening the diligence period, reducing the distraction to management, decreasing the chances of inadvertent disclosure, enhancing Seller credibility in the eyes of the Buyer and its advisors, and being able to present information in such a way as to accelerate and improve the post-transaction integration process.

One suggested approach which puts the due diligence process in a significantly more positive and constructive context is not to call the requests for information a “Due Diligence Checklist”, but for the Buyer to provide the Seller with an “Integration Checklist” instead and to approach the process with that purpose in mind. While certainly the main objectives of diligence are to validate representations made by the Seller, to be able to evaluate risk levels, and to identify known and unknown liabilities, a major focus should be fact-finding in order to be able to intelligently develop practical plans for leveraging the underlying synergies between the companies (i.e., the reasons for the transaction in the first place) in the post-transaction entity. This aspect is far too often overlooked, and consequently, the results of the majority of acquisitions fall far short of what was envisioned in the eyes of all parties.

Requests in this scenario will invariably lead to supplemental requests, but a timetable for new requests and provisions of responses should be enforced and adhered to as much as reasonably possible to avoid the diligence process exceeding the agreed upon period and for both sides to be able to make a decision about whether to proceed to definitive agreements as efficiently as possible.

Due diligence is obviously necessary and important for a Buyer to understand as complete a picture as it can in a reasonable time period about the target company or assets being acquired, what a fair purchase price is, and as a foundation for knowing what contractual protections, representations, warranties and other terms are appropriate to include in the definitive transaction agreements. Due diligence can also be a tremendously valuable business planning tool for integrating the Seller into the Buyer post-transaction, and if thought of and conducted in that regard, it could be a much more rewarding and less adversarial experience for all concerned.
LAST MONTH’S MEETING

By: Arthur Sanders, Past President, Moderator

On September 8 at our new venue, the Woodbury Country Club, we were privileged to have the following Managing Partners participating at our first meeting of the year: Mark G. Bosswick (Berdon LLP), Ken Cerini (Cerini & Associates) and Peter Kaplan (Price, Waterhouse Coopers).

During the presentation, each of the Managing Partners talked about their individual firm’s policies regarding leadership and creating the right atmosphere to lead a firm to success.

There was a lively discussion regarding grooming the next generation of leaders, succession planning and overall practice management. While the firms differed in size, there was general agreement amongst the panelists regarding the good and bad points of the advanced technology in the workplace. Technology makes employees happier and leads to more efficiency. The other side to increased technology especially in the case of audits is that the firms need to implement more controls to assess risk. The need to produce quality work as well as timeliness of delivering the final product is still of paramount importance to each of the firms.

These Managing Partners recognized the need for their staff to have a balance between their careers and personal lives and had policies that helped achieve that goal. Thinking strategically, they all agreed that was key to keeping their firms functioning effectively; they told the 125 people in attendance how they did that.

When asked what new college courses they would add to the traditional accounting programs, communication skills, marketing and forensic accounting were among the courses they would like to see added to the curriculum. The importance of marketing in today’s world was deemed to be an essential skill needed by all accounting staff. They acknowledged not everyone feels comfortable marketing and walking into a room with several hundred people, but each of their firms had some type of training to help their staff become better marketers.

The Managing Partners were asked at the beginning of the program what made their firms successful. After listening to their presentation during the program, it was easy to see why they were.
IMA Student Activities

Mark Your Calendars, Monthly Dinner meetings begin and the Student Career Workshop is Scheduled for November 10th!

We are off to a strong start this year!

Under the leadership of LIU Post Student Chapter President Marla Leiman, we were fortunate to welcome 1st timers Robert Valli, Dean and Ray Pullaro & Graziela Fusaro, Assistant Deans. Thanks to long term sponsor Grassi and Company, the students and deans enjoyed and exciting evening in which they met many Long Island business leaders and spent the night talking with members of Grassi. Sometimes lost in our program is the need to reach out and connect to the Faculty and Leadership of our local Universities. It is exciting for our Board Members to see our local University leadership also joining our events and connecting with our vision for our Student Members.

Speaking of our Student Members, we are proud to announce that we will be holding our 2nd Student Career Workshop. Last year’s workshop was so well received that we moved up the event to this November 10th giving the students a better opportunity to learn and network during the key recruiting season. We are excited about holding our next workshop at our new location, the Woodbury Country Club. Thanks to our new venue, we will be offering to Students, Faculty and Guests the opportunity to stay thru our entire Dinner Meeting Program, or for those tight on time, to stay only to enjoy the networking hour. Planning is still underway so stay tuned for updates that include who our guest speakers will be.

The goal of the Student Activities Committee is to bring students, universities and local business leaders together and in that spirit, we welcome new committee members from both the Business and University Communities. For anyone interested in joining our committee please reach out to the LI IMA Chapter Leadership. We would love to hear from you!

IMA Employment Services

Building Your Personal Brand

Entering the job market for the first time can be a very challenging and stressful experience; especially for college graduates who have invested several years and their personal savings to earn a degree. It is common to hear college graduates are looking for professional experience in order to apply what they have learned while obtaining their college degrees, but are having difficulty landing that first big chance. Unfortunately, in today’s economy, high paying jobs which provide the opportunity for continued learning and growth are difficult to find. It has become critical for students to build their personal brand to easily demonstrate how they are different from the next candidate.

Last April, the Employment Services Committee along with the Student Activities Committee, chaired by Jim Smith, launched its inaugural Student Career Workshop, with the goal of helping students position themselves as they enter the marketplace. The Workshop focused on helping students understand the critical skill sets potential employers are looking for in candidates, how to prepare for interviews, understanding the various career paths within the accounting profession, and how to build your personal brand. This year’s Student Workshop is targeted for November 2015. Details of the Workshop will be communicated in the coming weeks.

The Employment Services Committee has continued to receive resumes from potential candidates and job postings from potential employers, however, we would encourage our members to continue to notify the Committee of potential opportunities. Please submit your resume or job posting in confidence to employment@ima-longisland.org.

Currently the Employment Services Committee is focusing on Accounting, Finance, and Tax positions for its members. These services are at no cost to either party.

For further information on these services, please contact Randy DeYulio at employment@ima-longisland.org.
The Long Island Chapter of the Institute of Management of Accountants was charted in 1951 by the then National Association of Cost Accountants (“NACA”). Over the years the name was changed to the National Association of Accountants (“NAA”) and now is known as the Institute of Management Accountants (“IMA”). Harold Nohe was the first President of the Long Island Chapter.

In 1970 the Long Island Chapter was split into two Chapters, one in Nassau and one in Suffolk. The first President of the Suffolk Chapter was Paul Urban. The two Chapters co-existed until 1986. The two Chapters met the second week of the month with Nassau meeting on Tuesdays and Suffolk meeting on Thursdays. There were numerous members who attended both meetings.

In 1984 and 1985 both Chapters experienced a decline in membership and meeting attendance. A committee was formed of Donald Green and Marc Palker from Nassau and Eric Perlman and Charles Schreiber from Suffolk. In 1986 with the permission of the National Office and the Board of Directors, the two Chapters were merged to reform the Long Island Chapter. Donald Green was the first President of the reformed Long Island Chapter.

In 1987 the Past President’s met to decide how best to help the Chapter prosper and grow. From these meetings the Financial Executive of the Year Award was born with the first recipient being Sanford Weintrab, CFO of Independent Election Corp of America. This award still exists today and is named after the man whose idea became the finale of our Chapter year, The Milton Zipper Financial Executive of the Year Award Dinner.

As they say, the rest is history………………..

The Institute of Management Accountants (IMA) is the world’s leading organization dedicated to empowering management accounting and finance professionals to drive business performance.

IMA members are today’s leaders, managers, and decision makers in management accounting and financial management. As members we are dedicated to continued professional development, to achieving the highest levels of professional certification, and to supporting each other in our commitment to professional excellence.

www.imanet.org

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Quote

“Power isn’t control at all--power is strength, and giving that strength to others. A leader isn’t someone who forces others to make him stronger; a leader is someone willing to give his strength to others that they may have the strength to stand on their own.”

--Beth Revis