Atlanta will get a chance to stretch its international muscle when more than 3,000 internal audit professionals from 160 countries converge on the Georgia World Congress Center for The Institute of Internal Auditors International Conference June 6-9. “These are the top 5 percent of people in the internal audit profession,” said Bill Mulcahy, board chair of the 1,853-member Atlanta IIA, the sixth-largest local chapter.

The IIA is an international professional association with more than 120,000 members. The conference alternates each year between a North American and international location. Last year’s venue was Johannesburg, South Africa, while 2008 took it to San Francisco. Atlanta’s chapter won the right to host 2010 back in 2006, according to Mulcahy.

In addition to local pride, landing the convention also means a substantial injection of dollars into the local economy as the auditors fill hotel rooms and shop in local stores.

By Randy Southerland
CONTRIBUTING WRITER

Leadership: IIA Board Chair William Mulcahy; clockwise from left; President David Bilko; Program Chair Paul Sobel; VP of Member Services Pam Short Jenkins; and SVP and COO Paul McClung.

LOOKING AHEAD
National IIA President and CEO Richard Chambers talks about the future of the profession.

MANAGING RISK
Home Depot Vice President of Internal Audit Kelly Barrett focuses on the risks ahead.

BANKING ON EXPERIENCE
SunTrust’s David Bilko builds on relationships, challenges.
International impact

Continued from 1B

“The Institute of Internal Auditors conference will have a $3 million economic impact on the city of Atlanta,” said Mark Vaughan, chief sales and marketing officer for the Atlanta Convention & Visitors Bureau. “Conventions from the business sector represented 14 percent of the meeting attendance, making it an important industry for Atlanta’s convention business.”

While about 60 percent of the attendees will be from the U.S., about 40 percent are expected from the rest of the world, said Augusto Baeta, IIA director of international and regional conferences.

“Sometimes the centers of excellence related to one of the fields here in the profession is outside North America,” he said. “For instance, government auditing is very important in Australia and we consider the center of excellence. So we have representatives from the different centers of excellence around the world in our program.”

Timely topics

The Atlanta chapter has worked closely with the national organization to stage the event, including selecting speakers and creating sessions.

“Our volunteers are the source of guidance in terms of what is going on right now in the profession,” said Scott McCallum, media relations manager for IIA. “They are the ones who really are our primary customer, so to have representation from our audience to help put together the conference is really what makes it relevant.”

As a profession that often serves as the watchdog and sometimes investigative arm of a company or organization, the conference’s programs include everything from leadership and diversity to fraud to IT auditing.

“The Institute of Internal Auditors conference will have a $3 million economic impact on the city of Atlanta.”

Mark Vaughan
Atlanta Convention & Visitors Bureau

This year marks the first time the event has been in Atlanta since 1970 and it will have a definite local flavor, according to Mulcahy.

“This event goes around the world year after year so we have the opportunity here in Atlanta to showcase some of our top companies and top thinkers,” Mulcahy said. Auditors sit top executives with some of the world’s most recognizable companies. Steve Bucheroff, director of equal opportunity and affirmative action at The Coca-Cola Co., will present a program on diversity. Kelly Barrett, senior vice president and chief audit executive at The Home Depot Inc., will address the company’s leadership programs. Officials from United Parcel Service Inc., Deloitte & Touche LLP and other companies will address how to sustain the bottom line in an international marketplace.

“The issues are very global,” said Mulcahy. “Internal auditors need [an event] outside their organization to get that kind of networking with people who are in the same profession. And, when you talk about the global brands, they can only get that networking with other global brands.”

Dark side’ detection

For a field whose professional designation is CIA, or Certified Internal Auditor, it’s not surprising that ferreting out corruption, misappropriation of company funds, and other misbehavior is one of the hot topics for this meeting. One appropriately named session is “Why Do People Turn to the Dark Side?”

“Internal auditing and the prevention and detection of fraud have always been linked,” Mulcahy said. “The internal auditors are the investigators of fraud.”

Guarding against fraud is grouped under an area called GRC — governance, risk and compliance — in the profession, said Fred Reiss, senior vice president for internal audit at PRGX Global Inc.

“GRC is the buzzword for the conference,” he said.

Because the internal auditor deals with so many different types of risk ranging from fraud at the highest levels to an employee who fudges his mileage, he has to understand people as well as numbers, according to Masci.

During the conference audiences will learn investigative interviewing and tips for figuring out if someone is lying.

“Learning how to do more with less is also emphasized as a much-discussed issue for these professionals.”

With all the economic events of the past couple of years, companies have been stretched financially and have had to make many cutbacks, said Alan Fehner, senior manager at Crowe Horwath LLP. “The audit profession advocates for good control and a good approach to managing risk and opportunity. Without a good corporate governance system it is very difficult to do that.

He said internal audit leadership is at the table, and in many cases advocating for reforms is needed to ensure effective corporate governance and risk management.”

“More and more what we are seeing is internal audit leadership is very plugged into corporate governance,” said Fehner. “It is a profession that discussed regularly within the profession. We share some of those best practices and we can bring recommendations that make sense for the company.”

Established in 1941, the Institute of Internal Auditors is an international professional association with global headquarters in Altamonte Springs, Fla.

Speaker line-up includes all-star cast

By Randy Sutherland
 CONTRIBUTING WRITER

Walter Massey
Keynote speaker: 8:30 a.m., Monday, June 7

Walter Massey wants auditors to understand that if you measure the wrong thing, then your outcome may be a lot different than what you were expecting.

Knowing what’s important in business is one of the topics that the chairman of Bank of America will bring to this year’s opening keynote address. A physicist, former college president and community leader, he will discuss working with the government to solve regulatory complexity issues at Bank of America.

He also plans to share his experiences and principles for working with audit committees gained through service with major corporations such as Bank of America, McDonald’s and Motorola.

In addition to serving as chairman of the board of directors of Bank of America, he is president emeritus at Morehouse College, where he served president from August 1995 to June 2007.

Active in civic affairs, he worked closely with former Atlanta Mayor Shirley Franklin in securing the papers of the Rev. Martin Luther King Jr. for Atlanta.

Prior to Morehouse, Massey was provost and senior vice president for academic affairs at the University of Colorado at Boulder. He also served as director of the National Science Foundation, during the George H.W. Bush administration. In that post he became the government’s leader in supporting research and education in mathematics, science and engineering.

He also served as vice president for research and professor of physics at the University of Chicago; as director of the Argonne National Laboratory; dean of the college and professor of physics at Brown University; and as assistant professor of physics at the University of Illinois.

Massey holds a B.S. in physics and mathematics from Morehouse, and earned a master’s and doctorate in physics in 1966 from Washington University in St. Louis. He has conducted research into quantum liquids and solids. His written work has also addressed science and math education, the role of science in a democratic society, and university-industry interactions, and technology transfer in national and international settings.

Carol Tomé
Keynote speaker: 12:45 p.m., Monday, June 7

The challenges of being chief financial officer of a big brand name, as well as the issues faced by the audit committee chair of a global competitor, will be the keynote topic for Carole Tomé.

As CFO and executive president of corporate and strategic services at The Home Depot Inc., she provides leadership in the areas of real estate, store construction, financial services, strategic business development and growth initiatives.

Her corporate finance duties include financial reporting, planning and analysis, financial operations, divisional finance, internal audit, investor relations, treasury and tax.

She joined the company in 1995 after a stint as vice president and treasurer of Riverwood International Corp. She started as a commercial lender with United Bank of Denver (now Wells Fargo) before becoming director of banking for Johns-Manville Corp.

In 2003, she joined the United Parcel Service Inc. board of directors and now serves as chair of its audit committee. In January 2008, she joined the board of the Federal Reserve Bank of Atlanta and serves as deputy chair of the board.

In November 2007, Tomé was included in The Wall Street Journal’s list of 50 Women to Watch. She was also ranked No. 16 in Forbes magazine’s 2008 list of the World’s 100 Most Powerful Women.

The Wyoming native is a graduate of the University of Wyoming with a bachelor’s degree in communication. She earned an MBA in finance from the University of Denver.

An active volunteer, Tomé serves as chair of the advisory board for the Metropolitan Atlanta Arts Fund. She is a member of The Committee of 200 and the Atlanta Botanical Garden board of directors.

Zanny Minton-Beddoes
Keynote address: 8:15 a.m., Tuesday, June 8

The Economist’s Zanny Minton-Beddoes will provide attendees at The Institute of Internal Auditors’ convention with a global perspective during her keynote address.

As economics editor of the British weekly news magazine, she is responsible for coverage of the American economy, Western European and Asian economies and international issues arising from globalization. She is also a frequent commentator on current economic issues for many radio and television news programs.

Educated at Oxford University and a Harvard University Kennedy Scholar, she has served as an adviser to the Finance Minister of Poland and worked as an economist at the International Monetary Fund (IMF).

After two years working on macroeconomic adjustment programs in Africa and the transition economies of eastern Europe, she joined The Economist as emerging markets correspondent. She rose to become the economics editor in 1996 before moving to Washington, D.C., to cover U.S. economic issues.

She has written surveys of the world economy, Latin American finance, global finance and Central Asia. She has also dealt with international financial policy, enlargement of the European Union, the future of the IMF; and economic reform in emerging economies. She has also written articles for political journals such as Foreign Affairs and Foreign Policy, and edited Emerging Asia, a 1997 book on the future of emerging-markets in Asia.

Minton-Beddoes is a regular commentator on National Public Radio’s “Marketplace” and appears on CNN, the BBC World Service, “PBS Newshour”, CNBC, and “Public Interest.”
The Coles Internal Audit Center at Kennesaw State University Congratulates the Atlanta Chapter of the Institute of Internal Auditors for hosting the 2010 Institute of Internal Auditors International Conference.

Kennesaw State University is proud to be the first Georgia educational institution to achieve Partner Level status in the Institute’s Internal Auditing Education Partnership. In addition to teaching internal audit courses to more than 300 students thus far, Coles Internal Audit Center faculty members are engaged in applied research investigating issues concerning the internal audit profession, corporate governance, enterprise risk management, and information technology.

We gratefully acknowledge and thank the Atlanta Chapter and our Advisory Board members — all chief audit executives of their respective organizations — for their commitment to the Coles Internal Audit Center and the students of Kennesaw State University.

Advisory Board Members

Dave Bilko, Sun Trust
Linda Caldwell, WellStar Health System
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Bill Mulcahy, Emory University (ret.), Chair
Tim O’Connell, Cousins Properties
Paul Sobel, Mirant

Coles Internal Audit Center Faculty

Clockwise from top left: Dr. Kurt S. Schulzke; Dr. Kathryn K. Epps; Dr. Richard R. Clune, Director; Dr. W. Ken Harmon, and Dr. Audrey A. Gramling.

Not pictured: Dr. Dana R. Hermanson and Dr. Mary C. Hill
Bilko banks on experience to further industry

By Tonya Layman
CONTRIBUTING WRITER

When David Bilko got into banking more than 30 years ago, he never imagined he would someday be the chief audit executive at SunTrust Banks Inc. He just hadn’t set his sights on a career in auditing. Luckily for him, some of his co-workers saw things differently. “I was approached by the internal audit system,” he said. “They were adding to the audit staff and asked me if I would be interested. After looking at what they did and where it took them, I was persuaded to join their group.”

This was back in his Crestar Bank days. Crestar merged with SunTrust in 1998. “Internal audit is the one area of the bank where you get to see how everything works, so I thought it would be a good way to maybe find another area that interested me. But that never happened. I found I liked what I was doing. I was meeting a lot of people and establishing really good relationships and every day was a new challenge. I never got tired of it.”

One of the keys to success for Bilko has been his ability to build relationships. “In no other profession is relationship-building as important as in auditing,” he said. “Nobody gets excited to see the auditor walk in the door. You have an image problem right away so you better be good at establishing a good relationship and rapport with those people, or that group, you are working with if you are going to be successful.”

In 2005, Bilko was promoted to SunTrust’s chief audit executive. He leads the 86-person audit division, which develops and executes the annual audit plan. The team also coordinates activities with internal risk partners, functional regulators and the external accounting firm. “The highlight of my career was when I was named chief audit executive,” he said. “It wasn’t necessarily a career goal of mine but I felt honored and privileged to be named to such an important position.”

Steve Brown, managing director in SunTrust’s audit services, said Bilko encourages his team to be a partner with management for the overall success of the company. “Dave is a head coach of the team,” he said. “He makes sure everyone understands what they are doing and then stands back and lets us do it. He lets us deliver what we are responsible for delivering.”

Brown added Bilko’s strong suit, especially in today’s market, is dealing with circumstances and events with a level head while being solution-oriented. “Dave, having been in banking for 35 years, has a long perspective. He has seen the business cycle come and go a couple of times and understands what we are currently going through. He doesn’t overreact and he never shoots the messenger.”

Industry leadership

Bilko is in the final stretch of his two-year presidency of The Institute of Internal Auditors, Atlanta chapter. On June 30, when his terms ends, he will become the chairman of the board for two years. “This group of people has been one of the best groups to work with and we just have a lot of fun, quite frankly,” Bilko said. “We seem to hit it off and enjoy the challenge and mission we have helped create for the chapter.”

The Atlanta chapter, which has about 1,700 members, will host the organization’s International Conference, estimated to bring at least 2,500 people to Atlanta from around the world. Bilko, who has been involved with IIA for 10 years, said it is important for the organization to continue to provide infor mative programs and expand relationships with local universities.

“The core of what we do is having programs at chapter meetings every month that are valuable to our members that include speakers who cover hot industry topics and provide continuing education,” he said.

With a passion for furthering the profession, Bilko enjoys working with Kennesaw State University and Georgia State University to expand their internal audit education offerings. “I am driven by furthering the profession and helping to educate and develop the next generation. I like being out in front with the mission of IIA, which is progress through sharing of best practices and training,” he said. “The reality is I enjoy being with the people and talking about what we do and how we do it.”

Bilko also serves on the financial services advisory board and the professional conferences committee for The IIA. He is also a member of The Fiduciary & Investment Risk Management Association Inc., serving on the Emerging Risk Issues Committee.

“I am driven by furthering the profession at Mirant Corp, and a leader with The IIA, Atlanta chapter, said Bilko leads the chapter with a steady hand while being thoughtful and good at facilitating consensus.”

“This has been a very dynamic time for the Atlanta IIA chapter. We have a lot going on — more than most other chapters every take on,” Sobel said. “Dave has been very good about keeping us focused on the future. The fact that he always keeps a steady demeanor by being focused and calm helps keep volunteers steady and calm. He has a comforting form of leadership and that is definitely what we need right now.”

Industry challenges

Through Bilko’s career, he has faced many changes on the regulatory front and in the way controls are structured. The biggest challenge is the change brought to the industry, and business in general, by technology. “It is a challenge to know how to structure your control systems around technology to operate effectively and run your business while controlling your risk,” he said. “The change is rapid and keeping the right talent levels and skill sets in place to keep up with that changing environment has been challenging.”

He remembers when he started in banking, the paper trail was relatively simplistic. “In the early ’80s, there were parts of the bank that still kept track of outstanding loans on ledger cards. Today, everything is automated. Even an Excel spreadsheet was something we didn’t have back then,” he said.

III’s Internal Audit Job Mentoring Program for members

The Atlanta chapter of The IIA announces a new service for members who have been impacted by the economy. The purpose is to provide internal audit professionals who have been laid off with a chance to network with employed, active internal audit professionals in the greater Atlanta area.

Unemployed members of the Atlanta chapter are invited to send their name, resumé, years of experience and industry to Nancy Thomas at atlantaiia@comcast.net. The information will be sent to the Job Mentoring Program coordinator for review. The coordinator will match the job seeker with a qualified mentor and provide contact information to the mentor.

The job mentor will spend time networking with the job seeker offering advice and support in their job search. It is not expected that job mentors will be able to employ job seekers. The mentors are there as a network point to encourage and support job seekers in their search for employment.

All information will be held in confidence.
Home Depot exec promotes risk management

By Tonya Layman 

K elly Barrett, The Home Depot Inc. vice president of internal audit and corporate compliance, is passionate about teaching her team to get involved in business practices to help the company identify risks.

This concept, Enterprise Risk Management (ERM), is a hot topic in the auditing industry and one that Barrett believes can help auditors prove their value to a company.

ERM includes the methods and processes by which organizations to manage the risks and seize opportunities related to the achievement of their objectives.

“arly is not a part of that, I don’t know how you are a good auditor,” she said. “We know the risks we face in the current environment, but the next step is trying to help the company think through what is going to be the next risk and put plans in place to mitigate those risks. It’s OK to take risks — that is what businesses do to make money. It is all about how you manage those risks.”

Her goal at Home Depot is to encourage her team to play an active role in ERM.

“You internal audit team has to be able to look at things differently and more proactively. They have to understand the business and how it works, store operations and merchandising. Risks are more complicated than they were 10 years ago,” Barrett, after 24 years as an auditor or controller, has become an expert in this concept. She often helps peers at other companies develop their ERM programs.

The responsibility of ERM at Delta Air Lines Inc. has recently landed on the plate of Atlanta newcomer Kiko Harvey, Delta’s vice president of corporate audit and enterprise risk management. Harvey has relied heavily on advice and expertise from Barrett.

“Kelly is always willing to share, and she shares with examples that are beneficial to me and that help me think how I want to portray things. She is very engaged and enthusiastic and has a passion for the profession and this topic, specifically,” Harvey said.

“It is great having a local expert in the field. And Kelly works for a large company that is well respected. Since I am new to Atlanta, having local connections embrace the newcomer is a blessing,”

Barrett said meeting with peers is one way she stays on industry trends and new ways to manage emerging risks.

“I reach out to not just my local peers but I meet with executives from big companies from around the country. I work hard at building relationships both internally and externally. Knowing people and knowing what is going on in business is important. This is the most collaborative group of peers I have ever worked with,”

To help her meet other auditing executives, Barrett has turned to The Institute for Internal Auditors. She is active at the national level and a member of the Atlanta chapter.

“IIA helps companies by pulling them together to share best practices,” she said. “The local chapter is great for the people who report to me to make local connections. I certainly support their involvement there.”

She is excited about the International Conference being hosted in Atlanta in June. She helped develop the leadership track and will be a speaker at the event.

“It will be a great event and give Atlanta a lot of visibility,” she added.

Barrett joined Home Depot in January 2003 as vice president, corporate controller. She was responsible for the company’s internal and external financial reporting including its filings with the Securities and Exchange Commission, as well as the company’s financial controls and financial systems. In October 2005, she was named vice president of internal audit. In this role, she has the responsibility for one of the company’s leadership programs that serves as a pipeline of talent for Home Depot. She is also responsible for developing and executing an audit committee risk-based audit plans. Her team not only focuses on controller activities, but also using Six Sigma drives operational excellence through their operational project improvement work. In April 2007, she also assumed responsibility for corporate compliance.

2004 proved to be a challenging year at Home Depot for Barrett, but she also said the successful results of hard work will go down as career highlights for her. She led an $80 million SAP implementation and co-led the company’s successful first-year compliance with Sarbanes-Oxley.

“At the time, the SAP implementation was the world’s largest financial implementation. Meanwhile we were complying with Sarbanes-Oxley, so I was still producing financial statements and doing my regular duties,” she said. “It was a crazy year, but so successful and satisfying.”

“Kelly is very in tune with her customers and with the business. She is great at digging up facts and dealing with absolutes,” said Matt Carey, Home Depot executive vice president and chief information officer. “She is also one of our stronger people within the company when it comes to developing and mentoring others. She is truly a professional in every sense of the word.”

Prior to joining Home Depot, Barrett served as senior vice president and chief financial officer for Cousins Properties Inc., where she worked for more than 10 years. Before that, she was an audit manager at Arthur Andersen.

She serves on the board of the YMCA – Metro Atlanta. Barrett also serves on the board for the Partnership Against Domestic Violence and Georgia Tech’s Business School Advisory Board.

Kelly Barrett 

Job: The Home Depot Inc., vice president of internal audit and corporate compliance

Former Job: Home Depot vice president, corporate controller

Education: Graduated from Georgia Tech in 1986 with a bachelor’s degree in industrial management

Hobbies: Running, cycling, traveling and attending Georgia Tech sporting events

Family: Husband, Rick

“IIIA Atlanta Chapter Calendar of Events

March 12 CIA Review Course Taught by Glenn Sumners
Glenn Sumners is teaching his popular CIA Review Course (Parts I, II and III only) in Atlanta March 12-15.

March 12 — March chapter meeting
Topic TBD

April 16 — April chapter meeting
(This is a morning meeting)
Rod Winters, chairman of the board of The IIA will be the keynote speaker

April 16 — CAE Lunch and Roundtable
This lunch and CAE roundtable will follow the April chapter meeting.

April 30 — Student Day Event-FREE
Huge Student Day Event designed for auditing, accounting and finance majors at universities and colleges throughout Georgia.

May 14 — May Chapter Meeting
Topic — Contract Auditing

July 6 — IIA International Conference
Be a part of this exciting event taking place in Atlanta July 6-9 at the Georgia World Congress Center.

Consider Yourself Special. Consider the accounting firm that gives you skillful expertise and service like a trusted friend. Habib, Arogeti & Wynne. IIAW is considerably different. We’re big enough to offer premier talent in a broad range of specialties, but still give you personalized attention and maintain face-to-face relationships. Focusing on the unique needs of mid-market companies, both public and private, IIAW is the largest independent accounting firm in Georgia, and the scope of our tax, auditing and consulting practices continues to grow. How can you get the attention you deserve from a leading accounting firm?

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"H&W has the experience our growing business needs. And they treat us like family. That’s something to celebrate."
T he Atlanta chapter of The Institute of Internal Auditors distinguishes itself among an international collective of audit professionals by creating strong links to local businesses and educational institutions, while providing pivotal continuing education courses to its members. The chapter, founded in 1949, counts its membership at 1,700 and includes representatives from across the Atlanta business community — The Coca Cola Co., SunTrust Banks Inc., United Parcel Service Inc., Coca-Cola Enterprises Inc. and Wendy’s/Arby’s Group Inc.

Glenda Ostrander, director of internal audit for Gwinnett County Public Schools and vice president for volunteer services for IIA-Atlanta, said that some of the value of being a member of the local chapter is that it exposes professionals to a diverse group of businesses in the private and public sector. That diverse base in Atlanta provides multiple perspectives on new trends and best practices for the internal auditing profession, she said. “I think some of the uniqueness of the chapter is that we have a representation of so many various industries because Atlanta is such a metropolitan area, and we serve such a diverse base of businesses,” Ostrander said.

While the Atlanta chapter may benefit from the city’s standing as a diversified metropolitan area for doing business, the group has distinguished itself with its advocacy efforts in the business and educational communities. The group was recognized with the International Mastering Advocacy Program award at last year’s conference of IIA. That’s in part because of its outreach to large businesses in the Atlanta area that weren’t represented by the professional association. It also played a leadership role in establishing a unique program at Kennesaw State University that promotes the internal auditing profession.

The Profession: Looking back, looking ahead

I t is, indeed, a privilege to have the opportunity to contribute to this special publication celebrating The Institute of Internal Auditors (IIA) and our upcoming International Conference that will be hosted by IIA-Atlanta in June. The IIA board of directors and the local arm of IIA ensure that this chapter’s standing among the international collective of audit professionals is a formidable one.

The Institute of Internal Auditors, Atlanta chapter

Number of members: 1,700; the sixth-largest in the world

Year established: 1949

Standing: Gold Chapter for five years

The award contributed to the Atlanta chapter’s standing among the international arm of IIA. The city will be hosting the International Conference from June 6-9, which is expected to draw 2,000 auditors from North America and 1,000 members from around the globe. “IIA-Atlanta has a true understanding of The IIA’s advocacy efforts and has embraced the opportunity to elevate the status and credibility of the internal audit profession in their community,” said IIA President Richard Chambers, who leads the international organization, which is based in Altamonte Springs, Fla. “They are finding success in influencing key stakeholders, and are role models for advocacy work around the globe.”

Part of that influence comes from successfully reconnecting with some Atlanta-area businesses that were weak ties to the local chapter. The group discovered 200 large companies that were not being reached by the chapter, according to its application for the advocacy award. It then contacted the chief financial officer of each company and invited the companies’ internal auditing staff to a regional conference. The result: In all, nonmembers took notice and representatives from 13 of the companies became involved with the Atlanta chapter. “We had almost everyone in Atlanta,” as a member, said Bill Mulcahy, president of Mulcahy Accounting & Risk Consulting and chairman of the board for the local chapter. “What we did was the active involvement of all the companies in the local chapter. That’s what we really turned around.”

The local arm of The IIA is ensuring its future success with a groundbreaking partnership with Kennesaw State University. With the help of leadership from Richard Clune, an assistant professor at the university and a former audit partner with PricewaterhouseCoopers LLP, the local chapter of The IIA has begun to integrate auditing into the curriculum at KSU. The Coles Internal Audit Center at KSU is offering internal auditing courses at the university and exposing hundreds of students to a specialty that dovetails with their accounting, financial and business management back-grounds and could help boost their careers.

In the fall of 2008, the Atlanta chapter sponsored a student day that attracted approximately 200 accounting and finance students from 18 universities and colleges from throughout Georgia, according to the Atlanta chapter’s advocacy information. The event led to 18 students being hired as full-time internal auditors or accepted as internal audit interns at Atlanta area companies.

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Dixon Hughes

The thing that differentiates them is their ability to make decisions quickly, keep things moving and be very responsive to my questions.

—Dusty Profrene, CFO, Church’s Chicken

VIEWPOINT

Richard Chambers

With the recent catastrophic corporate failures of late, the future will require a more holistic approach at the organization’s risks; and help ensure policies are followed, procedures are appropriate, processes are monitored, and internal controls are adequate.

Visibility of the profession in Atlanta and around the world will continue to capture the attention of young people who are examining potential career opportunities in an increased need for internal audit education. IIA-Atlanta is a leader in elevating and promoting the internal audit profession, as they were recognized in 2009 with the coveted International Mastering Advocacy Program award.

They successfully advocated to other local professional organizations, raised awareness of internal auditing within the business community, and garnered notable media exposure on behalf of The Institute. IIA’s global headquarters is very proud of their achievements as an exemplary advocate for the profession.

Chambers is president and CEO of The Institute of Internal Auditors’ global headquarters.

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Chambers is president and CEO of The Institute of Internal Auditors’ global headquarters.
Internal auditing: A new era or farewell tour?

In back in 2004, Bruce Nolo, chief finan-
cial officer for Pitney Bowes Inc., told CFO Magazine that “[Internals auditors] are rock stars now. This is their
day in the sun.”

Much has happened since those early
days of Sarbanes-Oxley, and the internal
audit profession now faces new challenges
and opportunities. Which raises the
questions: How will we react to these chal-
gen? The last
tour? Or
will we be more like the
one last farewell tour? Or
and is about to embark on
these challenging times
and determine how to rein-
vent themselves.

Internal auditors around the
world are trying to navigate
these challenging times and
determine how to reinvent
themselves. It’s clear financial
controls and compliance auditing, while
still important, are not enough to keep
internal auditing in the spotlight. We must
be seen as a valued and important part of
the business. We must understand the
business we’re trying to audit, have the
right tools to do our jobs efficiently and
effectively.

So what do we do as a new decade of
challenge and opportunity dawn? The last
thing we can afford to do is rest on our lau-
rels and hope the royalties from past hits
will sustain us the rest of our careers.

Rather, we need to “write new music”
that shows we have a vision for a new era;
a future where we have the right business
understanding, the right skills, and the
right tools to truly add value. While this
may seem like an incredibly large task,
I believe embracing these simple concepts
will help us rocket back to the top of the
charts.

Risk: Act solutions

Risk is not a new concept to internal
auditors; it’s embedded in our profession’s
standards. But how many of us are really masters of
our risk domain? Sure, we think
about enterprise risks each year when preparing an audit
plan, and may even embed a lower-level risk assessment
into our audits. But how many internal auditors understand
the business and its risks well enough to be seen as risk-
thought leaders?

Those who are good at
identifying risks, but can’t advise on ways to
manage those risks, may be seen as
“Chicken Little” auditors who pessimisti-
cally tell management what can go wrong
without offering meaningful and practical
solutions to help make things go right. So
how can we be perceived as being able to
think risk and provide practical solutions
to those risks? I believe four of the 10 risk
imperatives outlined in a recent IIA
Knowledge Briefing are particularly crit-
amous to the “think risk; act solutions” theme:

■ Coordinate with other risk and control
functions.

■ Participate in risk summits with key
stakeholders.

■ Help the organization develop near-
term risk strategies.

Internal auditors around the
world are trying to navigate
these challenging times and
determine how to reinvent
themselves.

Strategic insight.

Value driven.

What is internal auditing’s role
in preventing, detecting and
investigating fraud?

Internal auditors support manage-
ment’s efforts to establish a culture
that embraces ethics, honesty and
integrity. They assist management with
the evaluation of internal controls
used to detect or mitigate fraud, eval-
uate the organization’s assessment of
fraud risk, and are involved in any
fraud investigations.

Although it is management’s respon-
sibility to design internal controls
to prevent, detect and mitigate fraud,
the internal auditors are the appro-
priate resource for assessing the
effectiveness of what management
has implemented. Therefore, depend-
ing on directives from management, the
board, audit committee or other
governing body, the internal auditors
might play a variety of consulting,
assurance, collaborative, advisory,
over-sight and investigative roles in
an organization’s fraud management
process.

Competent professional internal audi-
tors are highly proficient in techniques
used to evaluate internal controls. That
proficiency, coupled with their under-
standing of the indicators of fraud,
enables them to assess an organiza-
tion’s fraud risks and advise manage-
ment of the necessary steps to take
when indicators are present.

Prevention

Establishing a culture of integrity is a
critical component of fraud control.
Executive management must set the
tone at the top and model the highest
level of integrity. The internal auditors
may advise management on methods
to ensure integrity and may become
involved in communicating or interpret-
ing those methods. They also may help
develop training related to integrity
policies and fraud.

Detection

Because the internal auditors are
exposed to key processes throughout
the organization and have open lines
of communication with the executive
board and staff, they are able to play
an important role in fraud detection.
In many organizations, the chief audit
executive (CAE) is responsible for
responding to issues raised on the eth-
ics hotline or through another process
that may lead to detection of fraud.

Investigation

Internal audit skills relate to gathering
evidence, analyzing the breakdown in
controls, and making recommendations for
improve-
ment.

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value-added business advisory services to our clients. Through our focus on real
estate, we provide the in-depth industry knowledge, vision and extensive experience
needed to steer our clients through the capital markets and the constantly changing
landscape of global real estate.

As one of the top 20 CPA firms in the United States, Reznick Group is committed to providing
proactive personal service and timely delivery of a superior work product to
consistently meet client deadlines. Our clients include institutional private equity
funds, pension funds investing in real estate, REITs, commercial and residential
property owners and operators, hotels and resorts, real estate developers, home
builders and land developers.

www.reznickgroup.com

References: IIA Professional Practices Framework:
Practice Advisories on Fraud
Source: The Institute of Internal Auditors

Quality is Job 1

OK, I know that’s an old ad campaign
from an auto company, but I think it really
applies here. Quality comes from having
the right people who are enabled with the
right tools. Chief audit executives (CAEs)
must evaluate what skills and experiences
are needed to add value and make sure
they have the right resources, whether
employees or co-sourced resources, to
deliver quality on every audit engage-
ment. CAEs must also guard against a
“follow the work program” mentality on
audit projects. Quality auditing requires
creativity, skepticism, alertness and a bit
of finesse. Those skills aren’t taught in
textbooks; they come from experience
and good coaching. Finally, CAEs must
embrace the value of a quality assurance
program, including a periodic indepen-
dent quality assurance assessment.
In other words, we need to make sure
that someone is “auditing the auditors.” If
we can’t consistently demonstrate quality,
we can’t expect our profession to be held in
high esteem globally.

Fully embracing these three concepts will
not be easy. There will be some in the pro-
fection who choose to make these next few
years their farewell tour. But those who take
on these challenges, and truly embrace the
opportunities, will be writing beautiful audit
music for years to come.

Sobel is vice president of
internal audit for Mirant Corp.

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Who’s Who in The Institute of Internal Auditors, Atlanta Chapter

T his year for The Institute of Internal Auditors, Atlanta chapter, special section, we feature a Who’s Who of top leaders and officers within this very active and vibrant chapter. On the following pages you will find a directory of the 2009-2010 Board of Governors that the chapter year. Among those you will find the year’s top officers, including Chairman Bill Mulcahy; President David Bilko; Senior Vice President and Chief Operating Officer Paul McClung; Chief Financial Officer Terry Longstroth; Vice President of Programs Brett Williams; Vice President of Membership Services Pam Jenkins; Vice President of Volunteer Resources Glenda Ostrander; and Vice President and Chapter Secretary Emma Costello.

1. How has internal auditing changed over the last two years?
2. What are some trends that are shaping the industry?
3. How have chief audit executives (CAEs) responded to changing stakeholder expectations in the current economic crisis?

W. Ken Harmon
Dean, Coles College of Business
Dinos Emeritus Scholar Chair of Entrepreneurial Management
Professor of Accounting
Kennesaw State University

Audley Bell
Vice president of internal audit, Habitat for Humanity

Russell W. Hinton
State Auditor
State of Georgia

Changed: In the last two years, internal auditing as a profession has realized (1) the importance and role of technology and (2) the importance of risk. At the tactical level, internal auditing has begun placing more focus on the use of technology and the use of computer-assisted audit techniques (CAATs). There has been an awakening to the concept of continuous auditing. At a strategic level, internal auditing is being viewed as a value-added, and highly necessary, corporate partner in the success of the company.

Trends: The primary trend that will shape the future of internal auditing is the focus on risk management. Historically, internal auditing was focused on controls and control compliance. While these are important concerns, internal audit must play a larger role in the company’s strategic success. In my view, if internal auditing is to continue to rise in profile and remain a relevant player in corporate strategy, then internal auditors must see themselves as managers of risk rather than overseers of controls.

Stakeholder: Stakeholders are the ones driving the notion of risk management. The current economic crisis and other recent business concerns have shown the vulnerability of companies that do not manage risk appropriately. The CAEs who are at the forefront of their profession have realized that internal auditing can, and should, play an important role in mitigating and managing risks. These CAEs no longer consider themselves as simply enforcing controls; rather, they see themselves as contributing members of the leadership team.

Who’s Who in The Institute of Internal Auditors, Atlanta Chapter

Alan Barnes
Assurant Inc.
Director of risk and advisory services

Education: Bachelor’s degree in accounting, University of Alabama at Birmingham; bachelor’s degree in finance, Auburn University; MBA in information systems, Kennesaw State University

Career highlights: Barnes holds active CPA, CIA and Green Belt Six Sigma certifications. His previous audit, accounting and IT work experience includes: public accounting, assistant controller, head of accounting, asset-based auditing with, internal audit and IT financial management, head of internal audit and SOX compliance, and currently a director of internal audit and compliance with a specialty in insurance and warranty company. In addition to being on the board of governors for the Atlanta IIA chapter, he facilitates the Atlanta Internal Audit/SOX Council quarterly events.

David Bilko
SunTrust Banks Inc.
Senior vice president and chief audit executive

Education: MBA, George Mason University; graduate of the Audit Management Program from the BAI Graduate School for Bank Administration

Career highlights: Bilko has been with SunTrust Bank or its predecessors since 1987. He has been the chief audit executive since 2005, where he is responsible for leading the 66-person audit division, coordinating the development and execution of the annual audit plan, reporting to the audit committee of the board of directors, and ensuring that activities of SunTrust Audit Services are conducted in accordance with the Professional Practices Framework set forth by The Institute of Internal Auditors. Prior to joining SunTrust, Bilko served both Cesar Bank and First American Bankshares in a number of audit-related roles.

Chris Blalock
Equifax Inc.
Senior vice president, internal audit

Age: 43

Education: Bachelor’s degree in business administration; The University of Georgia

Career highlights: Blalock started at Equifax in 2003 as project manager for the first-year implementation of the compliance effort for Section 404 of the Sarbanes-Oxley Act. In late 2004, Blalock was promoted to senior vice president of internal audit and in charge of the global internal audit department responsible for financial, operational and compliance audits. Additional responsibilities include management and oversight of the company’s Enterprise Risk Management Program. Prior to Equifax, Blalock served in several accounting roles for Cingular Wireless, a technology startup and a residential wholesale mortgage lender after spending eight years in the audit team of KPMG.

W. Ken Harmon
Dean, Coles College of Business
Dinos Emeritus Scholar Chair of Entrepreneurial Management
Professor of Accounting
Kennesaw State University

Audley Bell
Vice president of internal audit, Habitat for Humanity

Russell W. Hinton
State Auditor
State of Georgia

Changed: Change is an ongoing activity in the internal auditing world as we are constantly adjusting our work plan to changes in the internal and external environments. The annual risk assessment and internal audit planning processes, for example, have been losing ground to more frequent or in some cases ongoing re-evaluations due in part to emerging issues, such as the increase in federal regulations, major suppliers going out of business, loss of funding source and increase in fraud. There is also more emphasis on consulting and partnering with management, of course with the auditor maintaining his or her objectivity and independence in their unique role, on issues such as governance, risk, internal controls and business process improvements in order to ensure that the goals of the organization are being met.

Trends: Trends that I believe are shaping the industry include the mammoth increase in fraud in the financial industry at levels never seen before. More questions are being asked by senior executives and board of directors about lessons learned from the debacle, fraud risks in their own organization and what is being done to mitigate those risks and recover losses. Accordingly, fraud risk assessment and the leveraging of information technology tools, such as computer-assisted audit techniques and continuous auditing are becoming core activities of internal audit functions.

Stakeholder: I believe that stakeholders are looking for good governance, more accountability and transparency in financial reporting, a good return on their investment, and in my case, donors are looking to Habitat for Humanity to be good stewards over the funds that they have entrusted to the organization to build decent and affordable housing for the poor around the world. CAEs are raising the bar in the GRC arena by adding the review of their organization’s governance and risk management structures and processes to their core internal audit activities, of which compliance is already a key component.

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Connie Brown
Jefferson Wells
Director, Risk Advisory Services
Education: Bachelor's degree in business administration, accounting, Paine College
Career highlights: Brown manages the Risk Advisory Services (RAS) practice for the Atlanta office and has more than 20 years of internal audit and controls experience and expertise. Brown is a certified internal auditor and CPA. Her responsibilities have included providing clients with specialized technical expertise in governance, risk management and compliance. The RAS prac-tice covers corporate governance, enterprise and operational risk, internal audit, technology and information security.

Anthony G. Chalker
Protiviti Inc.
Managing director
Age: 44
Education: Bachelor's degree and master of accountancy degree, The University of Georgia
Career highlights: Chalker has overall responsibility for Protiviti's Atlanta Internal Audit services. Chalker has more than 20 years of experience, including 12 years in Big Five public accounting. Chalker's career combines external audit, litigation consulting and information technology consulting to provide a broad and comprehensive view of the risk management landscape. Protiviti is a global consulting and internal audit firm.

Richard Clune
Kennesaw State University
Assistant professor
Age: 57
Education: Ph.D., Case Western Reserve University
Career highlights: Since retiring as an audit partner with PricewaterhouseCoopers in 2002, Clune has taught full-time as an accounting professor at the Kennesaw State University Coles College of Business School of Accountancy. He is the founder of the KSU Internal Audit Center and is the director of the school's Internal Auditing Education Partnership program with the IIA. He has received two awards from the IIA, the Michael J. Barrett Doctoral Dissertation Grant Award and the William H. Smith Award.

Emma Costello
Thomas Ray & Associates Inc.
Principal
Age: 42
Education: Bachelor's degree in business administration, Texas State University
Career highlights: Costello began her career in corporate internal audit in Houston. She relocated to Atlanta in 1995 and worked for the Big Four as they started their Internal Audit practices. In 2001, she went out on her own specializing in health benefit audits. Using a customized approach, she works independently as part of a co-sponsored internal audit team to identify and recover benefit overpayments.

Steve Donovan
United Parcel Service Inc.
Vice president, internal audit and compliance and ethics
Age: 52
Education: University of Indianapolis
Career highlights: Donovan has been with United Parcel Service Inc. for 34 years, holding a variety of assignments in operations, finance and accounting. He joined the corporate finance group in Atlanta in 1996, and has held his current position since 2003.

Alan Fahner
Crowe Horwath LLP
Senior manager, risk consulting
Age: 36
Education: Bachelor's degree in business administration, accounting
Career highlights: Fahner is a client service leader in Crowe's Risk Consulting Group in Atlanta. His career began at a Big Four accounting firm specializing in internal audit. He also founded a project management function for a company and managed an internal audit department for a company. Fahner is a certified public accountant and certified internal auditor.

C.O. Hollis Jr.
Morehouse College
Chief audit officer
Age: 66
Education: Bachelor's degree, Hampton University; MBA, University of Pennsylvania
Career highlights: Hollis is the chief audit officer at Morehouse College, responsible for designing and implementing the internal auditing function at the college. He is also principal member of Professional Accounting and Auditing Services in Lithonia, Ga. In 2005, Hollis received the Bill Bishop Award from the Atlanta chapter of the Institute of Internal Auditors and in 2007 received the Atlanta chapter's William J. Mulcahy Excellence Through Leadership Award.

Jim Jacobson
Superior Essex Inc.
Vice president, internal audit
Age: 51
Education: Bachelor's degree in accounting and MBA in finance, Rochester Institute of Technology
Career highlights: Prior to joining Superior Essex in 2004, Jacobson was the chief audit executive at Textron Corp. where he established their internal audit function. He also served as Mintim's international financial controller. From 1985-2004, Jacobson served in a number of diverse financial and operational roles at Eastman Kodak Co. Jacobson also held management positions in the Information Systems and Corporate Quality organizations.

Pamela Short Jenkins
Wendy's/Arby's Group Inc.
Senior vice president, internal audit
Education: Florida State University
Career highlights: Previously, Jenkins was the vice president of internal audit for The Home Depot Inc. and was a senior manager in KPMG's audit practice. She is on the board of governors for The Institute of Internal Auditors, Atlanta chapter, and on the boards of the Sandy Springs Chamber of Commerce, Leadership Sandy Springs, the Arthritis Foundation and Board of Directors Network. Jenkins heads the endowment committee for Achievement Rewards for College Scientists.

Barbara A. Jesup
The Institute of Internal Auditors, Atlanta chapter
Executive committee, board of directors
Education: Bachelor's degree in business administration, Southern Methodist University
Career highlights: Jesup was formerly vice president, internal audit at AFC Enterprises; assistant vice president, financial audit at First Financial Management Corp. (now First Data); senior manager, internal audit at Holiday Inn Worldwide (now InterContinental Hotels Group); First Tennessee Bank; Arthur Young & Co. (now Ernst & Young LLP).

Ric Kimball
KPMG LLP
Director, advisory services
Education: Auburn University
Career highlights: Kimball is a director in KPMG’s advisory services practice with more than 10 years of finance and internal audit experience. During his eight-year career with KPMO, Kimball has assisted his clients in the achievement of their goals and objectives by analyzing business processes to identify and mitigate business risks, reduce operating costs and improve effectiveness and efficiency. Kimball has successfully managed and directed several large engagements for global clients.

Michael Corbin
Accume Partners
Regional managing director
Age: 46
Education: Bachelor's degree in business management, Whitchita State University
Career highlights: Corbin has more than 20 years of internal audit and consulting experi-ence in the areas of financial, operational and compliance risk and control design. Currently, Corbin serves as the regional managing director for Accume Partners where he is responsible for delivering internal audit and advisory services to clients throughout the Southeast. Corbin's former employers include World Savings and Loan Association, KPMG LLP and Dixon Hughes PLLC.
Terry Longstreth
Accretive Solutions
Business development manager
Age: 47
Education: Bachelor's degree in finance and MBA, Georgia State University
Career highlights: In addition to his role at Accretive Solutions, Longstreth is chief financial officer of The IIA, Atlanta chapter. He has more than 20 years of financial management, business development and leadership experience, within both the financial services and professional services industries. Prior to joining Accretive Solutions, Longstreth was a senior analyst for the Financial Services industries. Prior to joining Accretive Solutions, Longstreth joined PricewaterhouseCoopers LLP
Age: 40
Education: Bachelor's degree in accounting and finance, Spring Hill College; MBA in information technology management, Webster University
Career highlights: Lovett is the current chief audit executive at Interline Brands. Previously, Lovett held internal audit leadership positions with Wells Real Estate Funds and KPMG LLP's Risk Advisory Services practice. His internal audit background also includes The Walt Disney Co. and Lockheed Martin. Lovett is a certified public accountant, certified information systems auditor and was recently certified in the governance of enterprise IT.

William J. Mulcahy
Mulcahy Accounting & Risk Consulting LLC
President
Education: Bachelor's degree in accounting, Philadelphia University; master's degree, Mercy University
Career highlights: In 2007 Atlanta's IIA chapter dubbed its annual honor given to an outstanding local leader The William J. Mulcahy Excellence Through Leadership Award. Prior to opening his consulting firm in 2006, Mulcahy was with Emory University and Arthur Andersen & Co. Currently, he serves as chairman of the IIA International Conference and chair of the IIA Atlanta chapter's board of governors.

Gil Radford
Verizon Wireless
Director of audit
Age: 57
Education: Bachelor's degree in accounting, CPA, certified internal auditor; certified management accountant
Career highlights: Radford joined Verizon Wireless in 2005. He has more than 30 years of experience in auditing and financial reporting, including setting up and leading regional based audit departments and finance organizations within large consumer manufacturing environments. He is currently responsible for directing an audit group in Alpharetta, where he is responsible for managing a wide variety of functional audits related to Verizon Wireless' operations and systems.

Maisha Williams
PricewaterhouseCoopers LLP
Internal audit manager
Age: 29
Education: Bachelor's degree in accounting, Syracuse University
Career highlights: Williams is a manager in PricewaterhouseCoopers' Internal Audit Services practice and a CPA in the state of New York. She has eight years of internal and external audit experience. Williams has been recognized with two Chairman's awards for providing outstanding client service in the higher education and nonprofit sectors and for her involvement in the firm's college preparatory and career planning mentoring program.

Fred Masci
PRGX Global Inc.
Vice president, internal audit
Education: Bachelor's degree in business administration, Columbia State University; MBA, Auburn University
Career highlights: Masci is vice president of internal audit for PRGX Global Inc. and is responsible for leading PRGX's internal auditing, SOX compliance, and whistleblower hotline activities. Masci has 32 years of auditing and compliance experience in both public and private companies and public accounting firm settings. Masci spent four years with KPMG where he earned his CPA certification. Masci is a CPA and has more than 25 years of experience in both public company and public accounting firm settings. Masci has 32 years of auditing and compliance experience in both public and private companies. Masci has 10 years of experience in both public company.
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Sincerely,

2010 International Conference – Host Conference Committee

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