A Letter from the President

Hello Charlotte Chapter!

September is off to a great start with a successful kick-off event and CPE event on communication! Thanks to everyone that participated in these events. Do not miss our joint event with ISACA on October 17th. Topics include Cybersecurity; adapting to new technologies; an update on regulation, robotics and the future of internal audit; working successfully with Millennials; and an Information Technology audit update.

Contact me or any of the officers if you would like learn more about the Chapter or have ideas/feedback. We would love to hear from you! Check our Chapter Website for additional information.

Thanks for your support and hope to see you soon at one of our upcoming events!

Warm Regards,

Ely Martens
Don’t Miss These Upcoming Events

Upcoming Continuing Professional Education (CPEs)

Slots are now available. For additional information, please contact Patrick Dunlavey at PDunlavey@extendedstay.com or Mike Levy at Michael.Levy@wellsfargo.com.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic &amp; Location</th>
<th>CPEs</th>
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<tbody>
<tr>
<td>10.10.17</td>
<td>WEBINAR: Sustainability or Enterprise Risk Management? How IA and EHS Audit Can Support</td>
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<tr>
<td>10.13.17</td>
<td>IIA CLT: CIA Review Session Part 3 (Exam Preparation) - Wells Fargo/Charlotte, NC</td>
<td>8/Day</td>
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<td>10.17.17</td>
<td>IIA/ISACA Joint Audit Topics Event—Hilton Executive Park</td>
<td>8</td>
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<td>10.17.17</td>
<td>WEBINAR: Is Your Team Ready to Audit Culture?</td>
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<td>11.09.17</td>
<td>IIA CLT: Three Pillars of Planning — Lowe’s/ Mooresville, NC</td>
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<tr>
<td>12.08.17</td>
<td>IIA CLT: Topic TBD -TIAA/Charlotte, NC</td>
<td>TBD</td>
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Please continue to visit the Charlotte IIA website’s Training & Events page for continuous updates.

IIA Member’s Only Webinars

The following webinars are being offered by The IIA. Click on the webinar title to view a description and outline, along with presenter information and key takeaways.

10.10.17 @ 2-3 pm ET: Sustainability or Enterprise Risk Management? How Internal Audit and EHS Audit Can Support Both Sides of the Same Coin

10.17.17 @ 1-2 pm ET: Is Your Team Ready to Audit Culture?

The IIA’s eLearning page: Click here for more information/registration.
Meet Our New Members

Please join the IIA Charlotte Chapter in welcoming its newest members since July 21, 2017:

<table>
<thead>
<tr>
<th>Adam Arenas</th>
<th>Scott Hercules</th>
<th>Joshua Rapavi</th>
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<tbody>
<tr>
<td>Joshua Aronowitz</td>
<td>Quantel Sharmaine Hudson</td>
<td>Corey Michael Robinson</td>
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<tr>
<td>Beatrice Asamoah</td>
<td>Austen Johnson</td>
<td>Kara Marie Salvo</td>
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<td>Jerry Bacchus</td>
<td>Francesca Johnson</td>
<td>Desmond Scott</td>
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<td>Daniel Bodziak</td>
<td>Elizabeth Koekebacker</td>
<td>Daniil Severenchuk</td>
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<td>Imani D. Boyd</td>
<td>Samantha Larmond</td>
<td>MacGregor Shepard</td>
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<td>Phillip Brown</td>
<td>Zachary Cole Laughlin</td>
<td>Alexander Simpson</td>
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<tr>
<td>Leona Burns</td>
<td>Ngoc Hong Le</td>
<td>Paul Sneyd</td>
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<tr>
<td>Jeremy Carroll</td>
<td>John Lee</td>
<td>Gina Thompson</td>
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<tr>
<td>Patricia A. Clement</td>
<td>Melinda Lytle</td>
<td>Angelica Rose Uecker</td>
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<tr>
<td>Quinesha Dowtin</td>
<td>William Sean McCarter</td>
<td>Amanda C Ugorji</td>
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<tr>
<td>Allison Duffie</td>
<td>Courtney McCloud</td>
<td>Michelle Varney</td>
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<tr>
<td>Erin Dunlap</td>
<td>Brantley Rider McDonald</td>
<td>Clayton Thomas Voignier</td>
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<tr>
<td>Lee J. Fields</td>
<td>Ginneh Miller</td>
<td>Ryan Michael Walsh</td>
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<tr>
<td>William Fragoño de Oliveira Ribeiro</td>
<td>Samantha Moorin</td>
<td>Xiaodong Wang</td>
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<tr>
<td>William Gana</td>
<td>Robert Muller</td>
<td>Dennis B Ward</td>
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<td>Anastasiya Golovchan</td>
<td>Patrick Munchel</td>
<td>Bethany Wheeler</td>
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<tr>
<td>Chandler Casey Goodson</td>
<td>Caleb Newcomb</td>
<td>James Emmanuel Wi-Afedzi</td>
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<tr>
<td>Benjamin T. Haskell</td>
<td>Kuan-Huei Owens</td>
<td>Adrain Williams</td>
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<tr>
<td>Will Hefner</td>
<td>Courtney Piper</td>
<td>Jacqueline Williams-George</td>
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<td>Emily Wolfmayer</td>
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Member Profile:
Crystal Spears, CIA
Senior Auditor

Wells Fargo Audit Services—Wealth and Investment Management Audit Team

Crystal has over four years of audit experience in the retail and banking industries and is currently a Senior Auditor with Wells Fargo Audit Services, specializing in Wealth and Investment Management Audits.

Crystal is from NC and graduated from Appalachian State University in 2010 with a double major in Finance & Banking and Risk Management & Insurance.

Crystal has been an active member of the Charlotte IIA Chapter since 2013 and received her CIA certification in September 2015. She has been volunteering with the Academic Relations team since 2016.

Please Congratulate Our Newly Certified Members

Winnie Cheng, CIA
Robert King, CFSA
Lina (Na) Li, CIA
Ann-Catherine Begley, CRMA
Travis Ball, CIA
Alexander Crouch, CIA
Layna Roycroft, CIA
Lonnie Parker, CIA
William Pelliser, CIA

Congratulations!
Meet the IIA Charlotte Volunteer Community!

Erin Rydell, 2nd VP, currently heads up the Academic Relations Committee. The goals of the committee are to manage the Chapter’s academic scholarship program, increase the number of student members and overall student involvement, and to promote awareness of the IA profession at local schools. Volunteer Committee Members participate in reviewing scholarship applications, participate in the on campus events, and organize annual student events.

Sandie Turel, Volunteer, currently heads up the Communications Committee. The goals of the committee are to manage the Chapter’s website, social media presences, publish the monthly newsletter, and to increase visibility of Chapter and related events. Volunteer Committee Members participate in drafting and publishing the monthly newsletters, maintain the website, and post comments on various social media (LinkedIn, Twitter, etc.).

Mike Levy, Treasurer, and Erin Sweeney, Assistant Treasurer currently heads up the Treasury Committee. The goals of the committee are to maintain accurate financial records for our Chapter and to manage the Chapter’s slot program. Volunteer Committee Members review bank reconciliations, generate slot invoices, and respond to inquiries regarding slot balances.

LaShanda Dover, Volunteer currently heads up the Sponsorship Committee. The main goal of the committee is to recruit sponsors for the Chapter. Volunteer Committee Members recruit sponsors, maintain relationships with current sponsorships, work with sponsors to ensure benefits are provided, and act as a liaison with other committees when necessary (i.e. Programs Committee).

John Newton, Vice President currently heads up the Programs Committee. The main goals of the committee is to provide a challenging educational program on the subjects related to internal auditing and of interest to auditors with the purpose of improving the auditing competency and effectiveness of chapter members. Volunteer Committee Members tasks include working with Committee Chair to develop topics for training events, secure speakers and venues, coordinate with the Registration committee for event set-up, logistics, and analyzing evaluations of the program to provide input to the President and the board.
Meet the IIA Charlotte Volunteer Community!

2017-2018 Year

Crystal Gibson, Secretary currently heads up the Registration Committee. The main goals of the committee is setting up registration for each event within eTouche and communicating with participants on items such program logistics and issuing CPE Certificates. Volunteer Committee Member tasks include entering and maintaining data within eTouche for all events, communicating with participants regarding event logistics, ensuring all NASBA requirements are met and submitting all necessary parperwork for each event, printing all registration materials for each event, and manning the registration table at the events.

Winnie Cheng and Melissa Morlan, Volunteers, currently head up the Membership and Certification Committee. The main goals of the committee are to welcome new members, help them become better acquainted with other members and activities of IIA HQ and the Chapter to foster Chapter engagement, and to promote IIA certifications and congratulate newly certified members. Volunteer Committee Members work with the Committee Chairs to welcome and engage new members as well as congratulate newly certified members.

Joe Oringe, Volunteer, currently heads up the Data Analytics Committee. The main goals of the committee is to plan activities geared towards data analytics topics. Volunteer Committee Members create budgets for each event and work with program and registration committee on all aspects of the events, including recruitment of speakers.

2017/2018 Corporate Sponsors

- **PWC**
- **TIAA**
- **Wells Fargo**
- **AXA**
- **Experis**
- **Lowe's**
- **NEVER STOP IMPROVING**
- **BUCK BUSINESS PARTNERS**
COSO ERM Update: A Vital Tool in 21st Century Risk Management

Internal auditors around the world should take note of an important development this week — the release of the updated COSO enterprise risk management framework.

Several of my blog posts in the past year have focused on the growing demands being placed on internal auditing by its stakeholders and the importance of practitioners being able to rise up to meet new tasks we are being asked to perform.

This new reality reflects the growing complexity of governance, risk, and control in a fast-moving world where powerful technological, socioeconomic, and geopolitical forces can quickly morph the risk landscape. As such, all those who help manage and assess risk across the enterprise must have the best tools and processes available to them.

In COSO’s newly released Enterprise Risk Management – Integrating With Strategy and Performance, risk professionals have a comprehensive and sophisticated tool that advocates the value of enterprise risk management (ERM) when setting and carrying out strategy.

Much has changed in risk and risk management since the original COSO ERM framework was introduced in 2004. For example, technological progress has created amazing new opportunities for business and government as well as an entire new risk category of cybercrime. The updated framework addresses these kinds of changes and provides a tool that not only allows organizations to improve risk management but also to better understand the impact of risk on performance.

Importantly, the update also provides stronger guidance on just what ERM is — and isn’t. The value of true ERM is that it promotes an enterprise wide approach and understanding of risk. Too often busy executives and board members pigeonhole ERM as a department or relegate it to a checklist of tasks. They should recognize that it is much more. From the update:

Enterprise risk management is not a function or department. It is the culture, capabilities, and practices that organizations integrate with strategy-setting and apply when they carry out that strategy, with the purpose of managing risk in creating, preserving, and realizing value.

This definition illuminates the degree to which risk and risk management influences all areas of the organization.

To help risk managers better understand the complexity and dynamics at play, the framework identifies five interrelated components that are vital to successful ERM:

- Governance and culture.
- Strategy and objective-setting.
- Performance.
- Review and revision.
- Information, communication, and reporting.
Chambers on the Profession

It further identifies sets of principles that support each component. For example, strategy and objective-setting is reinforced by analyzing business context, defining risk appetites, evaluating alternative strategies, and formulating business objectives.

All organizations, including those that currently use the original ERM framework, can benefit from the update, which in short:

- Provides greater insight into the value of enterprise risk management when setting and carrying out strategy.
- Enhances alignment between performance and risk management and builds awareness and understanding of the impact of risk on performance.
- Recognizes the globalization of markets and operations and the need to apply a common, albeit tailored, approach across geographies.
- Expands reporting to address expectations for greater stakeholder transparency.
- Accommodates evolving technologies and the proliferation of data and analytics in supporting decision-making.
- And more.

Clearly, the update reflects the thorough and thoughtful approach that COSO took to revising one of its flagship products. I should note that Enterprise Risk Management–Integrating With Strategy and Performance drew not only on the expertise of update partner PwC, but also on a varied and talented group of risk professionals who made up its advisory group. The advisory group helped guide the update, which focused not only on revising and improving the framework’s utility but also on its ease of use and application across an array of industry types and organizational sizes.

I encourage anyone involved in managing risk, from the board and C-suite to first-year internal auditors, to seek out and examine the new update. Having a fundamental understanding of the interplay among risk, performance, strategy, and value should be table stakes for all those involved in modern risk management.

COSO has made the Executive Summary for the Framework free for download. The full document is available for purchase from The IIA.

ABOUT THE AUTHOR

Richard F. Chambers, CIA, QIAL, CGAP, CCSA, CRMA, is president and CEO of The IIA. In Chambers on the Profession, he shares his personal reflections and insights based on his 40 years of experience in the internal audit profession. Click here to read recent blog posts from Richard translated to French.