Hello Charlotte Chapter!

I am honored to serve as the Charlotte Chapter President for the 2018-2019 Chapter Year. We have a great group of officers and volunteers in place to make this Chapter year another huge success.

As we begin planning for our upcoming year of training and networking events, please plan to join us September 10th for the ‘Gaining and Sustaining Credibility’ training event at The Speedway Club in Concord. This is first CPE event for the year and will introduce you to Don Levonius’ concept of how to earn the trust and confidence of others.

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

I am looking forward to a great year serving our members and our profession!

Warm Regards,
Crystal Gibson

IIA Charlotte is proud to present the 2018-2019 Board Members!

Thank you for your dedication and time commitment.

The IIA Charlotte officers look forward to working with you this upcoming year.

Juan Rivera  
Matt Molbert  
Tim Penrose  
Brenda Leonard  
Michelle Keasler  
Chris Patrick  
Michael Zimmerman

Akira Ebisawa  
Sandy McArthur  
Jennifer Ponstein  
Antonia Marie Berbrick  
E. Elliott Barker, Jr.  
Sarah Miller  
Elynette Martens
President: Crystal Gibson, CPA, CIA
Crystal has over 12 years of Financial Services experience and is currently a Senior Auditor at TIAA specializing in operational and compliance audits. Crystal became a member of the IIA in 2013 and has served for two years as the Chapter Secretary. She has also served as the Chair of the Chapter’s Registration Committee.

1st Vice President: Patrick Dunlavey
Patrick Dunlavey is a Manager in the Audit Services department of Extended Stay America, a publicly traded owner and operator of more than 600 extended stay hotels. He is responsible for leading financial, operational, and compliance audits in addition to improving company operations through the assessment of data analytics and investigation of fraud. Dunlavey is a CIA, CRMA, CPA, and CFE.

2nd Vice President: Sandra (Sandie) Turel
Sandie Turel is an Audit Manager within Wells Fargo Audit Services (WFAS). Sandie has been working for over 12 years in the auditing industry; she joined WFAS in August 2014 and prior to joining them, spent 11 years with Lowe’s Home Improvement. Sandie earned her bachelor’s degree in finance from Kennesaw State University, Kennesaw, Georgia and currently lives in Mooresville, NC. Sandie has been volunteering for the IIA Charlotte since 2012 and has served as the Communication Committee Chair.

Treasurer: Erin Sweeney
Erin has over 13 years of risk management experience. Erin is a Senior Lead Auditor within Wells Fargo Audit Services on the Resolution and Recovery Planning audit team. Erin has spent the past 10 years at Wells Fargo & Company in various roles. For the past two years, Erin has served as the Assistant Treasurer for the IIA Charlotte Chapter. She received a B.S. in Accounting and Finance from Syracuse University.

Assistant Treasurer: Jay Ferro
Jay is an Experienced Staff Auditor at CommScope focusing on both international and ICFR audits. Jay is a Graduate of the Internal Audit program at Louisiana State University where he majored in Marketing. He is actively pursuing the Certified Internal Auditor certification. On his time off time he enjoys music, the outdoors and hiking in the mountains.

Secretary: Melissa Morlan, CIA
Melissa is a Senior Auditor at Bank of America. Prior to Bank of America, Melissa provided internal audit consulting with Protiviti. She has been a member of the IIA Atlanta chapter since fall 2015, joined the Charlotte chapter in Spring 2017 and has been an active volunteer with the Membership and Certifications Committee.
Did you know that the IIA can help you find your next great career opportunity in audit? Our Charlotte Chapter publishes local job opportunities on our Careers page. Employers and Agencies that are looking for qualified individuals to fill open positions provide us their job openings. Check frequently for that perfect opportunity waiting for you.

If your perfect new job might take you to an exciting new area of the country, check out the Audit Career Center located on the IIA North America site. These career resources will help you find that ideal job you for which you have been looking.

You are only one click away, so click today….

Audit Channel

Don’t forget to visit the Audit Channel, which provides insightful information on various topics, including Leadership and Career Development, Internal Audit Activity, Internal Control, Risk Management, Technology, Industry Spotlight, etc.

Upcoming Training

Upcoming Continuing Professional Education (CPEs).

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<th>Date</th>
<th>Topic &amp; Location</th>
<th>CPEs</th>
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<tr>
<td>08.17.18</td>
<td>IIA CLT: Certified Internal Auditor Review Session—Part 1</td>
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<tr>
<td>09.10.18</td>
<td>IIA CLT: Gaining and Sustaining Credibility</td>
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<td>09.14.18</td>
<td>IIA CLT: Certified Internal Auditor Review Session—Part 2</td>
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IIA Member’s Webinars & Symposiums

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

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<tr>
<th>Date</th>
<th>Topic &amp; Location</th>
<th>CPEs</th>
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<tr>
<td>07.24.18 10 am -2 pm ET</td>
<td>Public Sector Virtual Symposium: Preparing Public Sector Auditors for Tomorrow’s Terrain</td>
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<tr>
<td>07.26.18 1-2 pm ET</td>
<td>The IIA’s Code of Ethics: Exploring Ethical Situations for Internal Auditors</td>
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Please continue to visit the Charlotte IIA website’s [Training & Events](#) page for continuous updates.

Please join the IIA Charlotte Chapter in welcoming its newest members from April 19, 2018 through July 16, 2018:

Oluwaseyi Bankole Adu       Brett Goodman       Venkatesan Parkunan
Jessica L Blue               Ashley Michelle Harmon-Poston     Lanny Picon
Jessica Brooks              Jorge L Hernandez                Dana L Posey
Ruth M Cavin                Alexa Jordan                        Cole Michael Reggio
Alexander M Chaprak          Nikkin Keshav                    Mark Rekers
Dustin Chase                 Evalynne Lee                 Danielle Robinson
Kess Connelly Clark         Hannah Marie Linton             Anthony R Sanguinetti
Patrick Collins             Antoinette Marshall            Henry Lee Shipman
Trici Davis                 Haley May                              Julie Ann Smith
Justin Dayhoff             Jeffrey Murray                  Brian W Thomas
Ocealia Renee Eubanks        Krystine Nelson              Katherine Travan
Dina Vidal Fisher           Muyiwa Ogun Ajala             Amber White
Gustavo De Jesus Giordanelli  Jaime Oh                       Katherine Wozny

Please Congratulate Our Newly Certified Members through July 16, 2018:

Catherine Carlino, CIA     Brian Grainger, CIA
Joseph Dinolfo, CFSA       Felicia Henry-Payne, CIA
John Gentry, CIA           Justin Van Cleave, CIA
Michelle Varney, CFSA
Early in my career, I took for granted that internal auditing existed simply because it was necessary. Very rarely did anyone use terms like customers or stakeholders. I don't remember ever hearing those terms during my first decade in the business.

I knew that regulations of the U.S. Army, where I worked at the time, required that every activity have an internal audit function, so I assumed we were there simply because we had to be. Resources were plentiful, and no one was really scrutinizing the value that we delivered, which isn't surprising. People generally don't begin to question the value of something until it becomes difficult to pay for it. However, all that changed when Army budgets started being reduced. Stakeholders who weren't happy with internal audit were not reluctant to signal their displeasure.

Stakeholder support is vital to internal auditing's ability to add value and contribute to the organizations we serve. When chief audit executives and their staff are not meeting stakeholder expectations, there are typically signs or early indications that the support we might have enjoyed in the past is starting to slip.

I saw this scenario play out many times during my years of working with and advising internal audit functions. I have likewise seen it occur in the corporate sector. Like many of my colleagues, I've also taken over internal audit functions where my predecessor had lost that connection with stakeholders.

Several years ago, I shared my insights on this topic, and they largely hold true today. I've seen the signs. I know what they look like, and I thought I'd share my updated perspectives on these signs with you.

1. Lackluster response. If you're having trouble getting stakeholders to respond during the annual risk assessment, that's a problem. Virtually all executives and board members have things that keep them "awake at night." So if they aren't sharing their concerns with you, it could mean they don't trust you to act on them or don't think your team has the ability to address them.

As an internal auditor, you go through this process at least annually, though I hope you have designed a continuous component to enable you to audit at the speed of risk. If your stakeholders don't appear interested in the risk assessment, offering you little or no food for thought, that's not a good sign. It may mean they view your risk assessment as irrelevant. Perhaps they have gone through the process with you before but concluded that nothing had come of it.

2. The phone never rings. Yes, this is a throwback to an earlier time, not that long ago, when we used phones a lot more than we do now. Email or text messaging may be your main form of business communication these days. Regardless of method used, if no one is reaching out to internal audit to ask that you address an emerging risk or evaluate a developing situation, it's likely your stakeholders don't see you as responsive or a resource. Delivering value is the key to long-term
Five Red Flags Your Internal Audit Department Is Losing Stakeholder Support

success for any internal audit operation. If top executives and business unit leaders don't think internal audit adds value to the organization, they won't seek you out when a problem arises.

3. Breakaway republics. When business units start creating their own audit teams — or elements within a unit that duplicate the capabilities of internal audit — chances are you're not living up to their expectations. When different business groups within an organization come to the conclusion that internal audit isn't serving their needs, they may start to set up review functions of their own. They may not call them internal audit, but they do the same kind of work. That's a sign those stakeholders don't see the value of internal audit or don't think it can be trusted.

4. Resource reduction. Companies invest in what they value. If an organization is cutting back across the board, that's one thing. But if your budget is slashed disproportionate to other departments, that's a pretty clear indicator that you do not enjoy the level of stakeholder support that you need. After all, a strong internal audit function focused on cost reduction and containment can be worth its weight in gold when organizations are facing inordinate pressure on the bottom line.

5. The external quality assessment isn't your idea. IIA Standard 1312: External Assessments requires external quality assessments of internal audit departments at least once every five years. The internal audit department should always be the one proactively pushing for that assessment.

If your stakeholders independently initiate a quality assessment, it is likely they have concerns about your department and are looking for validation. If you haven't had an external quality assessment for a few years, and you get a call from the CEO, the chief financial officer, or even the audit committee, and they say, "We'd like you to get a quality assessment," you need to be concerned. Worse yet, if they take the lead in identifying who is going to perform the assessment, that is the clearest sign possible that something is seriously wrong between your function and its stakeholders.

So after identifying some telltale signs of trouble, the question becomes: What can you do to get back on track when one or more of these signs appear? Anyone who knows me won't be surprised by my answer. I think the best way to start is to acknowledge the elephant in the room and say, "I understand that we may not be meeting your needs and expectations, and we are recommitting ourselves to doing a better job."

Seek clarity. Get honest feedback on your strengths and weaknesses and enlist help from stakeholders in making the internal audit function more effective. Vest them in your positive outcome. It's not enough to simply declare that you are going to do better. You need to engage your stakeholders in the process.

The rehabilitation process can be difficult. But recognizing that you've got a problem is half the battle.

What do you think? I'm sure some of you have had to deal with a crisis of confidence, or observed one at another organization. How did it play out? I'd love to hear your ideas on how an internal audit team that has fallen out of favor can reconnect with its stakeholders.
July 17, 2018

Greetings!

It gives me great pleasure to deliver on behalf of The Institute of Internal Auditors the good news that IIA—Charlotte Chapter is receiving the 2018 Building Awareness Champion award. This recognition is presented by The IIA annually to show appreciation for the outstanding dedication exhibited in promoting the internal audit profession through the execution of and participation in International Internal Audit Awareness Month activities.

As you well know, the purpose of International Internal Audit Awareness Month is to build global awareness of internal audit and its value to stakeholders. It is thanks to your efforts throughout May that we continue to expand awareness about the profession and to strengthen stakeholders’ appreciation for the critical role internal auditors play in their organizations.

I am pleased to report that 2018 proved to be another outstanding year for participation by affiliates and chapters around the globe when it came to highlighting a month that celebrates the effort expended in pursuit of our shared goal: internal auditors being recognized as indispensable to their organizations.

I hope that you will display the attached digital award proudly on your website. Thanks again for all of your efforts to call attention to the value internal audit brings to the table. Though May is over, I know that you will continue to advocate for our profession year-round.

Keep up the excellent work!

Best regards,

[Signature]

Richard F. Chambers, CIA, QIAL, CGAP, CCSA, CRMA
President and Chief Executive Officer