The 2019-20 year is off to a great start! Thank you for being a member and for all that you and your teams do to support our profession. As we get closer to Thanksgiving, I’d also like to thank our many passionate volunteers that help us continue to grow and offer valuable opportunities to learn and network.

In October, our Academic Relations team put together an impressive student night event that featured a panel discussion and brought together students and employers to talk about life as an internal auditor. Our Programs team partnered with ISACA and planned a full day of training covering integrated audits, cyber threats, and automation. Both events received great feedback and support from our Registration, Communication, and Treasury teams.

As you can see, our Chapter has much to be grateful for and to look forward to. Coming up is our November 13th training event partnering with the ACFE on fraud related topics. Also, be on the lookout for details on our winter social and volunteer event.

As always, reach out to me or any of the leadership team if you would like to volunteer, learn more about the Chapter, or have ideas/feedback. We welcome and appreciate your input.

Take care and I will see you soon at an upcoming event!

Warm Regards,
Patrick Dunlavey, CIA, CRMA

A Letter from the President

Charlotte Chapter,

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Warm Regards,
Patrick Dunlavey, CIA, CRMA

IIA Charlotte is proud to present the 2019-2020 Board Members!

Thank you for your dedication and commitment to the chapter.

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

Akira Ebisawa
Amy Hamilton
Amy Jarmasek
Antonia Berbrick
Chris Patrick
Crystal Gibson
Elynette Martens

Jennifer Ponstein
Sandy McArthur
Kevin Rose
Michael Zimmerman
Michelle Keasler
TJ Trantham
IIA Charlotte is proud to present the 2019-2020 Officers!

**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 550 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 and has been an active volunteer with the Chapter since 2016. Previous positions held include 1st Vice President responsible for Programs (2018-19) and Treasury Committee Member (2016-2018).

**VP of Programs (1st VP): Kaila Cole**—Kaila is an Audit Manager on the CFO audit team within Corporate Audit at Bank of America. She has nine years of audit experience in providing diversified Internal Audit and Consulting services in the Banking, Insurance, and Media industries. Currently, she specializes in Liquidity, Treasury, and Recovery and Resolution Planning coverage. Kaila is a graduate of the University of Alabama and the University of Alabama at Birmingham. She became a member of the IIA in 2009 and has served as a volunteer for the Birmingham and Charlotte Chapters.

**VP of Academic Relations (2nd VP): Christina Mehltretter**—Christina leads the Professional Practices function for internal audit at LPL Financial (LPL) and its affiliates. In her current role, Christina is responsible for the development and execution of department-wide initiatives to drive excellence and continuous improvement in internal Audit. Before joining LPL, Christina was a Senior Manager at Ernst & Young LLP (EY). At EY, her primary focus was assisting clients with their internal audit and Sarbanes-Oxley compliance groups. Christina has over 10 years of experience in the financial services industry with banks, broker-dealers, and asset managers. Christina holds a Bachelors of Business Administration (BBA) in Public Accounting and a dual Masters of Business Administration (MBA) in Financial Management and Public Accounting from Pace University, New York. Christina is a licensed Certified Public Accountant (CPA) in the state of New York and an Associate Professional Risk Manager (APRM).

**Member & Certification Officer: Lara Traynham**—Lara has 8 years of accounting/auditing experience within the auto rental, government contracting, and financial services industries. She is currently a Senior Auditors at Teachers Insurance and Annuity Association of America (TIAA), focusing on operational audits within finance and accounting. Lara was an active member of the IIA Tidewater Chapter in Virginia before moving to Charlotte, NC in 2018 where she held various leadership roles within the chapter including Vice President of Programs and Hospitality Committee Chair. She received a BSBA in Accounting/Finance and Masters of Science in Accountancy from Old Dominion University and MBA from The College of William & Mary. Her current certifications include the CIA and CRMA.

**Secretary: Christine Mays**—Christine is a Senior Auditor at Teachers Insurance and Annuity Association of America (TIAA), focusing on operational audits. She has over 8 years of accounting/auditing experience within the retail, manufacturing, and financial services industries, working for Lowe’s Home Improvement, PricewaterhouseCoopers LLC (PwC), and CarMax. She received a B.S. in Accounting and a B.S.B.A. in Finance at the University of North Carolina at Charlotte. She is actively pursuing the Certified Internal Auditor Certification.

**Treasurer: Erin Sweeney**—Erin has over 14 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 11 years at Wells Fargo & Company in various roles. This is Erin’s second year serving as the 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. During his time off he enjoys music, the outdoors, and hiking in the mountains. Jay recently received the CIA certification.
Audit Career Center

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 the ideal job 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). Slots are now available. For additional information, please contact us at Chapter91@iiachapters.org.

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<th>Date</th>
<th>Topic &amp; Location</th>
<th>CPEs</th>
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<td>11.1.19 &amp; 11.8.19</td>
<td>Certified Internal Auditor Review Sessions-Part 3</td>
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<td>IIA CLT &amp; ACFE CLT-Joint Event</td>
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IIA Member’s Webinars & Symposums

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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<th>Date</th>
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<td>PSAC Virtual Symposium: Preparing Public Sector Auditors for Today’s Terrain</td>
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<td>11.12.19</td>
<td>Members-only Webinar: Blockchain Technology: What Internal Auditors Should Know</td>
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<td>12.9.19</td>
<td>EHSAC Webinar: Regulatory Roll-backs at the EPA</td>
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Please Congratulate Our Newly Certified Members Q1/Q2 2019

As we all know and can appreciate, studying for and passing certification examinations can be a challenge. These individuals earned the following certifications and deserve our congratulations:

Jacqueline Bynum, CGAP
Gerald Ferro, CIA
Lupa Galabuzi, CIA
Na Gao, CIA
David Gnyp, CIA
Julie Goodman, CFSA
Eric Hasenkopf, CFSA
Evan Henderson, CIA
Joshua Kirchner, CIA
Holly Oehm, CIA
Kayla Phillips, CCSA
Derek Salfen, CIA
Marchella Stroud, CIA
Thomas Sutherland, CIA
Cole Taylor, CIA
Kevin Wyatt, CIA
Adam Zdroik, CRMA

For more information on how you too can become certified, please visit the IIA Certification page.

Good Luck!
Please join the IIA Charlotte Chapter in welcoming its newest members for Q1/Q2 2019

Idris Akere
George Mawuli Akpandjar
Joao Tiago Almeida
Victoria Amiah
Leah Rose Ash
Casey Atherton
Amanda S. Austin
Kofi G. Awume
Marcus Beasley
Megan A. Benfield
Evan Bigger
Dennis Billings
Rebecca Bishop
Kory Bliss
Daniel Borzelleca
Patricia Ann Brandow
James R. Buda
Connor Anthony Burdno
Polly Ann Burgess
Valarie Burke
Meghan Burke
Kaitlyn Camacho
David Campbell
Emma Carroll
Nia Nicole Copeland
Ryan Christopher Cote
Parker Dance
Alexandre Darger
Hannah Davenport
Arthur Joseph DeAnna
Sadie Dellinger
Preston Keyes Dickson
Leslie Dillingham
Guido Dobravsky
Zeb Downing
Michael Allen Elliott
Shana Catherine Ernst
Michael Douglas Falcone
Trevon Faulkner
Keith Galbraith
Tawana Walletha Goggans
Craig Randolph Gordon
Casey Grimes
Evan Hammond
Jordyn Harris
Tanya Haynes
Yoana Heid
Ryan Heins
Krystal Danette Hill
Catherine Hinga
Alexander Imani
Brian Janisse
Hailee Jarry
Stephanie L. Jarvis
Mitchel Ross Johnson
William Koernig
Catherine Kropp
Catherine Kulp
Susan Elizabeth Lam
Sandy Law
Tyler Logan Leach
David Ivor Lewis
Stefanie Liebhold
Zhachery Link
Cy Lokuam
Joe Losier
Jonathan Lyons
Loretta Jean Cross Maguire
Chelsea Marshall
Stephanie McCormack
Haley McCurdy
Patrick McFarland
Michael McLaughlin
Jared Miles
Bryce David Moffett
Jose David Moreno
Jessica Neal
Heather F. Newton
Linda O' Connor
Gabriela Oliveira
Ademola Sunday Olusanya
Henry Om
Dawn Patterson
Matthew Patton
Richard Peter Pawliczek
Demond Pearson
Robert Petrillo
Hannah Phillips
Kathleen Montgomery Poe
Rebecca R. Potter
Donald Sherif Ramadan
Robert P. Reese
Jessie Reinersen
Trevor Rhyne
Ellen Crawford Ritchey
Daniel Ritchey
Jillian K. Ritchie
Brian Roberts
Donald Joseph Roman
William Lewis Saunders
Steven Saye
Franz Schmid
Eric Bradley Schneider
Christopher J. Scott
Brant Segura
Jason Shaw
Stephanie Shenton
Gregory Patrick Simmons
Joseph Smith
Clinton Smith
Mitja Stansfield
Joe Eric Stavinoha
John Benji Stephens
David Stone
Zachary Stubbendeck
Robert Willis Suddreth Jr
Elizabeth Sullivan
Shung Li Tan
Daveon Taylor
John Tennant
Hien Tran
Samuel Tracey Tyson
Vadym Vasylenko
Akila Vemulapalli
Telika April Holder Washington
Cooper Wasil
Kevin Watson
Joel Were
Campbell Weyland
Tranika Strauder Wi-Afedzi
Shannon Elizabeth Wiggins
Jennifer Wilkinson
Tyler Mackenzie Wise
Suet-ying Wong
Xiaomeng Wu
Kevin Dion Wyatt
Polina Yarborough
Stephen Yokim
Yohan Yoo
Jacob Younis

We look forward to meeting you during this upcoming year of training opportunities.
When Boards Are Surprised, Who's at Fault?

The number of shocking corporate scandals that have damaged major corporations reads like part of a top 10 list of news events from the past decade — Toshiba's accounting debacle, Volkswagen's dieselgate, Wells Fargo's fake accounts, Carillion's collapse, Nissan's CEO salary fiasco.

All proponents of good governance — from investors to regulators to compliance and risk managers to providers of independent assurance — should be deeply troubled by these high-profile scandals. What's worse, these examples of governance failures have a common and troubling subplot: In every case, the boards of these mature and highly sophisticated corporations were largely in the dark about the extent of significant risk management flaws that eroded shareholder value.

Any analysis of this leads to the obvious question: Where was the board? The IIA's recently published risk report, OnRisk 2020: A Guide to Understanding, Aligning, and Optimizing Risk, offers some valuable insights that could help answer the question.

Key findings in the report, which is the first to offer a view of alignment among three key risk management players — the board, executive management, and internal audit — point to boards having an unrealistic view of risk management:

For every key risk [of 11 addressed in the report], board members rated their organization's capability for managing the risk higher than executive management did. This finding suggests boards may be failing to critically question information brought to them by executive management due to either receiving insufficient information or from limitations in their own competencies to understand and evaluate risks. The finding also suggests executive management may not be fully transparent with the board about risks and their own reservations about their organizations' ability to manage them.

There are at least three possible reasons behind that misguided and overly optimistic view of risk management. Let's examine each.

Board Members Have Their "Heads in the Sand." The modern board member's job is becoming increasingly complex and time consuming as risk landscapes become more dynamic, technology-driven, and fast-paced. The era of boards focusing primarily on financials is no more. This new reality is driving calls for changes to the typical board profile to make its members more diverse, tech savvy, and younger.

But diversity of experience and youthful perspectives alone cannot address a more basic problem alluded to in OnRisk 2020. Boards that fail to critically question information brought to them by executive management may never get a complete and accurate picture of risk and risk management. Too often, board members fail to bring a healthy dose of professional skepticism to their jobs.

A significant contributor to that shortcoming is the way many — if not most — executives end up on boards. They are either hand-picked by the chairman/CEO or have some other preexisting connection to the organization, CEO, or fellow board member. For too long, the path to the boardroom has been less about what you know than who you know. That cozy arrangement makes for board members who may feel beholden to management and are, therefore, less likely to ask probing questions.

The C-suite Practices "Don't Ask — Don't Tell." A second finding in OnRisk 2020 looked at how boards, executive management, and internal audit rated 11 key risks in terms of risk management maturity. Again, boards viewed their organization's ability to manage risk more optimistically than the C-suite.

That is quite telling. When the board consistently rates risk management capabilities at a higher level than those working in the trenches, so to speak, it suggests that management isn't being fully transparent.

That is understandable, if not excusable. Executives who have limited face time with boards that gather two or four times a year must cover a great deal of information at those meetings. It is not surprising that some risks may not be covered as thoroughly as they should be. But frankly, I believe it is more likely that executive management takes these limited opportunities to put its best foot forward and downplay the negatives.

The CAE Doesn't Speak Up. One explanation not addressed in OnRisk 2020 is internal audit's role in this skewed view of risk management. As the lone voice of independent assurance on risk management, internal audit has an obligation to speak up when boards are not getting a complete, timely, and accurate picture.

That is easier said than done. Often, internal audit is not in a position to evaluate information going to the board. Indeed, the 2019 North American Pulse of Internal Audit found that 23% of CAEs never address with the board and management the completeness and timeliness of information going to the board, and another 34% say that such discussions happen only in unusual situations.

Internal audit must do a better job of positioning itself to provide independent assurance on information going to the board. The above exercise demonstrates two things clearly. First, the question we should be asking is not, "Where was the board?" It should be, "Who is at fault for the board's skewed view on risk management?" The answer is clear: The board, executive management, and internal audit each has some culpability.

The solution should be equally clear, and that in my view is the most valuable insight provided by the OnRisk 2020 report: Accountability and transparency about the organization's risk management efforts is vital for proper understanding and alignment among the board, executive management, and internal audit. Anything less is an unacceptable threat to good governance.
Emerging Leaders: 2019

This year’s honorees are driving change in their audit functions and setting an example for the profession.

Steve Spittler, CPA, CISA
28, Senior IT Internal Auditor
LPL Financial
Fort Mill, S.C.

Steve Spittler is a technology enthusiast with strong people skills — two important assets for an internal auditor specializing in IT engagements. “As companies move to the cloud and increase use of third-party vendors,” says the Bentley University graduate, “even practitioners who mainly perform business or compliance audits need to understand the implications cybersecurity could have on their engagements.” Nearly every audit his team performs has cybersecurity considerations, he notes. A recent challenge involved leading both the Vendor SOC1 testing program and the cybersecurity audit for the enterprise, reports co-worker and unofficial mentee Anja Erlandson, Senior Analyst, risk management, at LPL. “He not only completed the tasks,” she says, “he assisted the business in creating new internal controls, making recommendations consistent with industry best practices.” He also has added visual analytics to audit reports, analyzed large data sets to identify discrepancies, and tested the effectiveness of department policies and procedures. The first few years of Spittler’s career were spent as a public accountant conducting external financial audits; he says the move to his current post represented an opportunity to grow his skills. His social network also has expanded. Spittler says: “What I love about my job is the level of collaboration and the people.” Most of his engagements are integrated, with the business audit and IT audit teams working together, he notes, citing the value of building relationships with clients. Practitioners often can see firsthand the improvements made because of their recommendations, he adds. Off the clock, Spittler volunteers at the Humane Society, the Metrolina Food Bank, and the Boys & Girls Club of America.

As one of our own members, Steve is driving change in his internal audit function and setting a great example for the profession. See full list of honorees: Emerging Leaders

2019 Internal Audit Student Exchange

The 2019 Internal Audit Student Exchange was held September 20-22, 2019 in Orlando, Florida. At the conference students from across the globe learned about the internal audit profession, and exchanged ideas and experiences with internal audit practitioners in a no-pressure setting. Students at the conference also had the opportunity to interview with a number of employers. Educators were provided an opportunity to learn best practices for incorporating internal auditing education in the classroom.

Academic Relations Chairs were provided with best practices and techniques on approaching potential academic relations activities on their local chapter level.

The Charlotte Chapter sponsored two students and one professor from Winthrop University to attend the conference with our Academic Relations Chair.

Left to Right: Professor Antonia Berbrick, Mercedes Pitts, Jonai Williams, Alexis Washington, and Christina Mehltretter (Academic Relations Chair)