Charlotte Chapter,

Happy New Year! Sending my best to you and your teams as we start 2020 off strong. The Queen City continues to be a great place to be an internal auditor with a growing population and the expansion of new businesses in market. From May – December, our Chapter saw growth in membership of over 10%! If you are new to the area or know someone who is, please accept this invitation to get involved or share upcoming Chapter activities through your network.

Thank you to all who attended our recent volunteer event with Toys for Tots, our Holiday Celebration at Black Finn, and the January training on Project Management at Lowe’s Corporate HQ. Be on the lookout for additional training opportunities in April and May (Internal Audit Awareness Month).

Also, Save the Date for this year’s Annual District Conference, hosted by the Triad Chapter on March 30-31 at The Grandover Resort in Greensboro. If you have any questions regarding the event, please contact the Triad Chapter at Chapter116@iiachapters.org.

As always, reach out to me or any of the Officer team if you would like to volunteer, learn more about the Chapter, or have ideas/feedback.

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

Warm Regards,

Patrick Dunlavey, CIA, CRMA
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 you are considering that your ‘perfect new job’ might be located in 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 Trainings

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>
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<td>3.30-31.20</td>
<td>IIA District Conference—Save the Date: More information coming soon from the Triad Chapter</td>
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IIA Member’s Webinars & Seminars

The following Webinars and Seminars 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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Please Congratulate Our Newly Certified Members Q3/Q4 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:

Antonia Berbrick, CIA
Thomas Blitvich, CIA
Megan Cappy, CIA
John Childress III, CIA
Joshua Fuller, CIA
Caitlin Hinson, CFSA
Amber Hoyle, CIA
Nani Jahja, CIA
Sarah Johnson, CIA
Michelle Josepowicz, CIA
Michael Kuhl, CIA
Brittany Lanier-Williams, CIA
Jaclyn Lee, CIA
Matthew Long, CIA
Esabia Mackey, CIA
Charian Mckinnon, CIA
Joshua Renfroe, CIA
Patricia Rosenberg, CIA
Shonda Smith, CIA
Henry Stallings, CIA
Xiaodong Wang, CIA
Gillian Wayne, CIA
Jennifer Wilkinson, CIA
Timothy Williams, CIA

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

Good Luck!

Drive Your Career Forward

Earning a professional internal audit credential is a critical step to being distinguished from your peers and will:

- Sharpen skills and proficiencies.
- Enhance credibility and respect.
- Increase advancement and earning potential.
- Demonstrate understanding and commitment.

Wherever your journey takes you, there’s an IIA credential that moves you faster through your internal audit career roadmap.
Please join the IIA Charlotte Chapter in welcoming its newest members for Q3/Q4 2019

Alex Hernandez Abalos
Alaa H. Abuali
Kevin Addison
Raja Fawad Akram
Ibtihal Al-Froukh
Daniel Angarita
Graham Wayne Arrowood
Meghan Ayscue
Afisat Odunola Azeez
Dhiraj Banda
Brett Barrett
Elizabeth Beacham
Kelsie Jo Bergh
William Blackwood
Julio Blanco
Kahlil Rayvon Bost
Daniel Ryan Bothwell
Chase Montgomery Branham
Nicole A. Bratcher
Christopher Bullock
Michelle Burton
Joseph G. Caltiere
Bryce R. Carroll
Maxine P. Cha
Vinita Chaudhary
Eric Chen
Jamilya Cherkesova
Brian Robert Christ
Corey Christopher
Marissa Church
Eno Crabtree
Victoria Craft
Jesse Crawford
Jonathan Crouch
Monica Leigh Crump
Roy Dela Cruz
Jessika Daniels
Katera Davis
Meghan Davis
Brian Diebling
Danielle Doherty
Kylie Nicole Douglas
Owusu A. Duah
Rosetta Dunham
Karl Tamond Dunlap
Anthony Dupont
Amanda Hutchins Duty
Serhiy Duzhyk
Friedrich Ebde
Joshua Eric Eichacker
Anna S. Eison
Conner A. Endsley
Carlos Frederick Estrada
Elizabeth Fagan
Vanessa Ann Fede
Nicolas Ray Fenton
Katy Fish
Veronica Mora Flaspoehler
Ozem Ibar Ford
Kim Franklin
Deidre Frazier
Cynthia Louise Fritz
Matthew Fuller
Bradley James Garner
Rebecka Garner
Amy Gilbert
Mackenzie Lynne Goodin
Trevanti Grant
Stephanie Grasic
Ilia Gretskiy
Lauren E. Grimmer
Hollie Rae Guyer
Jalal Hafidi
Taneisaha Chantel Ham
Lindsay Harrelson
Kyle Harrison
Richard Hart
Juan Antonio Hernandez
Kristen Nicole Holloway
Michael Huddleston
John E. Hussey
Ayush Jaiswal
Leah Jameson
Braman Joanne
Kia Johnson
Cheryl Johnson Hardin
Marc Joyner
Lauren T. Jubenville
Pamela J. Keefe
Destiny Nichole Kelly
Madeline Ingrid Kirby
Lyssa Anne Kline
Austin LaPierre
David Aiah Abu Lebbie
Baron Lee
Christopher Lee

We look forward to meeting you during this upcoming year of training opportunities.
Please join the IIA Charlotte Chapter in welcoming its newest members for Q3/Q4 2019-Continued

Nicole Taylor Lee
Shirley Lee
Kaila Letteri
Yi-Min Lin
Alyssa Loflin
Daniel Lojovich
Kellan Lowry
Collin Loy
Kenneth Lui
Michael Lyons
Lihong Ma
Randall Maddle
Kathleen G. Madsen
Amanda Marie Malkiewicz
Michael A. Marichalar
Christopher Marsh
Jason Daniel Mathews
James Allen McConnell
Elizabeth Ashley McCoy
Patrick Mckenney
Shalini Menon
Colbert A. Meyer
Aleiah Shunae Miller
Kevin Miller
Justin Frazier Mitchell
Nina R. Mitchell
Emma L. Morrissey
Chantal Nicole Mosley
Felicia Moss
Eric Moynahan
Stephen Paul Newman
Caryn Nivens
Vicki Oania
Oliver Olejar
Margaret Orr
Kennedy Otchere
Michael Parker
Terry Parsons
Kim Pesley
Willie Payne
Leonard James Penella
Bradley Peterson
Lindsay Rae Phillips
Mercedes Pitts
Madeline Porter
C Davis Powell
Gene Delano Powell
Scarlett Ann Puentes
Karolina Ribeiro
Rhonda B. Rice
Benjamin Riedel
Monica Roach
Vanessa Rodriguez Sanchez
John Roland
Paige Elizabeth Royer
Megan E. Sabatino
Michael Joseph Sabet
Adam E. Sams
Andrew Schobert
Abby Settlemyre
Lilli Severenchuk
Jermaal Shepherd
Clark Simmers
Jacob Allen Smith
Eunice Son
Nick Spera
Anthony Joseph Spriggs
Jeana Stanley
Cecilia Louise Stansberry
Robert Stark
Courtney Steadman
Rodney Stewart
Mark Stille
Brendan Sullivan
Mark A. Tennison
Rebecca LeeAnn Testin
Roger Tian
John Tooke
Rachel Torgerson
Hayley Torrence
Manuel Valdez Torres, Jr.
Shemel Trapp
Onome Uyovbievbo
Cong Wang
Dongjie Wang
Xuejun Wang
Mackenzie Weis
Jacob Dylan Wiles
Jonai D. Williams
Lee Williams
Adam Wilson
Christopher A. Wiseman
Caleb Witsil
Jamie Woods
Matthew Wyatt-Ingram
Aleczandria Yeager
Yuri Yull Yi
Zhixiang Zhang
Arthur Zhao
Yixiu Zhou

We look forward to meeting you during this upcoming year of training opportunities.
December 2019 Events Spotlight

The December Community Outreach Event was held at Toys for Tots on December 4, 2019. Fifteen Charlotte Chapter IIA volunteers helped to sort and count toys in preparation to distribute and bring the magic of Christmas to children who under other circumstances, may not have the opportunity to celebrate.

Toys for Tots was founded in 1947 and is run by the United States Marine Corps. Its primary goal is to help bring the joy of Christmas and send a message of hope to America’s less fortunate children through the gift of a new toy. This mission is accomplished through ‘giving’ campaigns to collect new unwrapped toys that are subsequently gifted to children in the local area.

Immediately following the Community Outreach Event, volunteers enjoyed food and networking at Black Finn. We celebrated our IIA CLT sponsored community event, and a good time appeared to be had by all!
One of the 2020 resolutions I wrote about at the beginning of the month addressed the need for internal audit to communicate its value. This should always be front of mind for internal audit leaders, as failure to do so can prove disastrous during economic downturns.

Now in my fifth decade in the internal audit profession, I have experienced economic recessions in the 1970s, ’80s, ’90s, 2000s and the 2010s. While the cause and extent of each recession was fundamentally different, each had a similar impact on our profession: Internal audit bore a disproportionate reduction in its ranks, because it was often seen as only a convenient "bill payer." Our stakeholders, who were under pressure to reduce costs and shore up the bottom line, didn't fully comprehend the value that internal audit delivered before the onset of the economic downturn.

So, what does all of this have to do with 2020? The International Monetary Fund's January 2020 World Economic Outlook forecasts global growth this year at 3.3%, up slightly from 2.9% in 2019, with advanced economies also expanding minimally, up 0.7% in Japan and 1.3% in euro areas of Europe to 2% in the United States.

I'm neither predicting nor inviting an economic downturn, but let's face it: A downturn is inevitable. That's why internal audit leaders must be prepared to communicate internal audit's value now, not when a downturn is upon us. That is one mistake internal audit can never afford to make.

Successfully showing our value is more than what we say. Indeed, it is all about delivering on that promised value. I've written extensively on how internal audit adds value, including dedicating chapters in two of my books to the subject. In my first book, Lessons Learned on the Audit Trail, I included a "Life Lesson" that provides particular insight on this subject:

"Your key stakeholders have the last word on whether you are doing your job well. And they judge an internal audit function not by how well-run it is, but by the value it generates for them."

So, how does internal audit communicate its value? There is no simple answer, but I have identified five strategies that every internal audit department should be embracing:

1. **Obsess about the value we deliver.** This one may seem obvious, but we can't promote what we are not doing! I have seen countless internal audit departments that were simply "checking the box" in executing their mission. Those internal audit departments were sitting ducks when the economy soured. If we are not proactively identifying and following the risks, chances are that we are not creating value.

2. **Communicate incessantly about the value we deliver.** As internal auditors, we are often averse to informal, unscripted communications. Management and audit committees can discern value in individual audit reports, but they often fail to connect the dots. If the cumulative effect of our work has been to deliver savings or cost reductions, then it is incumbent upon us to shine the light on what we have done.

3. **Don't be afraid to market.** One of the age-old debates surrounding our profession is whether we should market our services. The fact is, we have an obligation to create awareness about what we do, and the potential we have to deliver even greater value. Whether we call that marketing or creating awareness on the part of our stakeholders, I call it an essential strategy.

4. **Understand what makes our stakeholders tick.** As a newly minted chief audit executive (CAE) many decades ago, I found myself with a new CEO or chief financial officer about every 18 months. Audit committee chairs likewise rotated in and out of their roles. I soon discovered that each of them had their own priorities, and that each of them judged the value internal audit delivered based on their "value premise." Some wanted us to simply focus on financial controls, while others wanted us to focus much
more broadly on risks facing our organization. Each time a key stakeholder changes, we must make sure we have a conversation about the value internal audit does and should deliver. Never forget that, as consumers of internal audit services, these stakeholders make decisions on the perceived value they are receiving. When our budgets demand it, we stop buying products and services in which we don't find ample value. I address relationship building and acumen in the second edition of Lessons Learned on the Audit Trail, titled The Speed of Risk. The chapter on relationship acumen addresses the need to devote the time and effort to care for those relationships:

Successful CAEs understand that, even in the best of circumstances, the process of building and sustaining relationships is a never-ending task. Senior executives come and go or change hats, and the audit committee roster changes. The CAE must reach out early and often when personnel change.

Tending to long-standing relationships is also imperative. Picking up the phone or extending a lunch invitation to talk through a touchy issue pays enormous dividends to the CAE and the entire internal audit staff.

Building trust and understanding in others requires an investment of the CAE's time and energy, in part because the needs and expectations of key stakeholders are constantly evolving. Successful CAEs recognize the signs of change and recalibrate as necessary.

5. Seek feedback and adjust. As I have observed many times, complacency is the enemy of good. I have watched as good internal audit departments continued to do what brought them success without adapting to new stakeholders, evolving risks, strategic risks facing their organizations, or macroeconomic circumstances. Internal audit delivered what was perceived to be of significant value in the mid-2000s when it focused on Sarbanes-Oxley controls in the U.S. Within three years, the global economy crashed. The way we delivered value in 2010 was vastly different from the value we delivered in 2007.

I hope that I am wrong, that we won't have to fight the downsizing battle again for years to come. But as I learned as a civilian student at the U.S. Army War College more than 25 years ago: If we don't prepare, chances are that we won't win the battle.