From the President...

Our last newsletter introduced the 2013-2014 Slate of Officers and Board of Governors that was prepared by the nominations committee, which is made up of myself and the two past Presidents (Doug Welch and Lael Holloway). During our March monthly training event, you will have the opportunity to vote upon this slate. Please plan to attend and have your voice heard!

2013-2014 Slate of Officers and Board of Governors for Elections:

- President: Rob Carter, Layne Christensen
- VP-Programs: Angela York, KCP&L
- VP-Membership: Christee Highbarger, KC Southern
- VP-Services: Rick Wright, Payless Shoesource
- VP-Web Services: Luke Sims, Grant Thornton
- Treasurer: Tony Kisner, Black and Veatch
- Secretary: Josh Kettler, RSM McCladrey
- Board Member: Karen Begelfer, Sprint
- Board Member: Melissa Ryan, Epiq Systems

Thank you to the above individuals for their willingness to serve as chapter leaders for our Kansas City chapter. I’d also like to extend a special thank you to Doug Welch and Lael Holloway for all of their work on the Nominations Committee.

See you at our March meeting!

Sincerely,

Stephanie Jones
2012-2013 KC IIA President
DATE: Thursday, March 7, 2013

TIME: Registration 12:00 PM
Lunch 12:00 PM
Program 1:00 PM – 4:00 PM

LOCATION:
The Ritz Charles
9000 West 137th Street
Overland Park, KS 66221
(Two blocks south of 135th and Antioch Road. Next to the Blue Valley Recreation Complex.)

PROGRAM:
Get Real Leadership
Harry S. Campbell, Senior Executive, Author

2013 – The Year of the Experiment
Dr. Chris Kuehl, Managing Director, Armada Corporate Intelligence

CPE: 3 CPE Hours

MENU: Lunch – That’s Italian Buffet
Fresh Tossed Greens with Italian Dressing, Tortellini Pasta Salad, Chicken Parmesan, Fettuccine Alfredo, Green Beans with Sun-dried Tomatoes, Focaccia Bread, Breadsticks and Butter, Italian Cookies

Please denote any dietary restrictions when registering and accommodations will be made.

COST: Member: $65
Non Member: $80
March 2013 Speaker Biography

Harry S. Campbell, MBA

Harry S. Campbell is a senior executive with a strong record of success over two decades. Harry has been a president for two Fortune 500 companies, co-owner of an award-winning small business, CEO/board member of an Internet start-up and founding member of the industry-changing Wal-Mart/P&G Customer Team in Northwest Arkansas. He has driven exceptional people and business results in organizations of 25 to 3,500 employees in a broad range of industries -- from consumer packaged goods to telecom to sports marketing to digital media. Harry is known as an identifier, developer and motivator of exceptional talent at all levels of the organization.

Early on, Harry's views on leadership and business management were forged at Procter & Gamble, where he worked in brand management on notable products including Crest, Pepto-Bismol and Metamucil. While with P&G, Harry was hand-picked to be a founding member of the P&G/Wal-Mart Customer Team based in Fayetteville, Arkansas. In 1992, Harry moved from consumer packaged goods to the telecom sector when he joined Sprint. While there, he served in several leadership roles, culminating in his being appointed president of the multi-billion dollar Consumer Long Distance unit in 2002. His final role with Sprint was leading the Emerging and Mid-Markets business unit, in which he was responsible for selling to and servicing all telecommunications products to business customers across the United States in the mid-market, small-market, SOHO and local government arenas. Most recently, Harry led the Consumer Markets division at Embarq, a spin-off from Sprint. Recently purchased by CenturyTel and now known as CenturyLink, Embarq was a Fortune 400, NYSE-traded telecom company with annual revenue of $6 billion. As president of the Consumer Markets division, Harry was responsible for nearly half of Embarq's annual revenue and an organization of 3,000 employees. His group provided marketing, sales, service and operational support for a full line of communication and entertainment services to 4 million residential customers in 18 states.

His other senior management experience spanned two distinctly different small businesses. Harry served as president/CEO (and member of the board) of uclick. Uclick is a digital syndication company that packages and distributes branded content, comics and word games on the Web, representing more than 110 features such as Garfield, Dear Abby, FoxTrot and Doonesbury. He was also co-owner/EVP of a sports marketing agency that was recognized as the 1998 business of the year by the Kansas City Chamber of Commerce.

Harry holds a bachelor's degree in East Asian History and Economics from Vanderbilt University (where he still holds the school track and field record for the 10,000 meters!) and an MBA with a concentration in marketing from Indiana University's Kelley Graduate School of Business. Currently, Harry is active in several local charities and serves on the board of Head for the Cure, a not-for-profit organization dedicated to raising money to help cure brain cancer.
Dr. Chris Kuehl, PhD

Dr. Chris Kuehl is a Managing Director of Armada Corporate Intelligence. He provides forecasts and strategic guidance for a wide variety of corporate clients around the world. He is the chief economist for several national and international organizations – Fabricators and Manufacturers Association, National Association of Credit Management, Finance, Credit and International Business and the Business Information Industry Association. He is also the economic analyst for several state accounting societies – Missouri, Kentucky, Tennessee and Kansas.

Prior to starting Armada in 1999 he was a professor of economics and finance for 15 years – teaching in the US, Hungary, Russia, Estonia, Singapore and Taiwan. He holds advanced degrees in economics, Soviet studies and East Asian studies.

Chris is the author of Business Intelligence Briefs and Executive Intelligence Briefs - both publications from Armada. He is also responsible for the Credit Manager’s Index from NACM and Fabrinomics from the FMA.

Corporate Background

Managing Director of Armada Corporate Intelligence. Armada performs the functions of a strategy office for clients through combining the traditions of corporate and competitive intelligence, economic forecasting and strategic planning. The aim is to inform strategic planning through analysis and forecasting. Major clients include TranSystems, YRC Freight, C-Biz, Kansas City Southern Railroad. Echo Logistics, and others. Chief Economist for the Fabricators and Manufacturers Association. He writes their twice monthly publication – Fabrinomics – and serves as economic commentator at all of their national and international meetings. Chief Economist for the National Association of Credit Management. He prepares their monthly Credit Managers Index – a national survey of credit and financial movement - and serves as economic analyst and commentator for their various meetings and conferences.

Economic Analyst for Missouri Society of CPAs, the Kentucky Society of CPAs, the Tennessee Society of CPAs, and the Kansas Society of CPAs. Economic analyst for the Industrial Heating Equipment Association where he prepares the monthly IHEA Economic Trends Index.

Corporate Background

Managing Director of Armada Corporate Intelligence. Armada performs the functions of a strategy office for clients through combining the traditions of corporate and competitive intelligence, economic forecasting and strategic planning. The aim is to inform strategic planning through analysis and forecasting. Major clients include TranSystems, YRC Freight, C-Biz, Kansas City Southern Railroad. Echo Logistics, and others. Chief Economist for the Fabricators and Manufacturers Association. He writes their twice monthly publication – Fabrinomics – and serves as economic commentator at all of their national and international meetings. Chief Economist for the National Association of Credit Management. He prepares their monthly Credit Managers Index – a national survey of credit and financial movement - and serves as economic analyst and commentator for their various meetings and conferences.

Economic Analyst for Missouri Society of CPAs, the Kentucky Society of CPAs, the Tennessee Society of CPAs, and the Kansas Society of CPAs. Economic analyst for the Industrial Heating Equipment Association where he prepares the monthly IHEA Economic Trends Index.

Education Background

• Holds a Ph.D in Political Economics and Masters Degrees in Soviet Studies and in East Asian Studies.

• Held the position of Elizabeth Harvey Rhodes Chair of International Business for Baker University from 1990 to 1995. Has been visiting faculty at Tartu University in Estonia, Budapest University of Economic Sciences in Hungary, Ming Chuan College in Taiwan, Moscow University in Russia and the University of Singapore in Singapore. Was on the faculty of Avila College from 1987 to 1990 and has been adjunct faculty for 11 colleges and universities since 1986.
Save the Date!!

2012 – 2013 Schedule of Programs

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Topic</th>
<th>Speaker/ # CPE’s</th>
<th>Location</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>3/6/2012</td>
<td>11 Auditing for the Non-IAT Auditor</td>
<td>Danny Goldberg, 6 CPE Hours</td>
<td>Clubhouse on</td>
<td>$35</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Baltimore - Downtown</td>
<td>$110 Non-Member</td>
</tr>
<tr>
<td>October</td>
<td>10/4/2012</td>
<td>Audit Planning to Address Fraud</td>
<td>Glenn Sumner, CIO, Center for Internal Auditing, Louisiana State University, 6 CPE Hours</td>
<td>Ritz Charles-Overland Park</td>
<td>$110 Member</td>
</tr>
<tr>
<td>November</td>
<td>11/1/2012</td>
<td>Professional Sports Finance Overview</td>
<td>Dan Crumb, CFO, Kansas City Chiefs</td>
<td>Clubhouse on</td>
<td>$35</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Baltimore - Downtown</td>
<td>$100 Non-Member</td>
</tr>
<tr>
<td>December</td>
<td>12/6/2012</td>
<td>Applying Data Analytics to Efficiently Audit Vendors and Contractors</td>
<td>Paul Petit, Director, Protiviti</td>
<td>Ritz Charles-Overland Park</td>
<td>$35 Member</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$80 Non-Member</td>
</tr>
<tr>
<td>February</td>
<td>2/1/2013</td>
<td>Enterprise Risk Management: Achieving and Sustaining Success</td>
<td>Paul Sobe, VP, CAE of Georgia-Pacific LLC</td>
<td>Ritz Charles-Overland Park</td>
<td>$35 Member</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$100 Non-Member</td>
</tr>
<tr>
<td>March</td>
<td>3/7/2013</td>
<td>Maternity: Are you chasing Geckos or Alligators?</td>
<td>Edmundo Calderon, Chief Internal Auditor, City of El Paso, 3 CPE Hours</td>
<td>Ritz Charles-Overland Park</td>
<td>$35 Member</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$80 Non-Member</td>
</tr>
<tr>
<td>April</td>
<td>4/4/2013</td>
<td>Auditors’ Business Ethics and Critical Thinking Skills</td>
<td>Patrick Kuhse, Int’l Speaker on Ethics, 4 CPE Hours</td>
<td>Ritz Charles-Overland Park</td>
<td>$35 Member</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$100 Non-Member</td>
</tr>
<tr>
<td>May</td>
<td>5/2/2013</td>
<td>Fraud: Advanced Concepts for Internal Auditors</td>
<td>John Hall, Hall Consulting, 6 CPE Hours</td>
<td>TBD</td>
<td>$35</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$110 Non-Member</td>
</tr>
<tr>
<td>June</td>
<td>6/5/2013</td>
<td>Reinventing Internal Audit, Horizontal Auditing</td>
<td>Mike Romas, Executive Director of Internal Audit, Duke University, 3 CPE Hours</td>
<td>Ritz Charles-Overland Park</td>
<td>$35 Member</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$80 Non-Member</td>
</tr>
<tr>
<td>August</td>
<td>8/1/2013</td>
<td>Deriving value from SOC Reports</td>
<td>Kurt Seale, Principal, Grant Thornton LLP, 3 CPE Hours</td>
<td>TBD</td>
<td>$35 Member</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$80 Non-Member</td>
</tr>
</tbody>
</table>
Richard Chambers, CIA, CGAP, CCSA, CRMA, is president and CEO of The IIA. In his blog, he shares his personal reflections and insights based on his more than 30 years of experience in the internal audit profession.

**Five Things Internal Auditing Has Taught Me About Human Nature**

As a young internal auditor, I concentrated extensively on learning the technical skills of the profession. I learned early in my career about the importance of developing an audit plan at the beginning of every engagement, documenting the results of the audit, and crafting a well-written audit report. I also learned how important it was to understand the operations/business of the areas I was auditing. All of these skills served me well throughout my career. However, I can honestly say that the technical skills were easy to learn compared with the “soft skills” that I needed to hone in order to be successful.

Over the course of my career, I have led or served on scores of audit teams focused on an incredible array of industries and operations. As I did so, I began to notice that regardless of the function or operation I was auditing, there were common threads in the way the people behaved. Overall, the hundreds of professionals over whose areas of operations I have audited have been good, decent, and hard-working professionals. Many of them had thankless jobs at which they toiled tirelessly without complaining. However, I have learned some things along the way about human nature that might be useful for those who are starting out in their careers and even for those who are seasoned internal audit veterans (and want to compare their observations).

**Smart People Can Do Dumb Things**

It is easy for internal auditors to be intimidated when auditing an area led or populated by intelligent and seasoned professionals. They often can dazzle you with their deep knowledge of the operations and appear to be unassailable. However, I frequently have observed that some of these bright folks have done some pretty “dumb” things. On occasion, I have noticed that their decisions to violate or circumvent internal controls were intentional decisions based on their belief that their experience or expertise didn’t warrant the kind of controls they were being asked to follow. Don’t assume that smart people always do smart things.

**Good People Can Do Bad Things**

When we think of fraudulent acts, we tend to associate them with nefarious characters who intentionally set out to do something bad. However, many of the frauds I discovered or reviewed during my career were committed by otherwise good and decent people who somehow lost their way. These were people who often were under extraordinary financial or personal pressures outside of the workplace.
Many times, they rationalized their initial actions and didn’t intend for the frauds to morph into something as big as they eventually did. As internal auditors, we should not assume that everyone is doing bad things. However, we must maintain a level of professional skepticism and remember that even good people can do bad things.

**People Like to Be Recognized for Accomplishments**

As internal auditors, we are trained from the outset that the purpose of our work is to provide assurance on the effectiveness of risk management, internal controls, and governance. Yet, we often bolt straight for the findings on inadequate risk management, internal controls, etc., in our final audit report. Many audit reports are crafted with no genuine recognition of management’s accomplishments. It is one of the things that gives us a bad reputation. I have discovered during my career that people are looking for an objective assessment of their areas of operations. They understand that we have a job to do, but seek to at least be recognized for what they have accomplished or done well. Including a “management accomplishments” section at the beginning of an audit report can go a long way toward generating acceptance of our findings and recommendations for corrective actions that follow.

**People Don’t Like to Be Surprised**

One of the first audits I led taught me a lot about the importance of communicating throughout the audit. My team and I were under a lot of pressure to complete the audit quickly. Following an entrance briefing with operating officials, we put our heads down and went to work. Four weeks later, we presented the same officials with a draft report. They were incensed at what they viewed as being “blindsided” by the results. One of them said to me that he didn’t disagree with the results of the audit, but he sure would have appreciated learning about the problems as we discovered them. In recent years, the importance of communication throughout the engagement has been stressed in audit standards and guidance. Timely communication is important throughout the engagement, in large part because people don’t like to be surprised.

**People Like to Make Themselves Look Good**

Most of us seek to be recognized for what we do well. While we may recognize our shortcomings or failures, we certainly don’t accentuate them when communicating with others. That is important to remember when conducting interviews during an internal audit. People will speak effusively about things that are working well. However, they rarely volunteer information about things that are not. This is another reason that professional skepticism is so important for internal auditors. Don’t assume that you have been told “the truth, the whole truth, and nothing but the truth,” because people often like to make themselves look good.

*Posted on February 11, 2013 by Richard Chambers*
2012 – 2013 Chapter Leadership

Officers:
Stephanie Jones – President  Stephanie.jones@pentana.com
Christee Highbarger – VP Membership  CHighbarger@KCSouthern.com
Rob Carter – VP Programs  Rob.Carter@Layne.com
Jonathan Wiltse – Treasurer  Jwiltse@waddell.com
Rachel Rohrer – Secretary  Rachel.rohrer3@bluekc.com
Aaron Hollingshead – VP Services  Aarom_Hollingshead@americancentury.com
Kimberly Harper – VP Web Services  Kimberly.Harper@bluekc.com

Board:
Gordon Braun  Gordon.Braun@Protiviti.com
Tony Jackson  Tony.Jackson@kcpl.com
Nancy Frazee  Nfrazee@kc.rr.com
Keith Ohland  Keith.Ohland@umb.com
Monica Vegge  mvegge22@gmail.com
Doug Vogl  Dvogl@kcsouthern.com
Amy Walker  Amy.Walker@hrblock.com
Randy Weih  Randy.Weih@yrcw.com

Board – Past Presidents:
Lael Holloway  Lael.Holloway@Experis.com
Doug Welch  Doug.Welch@hrblock.com

District Representative:
Jason Minard  Jason.R.Minard@wellsfargo.com

Ex-Officio Member:
La Donna Flynn  LFlynn@pittstate.edu

If you have any questions or would like to submit an article for the newsletter, please email Aaron Hollingshead, VP Services, at Aaron_Hollingshead@americancentury.com.
"I don't have the time." "My family takes up all my time in the evenings." "I get too tired at night to study." Does this sound familiar? If you are a CIA candidate, chances are you have previously uttered some variation of one or more of these statements.

Unfortunately, there isn't a "one size fits all" solution to these problems. You have to start by being honest with yourself. What sacrifices are you willing to make to better your professional life? What times of the day are you the most productive? Does a quiet or busy study space work better for you?

On average, candidates should dedicate 10-20 hours per week studying for the CIA exam. Therefore, you will need to determine what time-consuming activities can temporarily be given up or deferred until after you have completed the CIA exam. These sacrifices can be anything, like giving up your favorite morning talk show for a couple of months or not going out to dinner with friends as often.

Once time has been carved out, you must determine when is the best time to study. Many people are most productive early in the morning, when they are fresh and usually not disturbed. This time of day might be good for working parents. They can get up before the children start their day and get a solid hour or two of undisturbed study time. An added benefit is that you complete your CIA review first each day, not later as a last priority. Others might prefer to study at night. Late hours after friends, family, or roommates are no longer around to distract you for whatever reason. Again, you must be the one to determine when the best and most productive time to study is for you.

When you study might even be determined by where you study. Do you need a nice quiet space? Will you need to go to the library to avoid regular distractions? If so, you will need to schedule your study sessions based on when the library is open. You might find that you can fit in an hour or two of study time during your commute or while at the gym. No matter where you study, you want to make sure that the time is well spent and productive. You don't want to have to go back and review things you just studied because you couldn't concentrate due to distractions or because you were too sleepy.

Ultimately, if you are honest with yourself and set up a regular schedule with clear objectives, you will get into a routine and see how you can manage your time effectively.

Remember, as a Kansas City Chapter member, you will receive a discount on Gleim material. Gleim has been helping CIA candidates pass the CIA exam since 1980. Contact Melissa at 800.874.5346, ext. 131, or melissa.leonard@gleim.com to take advantage of your chapter discount or if you have any questions.
Chapter Achievement Program Update:
As of January 31st, we have earned 1,187 cap points for the chapter year (July 1, 2012 thru June 30, 2013) which is GREAT news!

However, we still need an additional 28 points in order to meet the minimum requirement level in the “Service to Profession” category before we are eligible to reach the Bronze level (685 total points), Silver (1060 points) or Gold (1560 points) levels, even though we have enough points “in total” to qualify for the Bronze and Silver levels. (Note: we have met the minimums in all other categories).

Activities that qualify for points in the Service to Profession Category include academic relations endeavors, speaking engagements, and Junior Achievement participation – So PLEASE continue to keep us informed of your contributions in these areas –THANKS for all your efforts!!!!

Doug Welch
CAP Recorder
816-854-7773

Recognizing Our Members:
During the December meeting we handed out anniversary pins to IIA members for their years of membership. This year we celebrated 5-year, 10-year, 15-year, and 20-year anniversaries for over a hundred members. Those in attendance at the meeting are pictured below:
Kansas City Chapter News!

Want to win a brand new iPad???
Here’s how to win: For each meeting that you attend, you will be entered into a drawing to win the new **iPad with Wi-Fi – 16GB**. The contest will start with the September 2012 meeting and will end with the May 2013 meeting. The winner will be randomly selected and announced at the conclusion of the May 2013 meeting. You need not be present to win. Remember, the more meetings you attend, the better chance you have to win! Good luck!