President's Message:
It’s hard to believe that another chapter year is coming to a close. Thank you all for a great year! Remember, this organization is all about you, the internal audit professional.

May Is International Internal Audit Awareness Month. As an internal audit professional, you play an important role in raising awareness and elevating the profession. Whether you are an active IIA member or new to internal auditing, there’s something you can do to raise awareness.

We will vote on proposed changes to the chapter’s bylaws at the May luncheon meeting. Previously, I was going to have it at the April meeting, but was unable to attend. The bylaws are attached with the proposed changes shown using track changes so you can easily identify the proposed changes.

Enjoy your summer!

Julie Pennington

Internal Audit Awareness Month
LET’S CELEBRATE OUR PROFESSION!!!!

There’s a lot you can do as an individual to build internal audit awareness. When you make a concerted effort to depict internal auditing accurately to people outside the profession, you heighten others’ understanding of the profession and influence opinions.

1. During May, customize your email signature and social media accounts with the digital icon and a friendly quote like:
   • “This month is International Internal Audit Awareness Month. Please stop by my office for a visit!”
2. Host a workplace celebration
   • Decorate a room with large pictures of audit staff and quotes that describe the personality of each.
3. Serve a cake inscribed with “Happy International Internal Audit Awareness Month!”
4. Invite Department Managers to provide a positive testimonial on how internal audit has provided valuable insight ideas.
5. At the beginning or end of each week, bring in sweet treats decorated for Awareness Month and hand them out with an educational flyer on internal auditing, or ask staff members to speak with someone about the purpose and importance of internal auditing.
6. Conduct a lunch-and-learn. Explain what and why you do internal auditing, discuss the CIA and what it means.
7. Display a fun poster in your department to motivate your audit team.

April Meeting
CPE 2 hours

Speaker – Barbara Scofield

Topic – Ethics

Barbara Scofield is a certified public accountant (Texas) and professor of accounting at Washburn University. Barbara received a B.A. in psychology from SUNY Albany, an M.B.A. from Texas Christian University, Fort Worth, Texas, and a Ph.D. in accounting from The University of Texas at Austin.

She teaches financial accounting and managerial accounting at the undergraduate and graduate levels as well as a variety of other accounting topics. Barbara serves on the editorial board of Today’s CPA and writes a column on financial reporting in Oil, Gas, and Energy Quarterly. Her case studies and research are published in Issues in Accounting Education, Journal of Accounting Education, Critical Perspectives in Accounting, and Southern Business Review.
May Meeting

Date: Tuesday, May 1, 2018
Place: Westar
       Multipurpose Room
       818 S Kansas Ave
       Check in at Security Desk
Time: 11:30 a.m. – 2:00 p.m.
Menu: Aboud’s Chef’s Choice
       Iced Tea and Water
RSVP: By noon, Friday,
       April 27, 2018

Registrations: Online Registration –

Ethics

Please email Brenda Kindle at
brenda.kindle@fhlbtopeka.com if you have any
dietary restrictions.

Registration: Member  Non-member
Lunch & meeting $30        $35

Online Registration Instructions
To register for Topeka Chapter meetings and seminars visit the Topeka Chapter IIA website at
https://chapters.theiia.org/topeka/Pages/default.aspx
Locate the event you would like to attend and click on
the link. Select the “New Registration” link and complete required fields.

Event Refund Policy – The Institute of Internal Auditors (Topeka Chapter):
The purpose of this policy is to ensure event cancellations are refunded appropriately. Events include, but are not limited to: monthly meetings, luncheons, and seminars.

Cancellations made prior to the event registration deadline will be refunded at 100% of the event fee (or would not be billed if the attendee did not pay in advance).

Cancellations made after the event registration deadline will not be refunded (or would be billed at 100% of the event fee if the attendee did not pay in advance)

*IMPORTANT NOTICE FOR PAYMENTS*

Send all payments for meeting and seminars to:
Capitol Federal
Attention: Lori Miller, Audit Services Department
700 S Kansas Ave
Topeka, KS 66603-3818

Updating Your IIA member Information:
IIA members can keep their personal information up to date by visiting the IIA’s website at www.theiia.org.
In the upper right hand corner click on “Sign In”. Once you are signed in, click on "Profile" and then "My Profile". Here you will be able to see your information and you can edit your personal information, address, and contact information by clicking on the "Edit" button. You can also update your contact preferences by clicking "My Preferences". If you need additional assistance, please contact Julie Pennington at Julie.Pennington@mymlc.com

Newsletter Articles:
Please contact Crystal Perez at cperez@capfed.com with any articles or suggestions for the newsletter. You may also know of special events (weddings, promotions, certifications, etc.) that you would like to put in the newsletter.

Volunteer Opportunities:
The Topeka chapter has had proven successful because of the people who volunteer their time. Volunteering takes leadership, dedication, and effort. If interested in serving as a co-chair for one of our new committees in 2018-2019 please contact Julie Pennington at Julie.Pennington@mymlc.com
Are you seeking qualified employees to fill open positions in your audit department? Send your position announcements to Shanae.D.Gooden.civ@mail.mil and we will place it on our website and LinkedIn.

If you are looking for a job in internal audit be sure to check out our local job postings on the Topeka Chapter IIA website at https://chapters.theiia.org/topeka/Pages/default.aspx Under Careers. Follow our LinkedIn page to keep up to date on the latest openings.

IIA Learning:
IIA Learning delivers innovative, quality, and convenient internal audit training, development, and networking for all skill levels. The flexible platforms focus on individual auditor training needs, as well as existing and emerging issues to ensure that internal auditors receive the knowledge and proficiency required to provide the highest level of auditing assurance, insight, and objectivity possible. The IIA provides multiple learning opportunities:

1. Seminars are in-person and online; led by internal audit experts; cater to all auditor skill levels, topics, CPE needs and learning styles.
2. Webinars are short, live presentations, led by internal audit industry professionals; focused on trending topics and addressing challenges.
3. OnDemand are convenient, self-paced, and cost effective courses on existing and emerging internal audit topics; accessible online, anytime.
4. On-site Training provides an in-person, group training; focused on specific learning need and facilitated by internal audit leaders at your location.
5. Exam Prep is a self-study or facilitator-led programs; combines reading materials with online study tools to prepare participants for certification exams.
6. Executive Development is strategic guidance and mentoring for internal audit executives; facilitated by executive-level leadership in an elite setting.

Visit the IIA website for registration and more information: www.theiia.org/training

The next Members Only webinar:

Auditing Culture: Assessing Risk and Providing Internal Audit Assurance on the Tangibles and Intangibles of Culture
Date: Tuesday, May 15, 2018
Time: 12:00 Noon – 1:00 P.M. CST

Leading Audit Committee Practices & Internal Audit Reporting
Date: Tuesday, June 19, 2018
Time: 12:00 Noon – 1:00 P.M. CST

The next eSeminars:

Assessing Risk: Ensuring Internal Audit
Date: June 5 - 14, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Audit Report Writing
Date: May 1 – 10, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Building a Sustainable Quality Program
Date: September 18 – 27, 2018
Time: 11:00 A.M. – 2:20 P.M. CST

Cybersecurity Auditing in an Unsecure World
Date: May 14 - 23, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Data Analysis for Internal Auditors
Date: June 26 - 27, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Enterprise Risk Management: A Driver for Organizational Success
Date: June 19 - 28, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Fundamentals of Internal Auditing
Date: May 24, 2018
Time: 11:00 A.M. – 3:00 P.M. CST
Fundamentals of IT Auditing  
Date: May 1 - 10, 2018  
Time: 4:00 P.M. – 7:20 P.M. CST

IT General Controls  
Date: May 17 - 18, 2018  
Time: 11:00 A.M. – 1:00 P.M. CST

Lean Six Sigma Tools for Internal Audit Planning  
Date: May 15 – 24, 2018  
Time: 1:00 P.M. – 4:20 P.M. CST

Leveraging and Influencing Generational Differences  
Date: July 23 - 25, 2018  
Time: 1:00 P.M. – 3:00 P.M. CST

Operational Auditing: Influencing Positive Change  
Date: May 14 - 23, 2018  
Time: 11:00 A.M. – 2:20 P.M. CST

Performing an Effective Quality Assessment  
Date: July 9 - 18, 2018  
Time: 1:00 P.M. – 4:20 P.M. CST

Risk-based Auditing: A Value Add Proposition  
Date: July 10 - 19, 2018  
Time: 1:00 P.M. – 4:20 P.M. CST

Root Cause Analysis for Internal Auditors  
Date: September 10 - 19, 2018  
Time: 11:00 A.M. – 2:20 P.M. CST

Statistical Sampling for Internal Auditors  
Date: August 6 - 9, 2018  
Time: 1:00 P.M. – 4:20 P.M. CST

The Effective Auditor: Understanding and Applying Emotional Intelligence  
Date: June 18 - 27, 2018  
Time: 11:00 A.M. – 2:20 P.M. CST

Audit Risk Management is a practice guide for ensuring internal audit’s success. The strategic risk management principles explained in this book will help you to become successful in achieving the objectives of your audit function. Apply the fundamental audit risk management principles and a successful career as CAE is easily attainable.

Companies lose more than $100 billion a year due to corporate scandals. Where were the internal auditors? Think about the VW diesel emissions scandal, the Yahoo hacking scandal, the BP oil spill scandal, or the Petrobras corruption scandal. When the first and second lines of defense failed to prevent these scandals, could the third line of defense, the internal auditors, have prevented these? The answer can be yes if they managed their audit risks.

The Beumer Audit Risk Management Model© shows the strategic audit risk management framework for audit risk identification, measurement, and mitigation. The model connects 60 audit risks in six audit risk categories and 30 audit objectives. Depending on the audit risk appetite and the audit risk prevention, the CAE can apply up to 66 audit risk mitigation measures for reducing the audit risks to an acceptable level.

With hundreds of titles to choose from, including books, training materials, certification preparation, interactive programs, and more. The IIA Research foundation Bookstore is your one-stop shop for internal audit resources. All Bookstore products have been reviewed by internal auditors to guarantee a perfect fit. Check out the member’s only bookstore for resources for all your Internal Auditing needs.

IIA Bookstore.

CONGRATULATION CORNER!
The certified Internal Auditor (CIA) designation is the only globally accepted certification for internal auditors and remains the standard by which individuals demonstrate their competency and professionalism in the internal auditing field. Please join us in congratulating the following chapter members who recently obtained their CIA certification:

Bookstore:
THIS MONTH’S FEATURE:
Audit Risk Management: Driving Audit Value (Vol. II)
ANNIVERSARIES
Join us in congratulating for following individuals celebrating significant milestones as members of the IIA:

5 Years
Laura Lanter
Jodi Johnstone
LeeAnna Orduno
Dana Shipley
Kevin Schmitt

10 Years
Mark Zillinger
Sean Thurlow
Shannon Wagner
Tiffany Lake
Ashley Crary

15 Years
Brenda Reynolds
Toynia Smith
Kimberly Savage

20 Years
Angela Drake

30 Years
Ken Abitz

35 Years
Douglas George

CIA’s
Join us in congratulating the following individuals in obtaining their Certified Internal Auditor (CIA) certification. This is the only globally accepted certification for internal auditors and remains the standard by which individuals demonstrate their competency and professionalism in the internal auditing field

(Non to Report This Month)

Ia Magazine Website:
The digital edition of Internal Auditor is a full replicated version of the magazine that delivers internal audit insights and news in a visually enhanced, user-friendly design with new topic sections, enhanced search, and much more!

Visit the website at www.internalauditor.org and check out the April 2018 issue featuring “Information Distillation” where Norman Marks discusses how Internal auditors can communicate in a way that is easier to receive, absorb and act on by the control owners.

The IIA’s CIA Learning System:
Certified Internal Auditor (CIA): Strengthen Your Core

As The IIA’s premier designation for more than 40 years, the CIA sets the standard for excellence within the profession. The CIA journey begins with a focus on The IIA’s International Standards for the Professional Practice of Internal Auditing (Standards) and aspects of mandatory guidance under the IPPF. The journey continues with a focus on managing an internal audit project and culminates with concepts related to internal control, risk, governance, and technology. The CIA is a 3-part process for establishing your foundational core and starting point for career growth to:

- Distinguish you from your peers.
- Demonstrate your proficiency with internal staff and external clients.
- Develop your knowledge of best practices in the industry.
- Demonstrate your proficiency and professionalism.
- Lay a foundation for continued improvement and advancement.

The IIA offers eight different certifications or qualifications in internal audit-related fields. Why become certified? Well, there are a number of reasons. Earning a certification is a key that opens doors to opportunities in internal audit. Certifications help you earn credibility and respect in your field, increases the opportunity for advancement in your career (and therefore also your earning potential), demonstrates your commitment to the profession,
improves your skills and knowledge, and builds confidence in your abilities.

So, if you have ever thought of becoming certified or qualified, ask one of our members who have been through the process to help guide you. You can get one of the competency certifications (CRMA, CCSA), one of the industry certifications (CFSA, CGAP, CPEA, CPSA), or the qualification (QIAL) without having to first pass the CIA exam. These different certifications cover areas such as control self-assessment, risk management and assurance, financial services, government, environmental, safety, and internal audit leadership.

That’s not to minimize the value of the CIA designation. The CIA designation is the hallmark designation of internal audit, and is the only globally accepted designation for internal auditors and the standard by which individuals demonstrate their professionalism in internal auditing. The IIA offers 20% off of the CIA Learning System if you order through your local chapter, and the IIA extends this offer year-round.

**Gleim Discount:**
The Topeka Chapter has partnered with Gleim CIA Review to ensure your success on the CIA exam!

Gleim CIA Review is the most widely used CIA prep course. More CIAs have used Gleim to pass the CIA Exam than all other prep courses combined. The exceptional content now includes over 40 hours of in-depth video lectures and comprehensive question test banks that cover all of the topics tested and are presented in a format that replicates your exam-day experience. In addition, CIA candidates enjoy a no-hassle Access Until You Pass® Guarantee and customized support from a team of CIA exam prep experts.

As a member of the chapter, you are eligible for a 10-20% discount on Gleim CIA Review Systems. To take advantage of the reduced prices and to place your order, log into the Members Only section of the Chapter website.

Please contact our Gleim representative, Melissa Leonard, with any questions regarding the Gleim materials or discounts available. Call her at (800)874-5346 or via email IIAChapters@gleim.com.

**Chapter Achievement Program (CAP):**
Do any of your internal audit activities earn Chapter Achievement Program (CAP) points for your Topeka Chapter of the IIA? What is CAP, why is it important and what can you do to help?

The Chapter Achievement Program (CAP) is designed by the Institute of Internal Auditors to guide chapters for developing quality programs and completing administrative duties to ensure it is meeting its obligations to its members. Points are awarded for each activity in accordance with the IIA guidelines. The goal is to provide valuable professional activities and development opportunities to our members and earn CAP points.

Certain activities that are conducted by member may qualify. Points are reported to the IIA on the 10th of each month covering three areas:

**Service to Members:** Attendance at monthly meetings, conferences and seminars, social events and new IIA certification.

**Service to the Profession:** Academic Relations; Chapter Scholarship Program, Student events held by the chapter. Advocacy; Junior Achievement Involvement, Building Awareness Champion Program, funding support for District advisors and District Representatives, Internal Audit Awareness month events, Host an Internal Audit event at work, Audit Channel TV submissions, Write exam questions for IIA certifications, Submit or Publish an article in the Internal Auditor magazine, participate on a non IIA sponsored or an IIA sponsored Quality Review Team, Chapter recognizes the member company for completing their QA.

**Chapter Administration:** Involves administrative reporting requirements to the IIA.
Chapter Objectives

Service to Members

• Education Objective: Offer over 20 hours per year of affordable CPE with more than 60% rated as excellent.
• Certification Objective: Two members become certified annually.
• Social Objective: Members get to know other members from different organizations.

Service to Profession

• Membership Objective: Increase active membership.
• Professional Development Objective: Continue to offer affordable and quality training for auditors
• Academic Relations Objective: Promote the profession at Washburn University

Chapter Administration

• Leadership Development Objective: Have 1 or 2 officers attend the Leadership Conference.
• Chapter Finance Objective: Have our lunch meeting fees cover the meeting expense; make additional income from the seminars to fund other activities (Leadership Conference, WU scholarship, WU student night).
• Communication and Participation Objective: Send out monthly newsletter and update website.
## CAP Summary

**As of:** 04/10/2018

<table>
<thead>
<tr>
<th>Category</th>
<th>Minimum for Bronze</th>
<th>Chapter Points (to Date)</th>
<th>% of Minimum</th>
<th>Balance to Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Service to Members</td>
<td>325.00</td>
<td>613.76</td>
<td>189%</td>
<td>Achieved!</td>
</tr>
<tr>
<td>II. Service to Profession</td>
<td>200.00</td>
<td>1,027.76</td>
<td>514%</td>
<td>Achieved!</td>
</tr>
<tr>
<td>III. Chapter Administration</td>
<td>160.00</td>
<td>190.00</td>
<td>119%</td>
<td>Achieved!</td>
</tr>
</tbody>
</table>

Total from Master Template: **1,831.52**

### Current CAP Status:
- **Gold**
- **Platinum**

### Targets:
- **Bronze** 685.00
- **Silver** 1,060.00
- **Gold** 1,560.00

*Platinum 10 consecutive years of Gold*

The following levels were added in 2016:
- Ruby 10 consecutive years of Platinum
- Sapphire 15 consecutive years of Platinum
- Diamond 25 consecutive years of Platinum

### Topeka CAP History
- 1990-1999 Gold
- 2000-2015 Platinum
- 2016-2017 Sapphire
2017 – 2018 Officers and Board of Governors

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Organization</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Julie Pennington</td>
<td>Mosaic Life Care</td>
<td>(816)271-8849 <a href="mailto:Julie.pennington@mymlc.com">Julie.pennington@mymlc.com</a></td>
</tr>
<tr>
<td>1st VP, Seminars</td>
<td>Marie Winter-Zima</td>
<td>Capitol Federal</td>
<td>(785) 231-6394 <a href="mailto:mwinter-zima@capfed.com">mwinter-zima@capfed.com</a></td>
</tr>
<tr>
<td>2nd VP, Programs</td>
<td>Brenda Kindle</td>
<td>FHLBank</td>
<td>(785) 438-6152 <a href="mailto:brenda.kindle@fhltopeka.com">brenda.kindle@fhltopeka.com</a></td>
</tr>
<tr>
<td>Secretary</td>
<td>Elizabeth Salas</td>
<td>Westar Energy</td>
<td>(785) 575-8322 <a href="mailto:elizabeth.salas@westarenergy.com">elizabeth.salas@westarenergy.com</a></td>
</tr>
<tr>
<td>Treasurer</td>
<td>Angie Drake</td>
<td>FHLBank</td>
<td>(785) 218-4481 <a href="mailto:angie.drake@fhltopeka.com">angie.drake@fhltopeka.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Tony Risinger</td>
<td>Westar Energy</td>
<td>(785) 575-1968 <a href="mailto:tony.risinger@westarenergy.com">tony.risinger@westarenergy.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Amelia Noe</td>
<td>Westar Energy</td>
<td>(785) 575-1871 <a href="mailto:amelia.noe@westarenergy.com">amelia.noe@westarenergy.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Justin Stowe</td>
<td>LPA</td>
<td>(785) 296-7977 <a href="mailto:justin.stowe@lpa.ks.gov">justin.stowe@lpa.ks.gov</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Andrea Robben</td>
<td>BCBS</td>
<td>(785) 291-8897 <a href="mailto:andrea.robben@bcbsks.com">andrea.robben@bcbsks.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Robert Knott</td>
<td>Capitol Federal</td>
<td>(785) 231-6355 <a href="mailto:rknot@capfed.com">rknot@capfed.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Shanae Gooden</td>
<td>Kansas Army National Guard</td>
<td>(785) 274-1265 <a href="mailto:asgooden@gmail.com">asgooden@gmail.com</a> <a href="mailto:shanae.d.gudden.civ@mail.mil">shanae.d.gudden.civ@mail.mil</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Crystal Perez</td>
<td>Capitol Federal</td>
<td>(785) 231-6359 <a href="mailto:cperez@capfed.com">cperez@capfed.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Lori Miller</td>
<td>Capitol Federal</td>
<td>(785) 231-6396 <a href="mailto:lmiller@capfed.com">lmiller@capfed.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Jenny Tryon</td>
<td>Westar Energy</td>
<td>(785) 575-1652 <a href="mailto:jenny.tryon@westarenergy.com">jenny.tryon@westarenergy.com</a></td>
</tr>
<tr>
<td>Audit Committee</td>
<td>Richard McMullen</td>
<td>Kansas Department of Transportation</td>
<td>(785) 296-5399 <a href="mailto:mcmullen@ksdot.org">mcmullen@ksdot.org</a></td>
</tr>
<tr>
<td>Finance Committee</td>
<td>Angie Drake</td>
<td>FHLBank</td>
<td>(785) 218-4481 <a href="mailto:angie.drake@fhltopeka.com">angie.drake@fhltopeka.com</a></td>
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<td>Nominating Committee</td>
<td>Julie Pennington</td>
<td>Mosaic Life Care</td>
<td>(816)271-8849 <a href="mailto:Julie.pennington@mymlc.com">Julie.pennington@mymlc.com</a></td>
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<td>(785) 575-1968 <a href="mailto:tony.risinger@westarenergy.com">tony.risinger@westarenergy.com</a></td>
</tr>
<tr>
<td>Social Media (Chapter Website and MMT Administrator)</td>
<td>Justin Stowe</td>
<td>LPA</td>
<td>(785)-296-7977 <a href="mailto:justin.stowe@lpa.ks.gov">justin.stowe@lpa.ks.gov</a></td>
</tr>
<tr>
<td>Academic Relations</td>
<td>Reza Espahbodi</td>
<td>Washburn University</td>
<td>(785) 670-1010 <a href="mailto:reza.espahbodi@washburn.edu">reza.espahbodi@washburn.edu</a></td>
</tr>
<tr>
<td>Government Relations</td>
<td>Mary Hoover</td>
<td>DCF</td>
<td>(785) 296-2973 <a href="mailto:mary.hoover@dcf.ks.gov">mary.hoover@dcf.ks.gov</a></td>
</tr>
<tr>
<td>Newsletter</td>
<td>Crystal Perez</td>
<td>Capitol Federal</td>
<td>(785) 231-6359 <a href="mailto:cperez@capfed.com">cperez@capfed.com</a></td>
</tr>
<tr>
<td>Hospitality</td>
<td>Brenda Kindle (Chair)</td>
<td>FHLBank</td>
<td>(785) 438-6152 <a href="mailto:brenda.kindle@fhltopeka.com">brenda.kindle@fhltopeka.com</a></td>
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<tr>
<td></td>
<td>Lori Miller (badges)</td>
<td>Capitol Federal</td>
<td>(785) 231-6396 <a href="mailto:lori.miller@capfed.com">lori.miller@capfed.com</a></td>
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<td>Certificates</td>
<td>Tony Risinger</td>
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<td>(785) 575-1968 <a href="mailto:tony.risinger@westarenergy.com">tony.risinger@westarenergy.com</a></td>
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<td>Jeffrey Igercic</td>
<td>Kansas Racing and Gaming</td>
<td>(785) 296-5968</td>
<td><a href="mailto:jeffrey.igercic@krgc.ks.gov">jeffrey.igercic@krgc.ks.gov</a></td>
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<td>(785) 218-4481</td>
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**TOPEKA IIA 2017-2018 SCHEDULE AND LOCATIONS**

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<thead>
<tr>
<th>Date</th>
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<tr>
<td>Tuesday, May 1, 2018</td>
<td>Dr. Scofield</td>
<td>Westar</td>
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*Locations are subject to change*
Why Finance Executives Should Master and Promote Collaboration

Effective workforce collaboration is a priority for any business that wants to build more cohesive and productive teams and drive innovation. But two areas where collaboration really matters, but at times languishes, are at the senior management level and in the finance function.

Obviously, CFOs and other finance executives have an opportunity to improve collaboration in both areas. Mastering collaboration with your peers in the business, as well as encouraging your team to share ideas and skills and work in a more unified way with each other, is good for your organization as well as your career. Here’s why:

Finance leaders help drive business and digital strategy success

In the not so distant past, CFOs and their teams weren’t typically asked to provide input on helping the business set goals and shape strategy — at least, not directly. That’s changing fast, as companies embark on transformative programs like digitalization and automation that require a lot of cross-departmental collaboration, cooperation and coordination.

“Successful financial executives maintain a big-picture outlook and excellent relationship-building skills,” says Tim Hird, executive director of Robert Half Management Resources. “In particular, CFOs are playing a larger role in business transformation and technology investments and driving change management.”

As an example, collaboration between the CFO and chief information officer (CIO), especially in the early phases of IT project planning, can lead to better alignment between finance and IT agendas and understanding of risks. Technology initiatives, from cloud migrations to business systems upgrades, can impact every business unit within companies today. CIO and CFO collaboration can pave the way for smoother integration of new systems and processes and help ensure the business realizes value from those investments and achieves transformation goals.

CFO and CIO collaboration appears to be blossoming in many firms, too: In a recent survey by our company, 41 percent of CFOs said they collaborate very well with the CIO. However, nearly half (46 percent) of CFOs say they collaborate even better with another C-suite colleague: the CEO.

Finance executives collaborate well with chief executives

The fact that CFOs and CEOs are working together well in most organizations is positive, of course. As Hird explains, “A dysfunctional relationship with the CEO, in particular, nearly dooms a company from the start.”

It can also undermine a CFO’s chance to take the reins of leadership at the firm when the opportunity arises. In more businesses today, finance executives are tapped to become the CEO. It’s a job many aspire to: More than 60 percent of CFOs in a Robert Half Management Resources survey said they are motivated to reach this level at some point in their career.
Getting there will depend, in part, on their relationship with other senior executives — and not just the CEO. A CEO needs to be well-versed in all aspects of an organization, including production, sales and marketing, IT, research and development, and human resources. By collaborating with other executives, motivated CFOs can better broaden their business acumen and develop a big-picture mentality. And it wouldn’t hurt to have the support of your peers as you aspire to the top.

The CFO’s relationship with the chairman of the board can also be a factor in whether he or she ascend to the CEO chair. However, according to Robert Half’s research, only 29 percent of financial executives report that they collaborate “very well” with the board chair.

It’s not altogether uncommon for CFOs to struggle to collaborate with board chairs. Says Melissa Shipman, vice president, Managed Business Services, for Robert Half Management Resources, “The board is more removed from business operations but still has high expectations for the C-suite to execute. The CFO is often on point to explain the organization’s results, which may not meet the board’s expectations.”

Tips for improvement

Establishing and maintaining an ongoing and meaningful dialogue with the board, particularly with the board chair, certainly can’t hurt and should be a priority for CFOs. But finance leaders also must prioritize building bonds with other executives.

Shipman says, “CFOs will find their C-suite peers are tuned-in with the day-to-day realities of the business and can collaborate effectively with them.”

To enhance collaboration with those peers, CFOs should:

- **Ask for input.** Bring C-suite peers early into key initiatives that are on your plate and ask for their ideas, advice and expertise.

- **Be a resource.** Let colleagues know you’re available to provide a financial perspective on key initiatives and discuss your department’s projects and how they affect others.

- **Prioritize information-sharing.** Meet with nonfinance executives regularly to give updates on your priorities and challenges. Your peers may have ideas you can implement.

Also, be proactive about networking internally. Make the point to grab lunch or coffee with your peers to build rapport and gain a better sense of how you can work together effectively. Use these meetings to share best practices for building cohesiveness in your respective teams, and for identifying opportunities to cross-collaborate.

This article is provided courtesy of Robert Half Management Resources, the premier provider of senior-level accounting, finance and business systems professionals to supplement companies’ project and interim staffing needs. The company has more than 140 locations worldwide and offers online job search services at www.roberthalfmr.com. Follow our blog at www.roberthalf.com/blog.