

INSTITUTE OF INTERNAL AUDITORS

SPECIAL SECTION



Meeting demand

IIA \$100,000 grant to help KSU educate auditors • By Janet Jones Kendall • CONTRIBUTING WRITER

Atlanta continues to be one of the nation's most attractive areas for corporate headquarters, housing the homes of national brands from the American Cancer Society to The Home Depot Inc. to The Weather Channel.

That provides an opportunity for **Kennesaw State University**, says Ken Harmon, interim provost and dean of Kennesaw State's Michael J. Coles College of Business.

"Atlanta is becoming a hot spot for corporate headquarters, and I expect that only to increase," Harmon said.

Thanks to a recent grant by the Institute of Internal Auditors, Kennesaw State will soon be more ready to take advantage of that opportunity, Harmon said. The IIA recently made a record \$100,000 grant to go toward Kennesaw State's three-year-old internal audit education program.

"Internal auditing is becoming recognized as an increasingly important function in nearly all companies," Harmon said. "Having a university known for providing world-class education in

internal auditing can only help attract companies here. Also, I think we will be helping the business community by providing professional graduates who are ready to provide value their first day on the job.

"The Atlanta region has significant demand for internal auditors because of the numerous companies located here. We at KSU see a high level of unmet demand in internal auditing. This grant will help us increase our offerings and capacity in internal audit education."

The grant, half of which came from the IIA's Atlanta chapter and the other half of which came from IIA International, will be used to expand and enhance a program that Kennesaw State started in the fall of 2007 with the creation of its first internal audit courses. The school formed its Internal Audit Center in 2008.

Specifically, the grant money will be given to KSU's School of Accountancy and will go toward creating an internal audit certificate that can be earned as part of the school's redesigned master's program in accounting, said Kathryn Epps,

► See **GRANT, 8B**



BYRON E. SMALL

In the money: KSU associate professor Richard Clune and School of Accountancy Director Kathryn Epps say the grant will fund an internal audit certificate program.



GROWTH FIELD

Barbara Jesup says market ripe for auditors

4B



BROAD BASE FOR IIA

Nancy Thomas says Atlanta IIA is growing non-auditor ranks

5B



MISSION: LEADERSHIP

Key IIA event speakers include C.O. Hollis

7B



YOUNG GUN

John Fuchko leads audit efforts at USG

9B

McClung credits education for auditing success

By Leslie Williams Johnson
CONTRIBUTING WRITER

In 1995, Paul McClung started learning about the details and demands of his future profession when he signed up for the internal audit pilot program at Louisiana State University.

Led by a person who would become a great influence, Glenn Summers, the program was not for the faint of heart. Students had to come ready every day to make presentations, whether or not their team was selected to do so.

The program's preparation and requirements weren't for everyone. "It may have started with 60 students; it might have ended up with 15," recalled McClung, president of the Atlanta chapter of The Institute of Internal Auditors and senior director, internal audit of Atlanta-based Mueller Water Products Inc.

But McClung stuck to it, getting valuable insight along the way from those in the trenches. He met internal audit professionals through in-class presentations and did an internship with the Federal Reserve Bank in Milwaukee.

McClung also had proof that the program's challenges would eventually pay off. "You really could see the success of the students before you was very high — 100 percent placement for internships at the time," McClung said.

His education — he graduated with a bachelor's degree in accounting from LSU, and is a Certified Internal Auditor as well as a Certified Information Systems Auditor — groomed him well. His past employers include Arthur Andersen LLP in Orlando, Fla., and Deloitte LLP.

Those who have worked with McClung and know him well say his command of his profession, effective communication and problem-solving skills, along with a thoughtful and collected demeanor, make him a fitting chapter president and all-around admirable person.

McClung's business philosophy is to "understand and define what I am trying to accomplish, develop strong business relationships, acknowledge the importance of continuous learning and improvement, while operating with a 'service' mentality."

His appreciation for this mind-set was deepened after attending the IIA's Leadership Conference in 2006. He heard a talk by Pat Williams, senior vice president of the NBA's Orlando Magic, who discussed leadership qualities, including the importance of having a "servant's heart."

With determination and a desire to give back, McClung has extended his expertise and experience to other areas. His volunteer efforts include Cub Scout leader and Sunday school teacher, and church mission trips abroad.

Evan Hart, senior vice president and chief financial officer at Mueller Water Products, said McClung has helped make important strides at Mueller.

"With his communication and interpersonal skills, he has strengthened the relationship between the internal audit function and the rest of the organization," Hart said.

William "Bill" Mulcahy, chapter board member and immediate past chairman of the board, praised McClung for implementing an online payment system, enabling people to pay for monthly meetings in advance rather than on the day of the event.

"It just eliminated lines of frustrated people," said Mulcahy, founder of Mulcahy Accounting & Risk Consulting.

Jeff Lund, partner at Deloitte in Atlanta, said he's long been impressed with McClung's collected demeanor, even in the midst of tense times when everyone in a room might not be in agreement.



JOANN VITELLI

"He has this calming influence about him," Lund said. "He can walk in a room and calm a situation down."

As part of his mission work with Roswell United Methodist Church, McClung has witnessed desperate life situations that give him perspective.

He's traveled to Africa to provide students in Kenya with training, business planning support and micro-finance loans.

"I definitely see, after traveling to Kenya, some of the problems I deal with on a daily basis, I feel like it's not that much of a problem," he said. "These aren't life-threatening problems."

Tough issues

McClung acknowledged there are some tough issues facing his profession, including continuing to adapt to changing expectations of internal audit departments,



Lund
Deloitte LLP

Paul McClung

Title: Senior director, internal audit, Mueller Water Products Inc.

Age: 35

Career highlights: Hughes Supply in Orlando, Fla.; Arthur Andersen LLP in Orlando; Deloitte LLP; Mueller Water Products

Family: Wife, Meg; children, Caleb, 8, Holden, 5, and Walker, 4

Hobbies: Camping, climbing, canoeing, fishing and hiking with family; swimming; watching LSU football

What he enjoys most about his work:

"My role in internal audit allows me the opportunity to work with a variety of different people within our business as well as in the internal audit industry."

"Standard or routine days in internal audit rarely exist. Projects and work are varied and this variety provides great opportunities for continued learning and development."

particularly related to enterprise risk management. He also cited the need to have the right skill sets in place within an internal audit department to address expectations, and to show the department's value throughout the organization.

As for his outlook for the IIA chapter, McClung is positive.

The group's goals are basically to keep up the good work in areas such as promoting the profession; developing leaders and volunteers; supporting internal audit education; providing training opportunities and promoting the strategic objectives of the IIA.

"We've got a great thing going here and we need to continue that momentum," McClung said.

About The Institute of Internal Auditors

The Institute of Internal Auditors is an international professional association that represents members working in internal auditing, risk management, governance, internal control, information technology audit, education and security.

Internal auditing is defined as an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. The internal audit activity — performed by professionals with an in-depth understanding of the business culture, systems and processes — provides assurance that internal controls in place are adequate to mitigate the risks, that governance processes are effective and efficient, and that organizational goals and objectives are met. Internal auditors bring a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

The Institute of Internal Auditors was established in 1941 and has global headquarters in Altamonte Springs, Fla. The IIA is the profession's voice worldwide, a recognized authority for internal audit leadership, advocacy and education. Its work includes development of a globally accepted definition of internal auditing, establishment of a professional practices framework, establishment of professional certifications such as Certified Internal



Auditor (CIA), and creation of a research foundation and numerous other resources for professional training, advancement and recognition. The institute has grown from 24 charter members at its first meeting in 1941 to more than 170,000 members worldwide. The IIA is represented globally through 103 institutes and it has 153 chapters in the United States, Canada and the Caribbean.

The IIA's Atlanta chapter has more than 1,900 members and was established in 1949. It is one of three IIA chapters in Georgia, with others in Savannah and Columbus. The Atlanta chapter recently achieved a goal set in 2006 to host an international conference, when the Institute of Internal Auditors 2010 International Conference was held here June 6-9, 2010.

The IIA Atlanta has focused in recent years on promoting the profession through advocacy, developing leaders and volunteers, supporting internal audit education, providing world-class training opportunities and promoting the IIA's strategic objectives. It plans to continue to work on those objectives in the 2010-2011 year, according to chapter President Paul McClung.

Toward those goals, the chapter recently

donated \$50,000 of a \$100,000 grant to Kennesaw State University's Center for Internal Audit. The IIA Atlanta has also increased membership diversity by promoting the association's benefits for non-internal auditors, with about 250 members coming from outside the profession. The chapter maintains an online jobs board and mentoring program to assist internal auditors and others who are seeking employment opportunities. The IIA Atlanta also will present highly regarded speakers at its 2011 meetings and events, which provide members opportunities to earn continuing professional education credits.

As internal auditors in Atlanta and worldwide look ahead, they can expect a significant shift in focus for their activities over the next five years, according to a recent global survey. The major focus areas during this period will be corporate governance, enterprise risk management, strategic reviews, ethics audits, and migration to International Financial Reporting Standards (IFRS), according to the first of two reports from the 2010 Global Internal Audit Survey by the IIA Research Foundation. Auditors will place less emphasis on operational and compliance audits, auditing of financial risks, fraud investigations, and evaluation of internal controls, the survey of 13,582 participants in more than 107 countries found.

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2010-2011 Chapter officers

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CONNIE BROWN

VP — Secretary

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Chief financial officer

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The School of Accountancy in the Coles College of Business, which houses the Internal Audit Center, has been awarded a \$50,000 grant from the IIA's Internal Auditing Academic Advancement Fund and an additional \$50,000 grant from the IIA's Atlanta Chapter. The funding will support the internal audit education program at Kennesaw State University.

The grants will also support internal audit courses in KSU's **Master of Accounting program (MAcc)**, allowing graduate students to earn an internal audit certificate that will be recognized by the internal audit profession in metro Atlanta and beyond.

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Job outlook bright for internal auditors

By Doug DeLoach
CONTRIBUTING WRITER

And, now, for some good news on the employment front ...

Between 2008 and 2018 employment growth for accountants and auditors is expected to rise by 20 percent or more, according to the most recent forecast from the U.S. Department of Labor. During the decade, nearly 280,000 new jobs will become available in the sector with the ratio between openings and applicants expected to be roughly balanced.

In part, the agency's Bureau of Labor Statistics based its forecast on "an increase in the number of businesses, changing financial laws and corporate governance regulations, and increased accountability for protecting an organization's stakeholders." (See www.bls.gov/oco/ocos001.htm#outlook)

In the metro Atlanta area, veteran internal auditors confirmed the positive state of employment, some offering explanations for the resiliency and strength manifest in their chosen profession.

"One of the reasons why internal auditing is not as adversely affected by these types of downturns is because, unfortunately, less than fully compliant behavior is more likely to occur," said Barbara Jesup, chief audit executive for Duluth-based **Asbury Automotive Group Inc.**

"With that in mind, corporate executive boards are also more inclined to require extraordinary auditing on a routine basis to ensure that problems don't transpire," she said.

Jesup also sits on the executive board of the Atlanta chapter of the Institute of Internal Auditors (IIA).

Even with the relatively rosy employment situation, the organization has developed a unique mentoring program to help unemployed members and nonmembers find jobs in today's competitive market.

Since 1941, the national IIA, which is headquartered in Altamonte Springs, Fla., has been the profession's global voice. The

IIA serves as a public advocate and educational source for its members who work in internal auditing, risk management, governance, internal control, information technology audit, education and security.

According to Nancy Thomas, Atlanta IIA chapter administrator, the organization does whatever it can to assist professionals in need. The chapter website has a job-posting section, which is free of charge to employers,

where listings remain until the position is filled. The mentoring program, which started in 2008, evolved organically out of discussions at meetings and in response to pleas from people who had lost their jobs.

"Regardless of whether someone is a member of the IIA, we encourage them to send in their résumés," Thomas said.

The résumés are forwarded to the chapter president, who oversees the process of assigning the job-seeker to one of 10 board members. The board member then works with the individual by reviewing qualifications, polishing interview skills, and providing strategic guidance and support.

"When people lose a job, it can be a very emotional experience, so it's important to have someone with a broader perspective around the opportunities," said David Bilko, senior vice president and corporate operational risk officer, **SunTrust Banks Inc.**

Bilko was serving as the IIA Atlanta chapter president during the development and introduction of the mentoring program. He said current chapter

President Paul McClung was responsible for spearheading the mentoring program, which was quickly and enthusiastically adopted by the board. "The mentor can be a voice of reason, a confidante, or simply someone who can listen and empathize with the person who's looking for work," Bilko said. "They can bring a broader, more rational focus to the job-search process."

A couple of years ago, Shantea Stanford was laid off from **The Clorox Co.** in Alpharetta when the company downsized its global operations staff. As an experienced international auditor with one of the world's most recognizable corporations, fluent in Portuguese, Spanish and Italian, Stanford had never been laid off before.

"The company provided an outside placement service, Lee Hecht Harrison, and they helped me a lot," she said. "They suggested contacting the Institute for Internal Auditors."



How to place an internal auditing job on the IIA website:

- Write the ad copy exactly as it should appear.
- Send the ad copy in an e-mail to atlantaiaa@comcast.net with "Job Posting" in the subject line.
- Upon approval, the ad will be published on the IIA website.
- Notification will be sent upon publication.
- The ad will run until a request to remove it has been received by the IIA.

* Note: The policy of the Atlanta chapter of the IIA forbids running job placement ads from search or recruiting firms.



Thomas
Institute of Internal Auditors, Atlanta



Stanford
OFS FITEC LLC



Bilko
SunTrust Banks Inc.

Stanford showed up at the next IIA seminar "just to see what was happening," but did not have enough money to attend. When she explained the situation to the woman at the admissions table, Nancy Thomas welcomed her into the meeting.

Upon signing up for the mentoring program, Stanford was assigned to Fred Masci, vice president of internal audit for PRGX Global Inc., who "provided invaluable career guidance." Further networking brought Stanford into contact with Audley Bell, vice president of internal audit for Habitat for Humanity International. Bell provided the connection to **OFS**

FITEC LLC, which is headquartered in Norcross, where Stanford is now employed as senior audit manager. "Being part of the IIA was critical," Stanford said. "I should have been involved with them years ago."

Last year, Stanford attended the international IIA conference in June and has been diligently broadening her network of industry contacts. After being introduced to some small auditing shops in the Atlanta area, she had an opportunity to hire a couple of internal auditors for projects at OFS FITEC that required outsourcing. "It's been a complete circle for me," she said. "If I hadn't attended that seminar and become a member, I don't know where I would be."

The IIA Audit Career Center

Options for job seekers:

- Post an anonymous résumé.
- View jobs.
- Create a personal job alert.
- Create a job-seeker account (find jobs, manage résumés, set up job alerts).
- Access your job-seeker account.



Options for employers and agencies

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- Post a job.
- Recruitment products/pricing.
- Create employer account.
- Access your employer account.

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More non-auditors discovering benefits of IIA

By Randy Southerland
CONTRIBUTING WRITER

As the duties of internal auditors have stretched across organizations, an increasing number of other professionals have joined the Institute of Internal Auditors to network and gain a better understanding of the field.

“Today you look at an internal auditor as an overall business person,” said Pam Jenkins, the IIA Atlanta chapter’s membership chair and senior vice president of internal audit at **Wendy’s/Arby’s Group Inc.** “Many internal auditing shops are concentrating on enterprise risk and business processes. I think the broader focus of being an internal auditor has attracted different people [to IIA] than simply internal auditors. The new CIA (Certified Internal Auditor) is not just a typical auditor. It’s generally someone who understands business and risk assessment and has a good business mind.”

Out of the more than 1,800 members claimed by the Atlanta chapter, approximately 250 are not part of the profession, although they often work closely with internal auditors in their organizations. These non-auditors have titles such as director of corporate compliance, risk and control assessment manager, and director of insurance claims.

Many of the non-auditors are from the IT side of the business, said Stacy Gensler, internal audit manager at **Cousins Properties Inc.**

“What we do as IT auditors is help out the financial auditor in making sure that the [accounting and financial] systems process the data correctly so that they can rely



“Today you look at an internal auditor as an overall business person. ... I think the broader focus of being an internal auditor has attracted different people [to IIA] than simply internal auditors.”

Pam Jenkins
The Institute of Internal Auditors

on the reports being generated,” she said.

With IT creating many of the tools that make internal auditing possible, it was only natural that the two groups have a close relationship. Gensler serves as president of the **Information Systems Audit and Control Association (ISACA)** Atlanta chapter, an IT auditors group that meets annually in joint session with IIA Atlanta. Many ISACA members have also joined the internal auditors group, she said.

“Having that dialogue between IT and accountants means they can speak both languages,” Jenkins said.

IT auditing involves implementing principles such as segregation of duties, in which different people are required to handle different parts of the financial process to reduce opportunities for fraud. These systems prevent the same staff member from entering employees into the system and then setting up their pay information as well.

About half of IT auditors have financial backgrounds themselves, added Gensler, who has a bachelor’s degree in economics and an MBA.

The number of non-auditor members of IIA has grown steadily over the past four years, said Nancy Thomas, IIA-Atlanta’s chapter administrator.

“Most of that can be attributed to the programs that we offer, which we try to make as diverse as possible” she said. “Many non-auditors see it as a great networking opportunity, where they can meet people who are in the internal auditing profession.”

Reasons for membership can vary. Companies seeking to develop an internal audit department might seek guidance and recruit members through the organization.

“They may use the organization to find an internal auditor,” Thomas said. “Many companies don’t have an internal audit department, but use IIA to find a good match for their company that can come in or serve as a consultant.”

Other professionals may simply want to keep up with business issues that can place internal auditors at the center of a company’s processes.

“Enterprise risk assessment is one of the top issues that a lot of companies

and a lot of audit departments are looking at as they decide how they should assess risk companywide,” Jenkins said. “Having a network of internal auditors allows you to bring a lot of that back to your company.”

The Institute of Internal Auditors can also help businesses make sure they are following best practices with their financial processes. Members can also enroll in a wide variety of continuing education programs on current issues within the profession.

“When I look at my department and ask, ‘Am I doing best practices?’, I can safely say ‘Yes,’” Jenkins said. “Through the organization I know a lot of other CAEs (chief audit executives) from large companies and what they are doing.”

The organization also attracts the specialties of internal auditing, such as certified fraud examiners who have their own organization, the **Association of Certified Fraud Examiners.**

“We can offer opportunities not just for internal audit, but also for the various aspects of internal auditing,” Thomas said.

Professionals who want to move into the field often join the organization as part of their transition. Among these groups are operations specialists who are often already familiar with internal auditing through their own jobs.

Among the membership are also vendors and business development professionals, Thomas said.

IIA-Atlanta, the nation’s sixth-largest chapter, has members representing more than 130 companies.

THE ATLANTA CHAPTER OF THE INSTITUTE OF INTERNAL AUDITORS

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From hindsight to foresight, internal auditors weather a changing profession

As a young college graduate in 1975, I became an internal auditor and I have made it my career ever since. I actually began right here in Atlanta at the Trust Company Bank. So many things here have changed since, and much like this dynamic city, the internal audit profession has evolved, too. I can say for certain, from the decades I've been a part of this profession, it has seen more change in the last decade than in any period before.

Around 2000, we had Y2K and the technology boom, only to find ourselves in the onset of a global recession in 2001. Then came the global terrorist attacks that changed the focus to business continuity planning, disaster recovery and security. A series of spectacular corporate failures brought on by financial fraud in 2002 shifted many internal auditors' work to testing financial controls. And as the decade came to a close, the recent economic crisis totally reshaped the landscape for internal auditing and presented reduced resources.

It's like the old expression, "If you don't like the weather, stick around for a few hours and it'll change." For many of us, our flexibility and our resilience were tested throughout the decade, and none of us could have predicted the changes. And although we can't predict the future for the next 10 years, based on what we know today and what is likely to evolve, there are some things we can consider going forward.

First of all, organizations must continue to embrace a "risk-centric" strategy.

As internal auditors, we must be able to understand how risk impacts the organization, how internal auditing plays a role in risk management, and how organizations can use risk assessment and risk management as part of an overall strategy.

If internal auditors aren't capable of providing insight on how effectively risks are managed, we may become irrelevant.

The internal audit profession must continue to expand its "portfolio of services."

Internal auditors should be positioned to provide advice to management and boards, and not shy away from providing it. The last thing an organization needs is an internal audit department that stands back until an event happens, and then shows up and "bayonets the wounded."

As professionals, we have to recognize there are times when we have the opportunity to come in as an adviser — during the process of implementing a new system, for example — and offer insight.

Technology is also a tremendous opportunity for internal auditors in the next decade.

Although every internal auditor is not an information technology specialist, all of

today's internal audit practitioners must have a level of understanding of IT. Who would have ever thought that technology would pose such risks — and such rewards? Since the beginning of my

career, I've seen a total evolution of IT solutions for virtually every aspect of an organization. Social networking, the use of mobile devices to share company information, and technology-based systems for financial management are all commonly on the radar of internal auditors. What's next to come?

Internal auditors of the next decade also must have dynamic communication skills.

This is one area that I think really hurt our profession in the early 2000s, as many internal audit executives were suddenly ushered in for their first extended conversations with the board and the audit committee, and then fell short when trying to communicate.

These internal auditors were pushed out — and someone who had a much more polished and effective style stepped up to the plate.

And finally, internal auditing always has, and always must, strive for unflinching integrity and ethics.

Take, for example, Cynthia Cooper, who was one of the whistle-blowers at

WorldCom. She worked for the chief financial officer, who was threatening her throughout her efforts to uncover his actions. She was being intimidated, but she managed to maintain unwavering courage, knowing all the time that if she were successful it would destroy the company and her job. But her professional duty mandated she remained steadfast in her efforts to uncover the truth.

While her circumstances were extraordinary, they are not unheard of, and internal auditors must be prepared to do what is right.

Internal auditing, in its most elementary fashion, has been about providing hindsight. We've been brought in to assess what has happened. But this doesn't allow us to influence the outcome.

So now internal auditors are providing insight — looking at current operations and providing advice on how things can be enhanced.

But ultimately, I envision internal auditors demonstrating their full value by providing foresight.

Foresight involves looking ahead and providing perspectives that strategically benefit the organization.

Foresight may be an aspiration for some, but it's at the core of what internal auditing can deliver, and what highly successful organizations value.

Chambers is president and CEO of The IIA Global Headquarters.



VIEWPOINT
Richard F. Chambers

SOUND OFF



Experts discuss recession's impact on internal auditing

1. Why has funding for internal audit services been under pressure in recent years?
2. How can internal audit departments struggling with budget reductions become more efficient in delivering services?
3. Now that internal audit funding is expected to stabilize in 2011, what are the priorities for chief audit executives?

Susan Bell

Managing partner, Ernst & Young LLP, Atlanta office

Pressure: Economic pressures across most industries during this recent recession did impact many businesses,



causing them to challenge costs across the organization and corresponding value delivered. Many internal audit functions have been impacted, with value being mea-

sured in terms of keeping the company out of trouble and helping to improve the business. However, I believe executives realize the tremendous importance of internal audit and have been supportive of continued internal audit coverage of risks.

Efficient: IA departments with budget pressures can continue to provide great risk coverage by, among other things, coordinating risk "lines of defense" with other areas of the business and performing integrated audits designed to identify potential pervasive or emerging risks.

Priorities: I would expect to see CAEs increasing their investments in data analytics and other means to achieve greater risk coverage for both traditional and emerging risk areas.

Kathryn K. Epps

Director, School of Accountancy, Kennesaw State University

Pressure: Corporations have faced increasing budget pressures in recent years as a result of the economic



recession, and internal audit budgets have been cut along with the budgets of other key corporate functions. Additionally, the rapid expansion of

many corporate internal audit functions after the passage of the Sarbanes-Oxley Act in 2002 has been followed by an evaluation of the appropriate level of resource allocation to internal audit services in recent years.

Efficient: The alignment of the goals of the internal audit department with the needs of the organization should be analyzed in resource allocation decisions.

Priorities: As internal audit budgets stabilize, the chief audit executive should continue to emphasize the value of the internal audit function to key stakeholders. Professional development of internal audit department staff should also be a priority in order to enhance both auditing skills and business/industry knowledge.

Dan Giannini

President, Atlanta chapter of the National Association of Corporate Directors

Pressure: Internal audit services are no different than other operating costs. As a result, they have been under pres-



sure to keep costs in line with operating income. These costs are also bundled with all other internal and external financial operating and compliance costs to

arrive at a rational relationship of the total cost to revenues.

Efficient: Budget reductions create a greater focus on risk. Based on risk analysis, certain procedures can be eliminated or put on a cycle basis. In addition, the results of the risk analysis may indicate that proposed reductions may not support the risk profile and could represent a level of risk the company may not accept.

Priorities: Risk continues to be the priority for chief audit executives. Risk, however, is expanded beyond the financial to general business, operations, regulatory and compliance risk. As a "C-suite" executive, focus on business continuity and market perception is key to enterprise sustainability.

Kessel Stelling

President and CEO, Synovus Bank; audit committee chair, Board of Regents of University System of Georgia

Pressure: I think the recession has had a drastic effect on all companies. They



have had to adjust their strategic plans and operating models to cope with declining revenues. All those areas were affected and internal audit is certainly not immune.

Efficient: No. 1, an audit department has to adopt a risk-based audit plan. They need to do it if they have not already done so, because audit plans need to adjust with companies' expectations and risks. Audit departments have to increase the use of technology. Also, audit departments have to coordinate their activities with other functions in the organization in order to eliminate redundancies.

Priorities: Here are a few: design and implement a flexible, comprehensive risk-based audit plan that appropriately aligns with corporate risks and strategies. Additionally, I think maintaining a professional staff with the knowledge, skills and competencies to do the job has to be a priority. Another priority is staying close to, and communicating with, key stakeholders.

Strong speakers highlight 2011 IIAA calendar

By Leslie Williams Johnson

CONTRIBUTING WRITER

With momentum still strong from hosting last year's international conference, and armed with a lineup of highly regarded speakers, the Atlanta chapter of The Institute of Internal Auditors has a full plate of offerings for members throughout 2011.

In order to keep their certifications active, certified internal auditors need 40 hours of continuing professional education (CPE) credits each year. The Atlanta chapter of IIA offers more than 40 hours of training through a number of events, which tend to be well-attended.

While earning credits, members get the chance to hear esteemed professionals address leadership topics as well as current and ongoing issues in the field. No occasion was more abundant with such information than the 2010 IIA International Conference, held at the Georgia World Congress Center, and the chapter is still bringing in nationally and internationally known experts.

Joel Kramer, managing director of the internal audit division of **MIS Training Institute**, was considered one of the top 10 speakers at the conference and returns to speak to the chapter April 15.

"I try to concentrate on how internal audit can add value to the business,"



Mulcahy

Mulcahy Accounting & Risk Consulting

Kramer said. Internal audit has been "under-branded. It's a continual battle to educate management about the value internal audit can add."

The international conference drew more than 2,800 internal auditors from around the world, said chapter

board member and immediate past chairman of the board William "Bill" Mulcahy.

In addition to having noted speakers, conference attendance by chapter members was solid — around 600, double the number of members a host city typically sees, Mulcahy said.

Only hosted in the U.S. every other year, the conference was last in Atlanta in 1970.

"It's not easy to get,"

Mulcahy said. The 2011 international conference is July 10-13 in Kuala Lumpur, Malaysia.

The success of the conference has had a lasting effect on the chapter, which already had been in a good place, its leaders say.

"Our membership is very strong now," said chapter President Paul McClung. "We've had good success with our monthly meetings. Things seem to be going very well."

The scheduled speakers include:

► David Sawyer, president of the **Georgia Association of Certified Fraud**



Lapides

Kennesaw State University



Hollis

Morehouse College

Examiners, who addresses the group March 11;

► Betty Siegel, president emeritus of **Kennesaw State University**, on April 15;

► Paul Lapides, co-founder and director of the Corporate Governance Center in the Michael J. Coles College of Business at **Kennesaw State University**, and professor of management and entrepreneurship at KSU, on March 11;

► C.O. Hollis Jr., recently appointed to the Audit Committee of



McClung

Institute of Internal Auditors, Atlanta

the city of Atlanta, speaks March 11;

► Joel Kramer, founder of "Super Strategies," an audit best-practices conference, speaks April 15.

On Feb. 4, Georgia Attorney General Sam Olens was scheduled to address IIA Atlanta with an update on changing laws, enforcement and regulations.

Kramer's annual conference is a "must-attend event for auditors," Mulcahy said. And Hollis is expected to give perspective on being an audit committee member and chief audit officer at Morehouse College, representing the dream of many internal auditors to go from auditor to reporting to an audit committee to being on an audit committee, he said.

Having recognized speakers and holding events in quality, respectable venues are

two ways the chapter has kept interest and participation strong.

"If we can attract the chief audit executives, the next thing you know, all of his or her staff start showing up," Mulcahy said.

The IIA Atlanta chapter's Big Splash event is another opportunity for members to get continuing education credits at a low cost, he said.

The Big Splash has grown bigger every year since its start in 2006; last year's event was part of the IIA International Conference. This year, the Big Splash takes place Sept. 9 at the Cobb Galleria and offers eight hours' CPE credit.

"It's clearly bucking the trend," Mulcahy said of the Big Splash's success and the chapter's overall growth in the midst of a stalled economy. "All our indicators are way up."

IIA Atlanta 2011 Events

The Institute of Internal Auditors, Atlanta chapter will present the following events in 2011:

March 4-7: Certified Internal Auditor (CIA) Review Course, Morehouse College Leadership Center

March 11: Chapter meeting, The Villa Christina

April 15: Chapter meeting (morning); Chief Audit Executives Roundtable (afternoon), The Villa Christina

April 22: Student Day event, Kennesaw State University Student Center.

Intended for auditing, accounting and finance majors at universities and colleges throughout Georgia. The IIA

Atlanta chapter urges attendance by all juniors, seniors and graduate students looking for summer internships or full-time jobs.

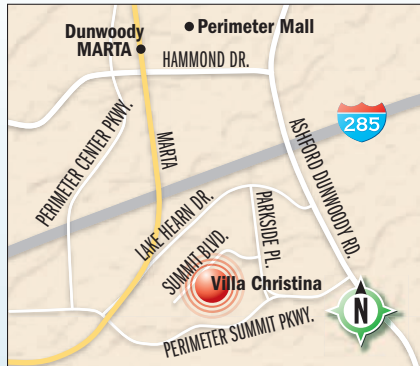
May 13: Chapter meeting, The Villa Christina. Last of the fiscal year. There is recognition for those who have earned certifications, and presentation of leadership awards.

June 10: Chapter meeting, The Villa Christina. First of fiscal year.

Sept. 9: Big Splash event, Cobb Galleria

March Chapter Meeting

Friday, March 11, 12:00 PM – 3:00 PM



Program Agenda:

11:00 AM – 12:10 PM Registration, Lunch, Announcements

12:10 PM – 1:00 PM Risk Oversight for Audit Committees:

- Moderator: Bill Mulcahy; President, Mulcahy Consulting
- Randy Addington; Partner, KPMG
- Susan Bell, Partner, Ernst & Young LLP
- Dan Giannini; Atlanta Chapter President, NACD
- C.O. Hollis; Audit Committee Member, City of Atlanta
- Vicki Palmer; President, The Palmer Group LLC

1:10 PM – 2:00 PM Risk Governance: Balancing Risk & Reward

- Moderator: Dan Giannini; Atlanta Chapter President, NACD
- Paul Lapides; Co-founder and Director, Corporate Governance Center, Michael J. Coles College of Business, Kennesaw State University
- Todd Tueller; Risk Transformation Services Leader, Ernst & Young LLP

2:10 PM – 3:00 PM Fraud Panel: Focus on BOD, AC, and Fraud

- Moderator: David Hoffman; Partner, Ernst & Young LLP, Fraud Investigation and Dispute Services
- Chris Grippa; Managing Director for Alvarez & Marsal – Dispute Analysis & Forensic Services LLC
- Bill Hicks; Associate Regional Director, Securities and Exchange Commission
- Debra Kuper; VP, General Counsel & Corporate Secretary, AGCO Corp.
- David Sawyer; Sawyer & Co.; President, GACFE
- Scott Sorrels; Partner, Sutherland, Asbill & Brennan LLP

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Choosing to be an exceptional leader: Certification, standards and peer review

“Nobody can prevent you from choosing to be exceptional,” Mark Sanborn, keynote speaker and noted author of “The Fred Factor,” told 2,800 of us from Atlanta and around the globe at the 2010 Institute of Internal Auditor (IIA) International Conference in Atlanta.

Sanborn further explained that his postal service carrier, Fred, brings passion, energy and exceptional service to the job every day. He noted that’s probably why B.C. Forbes, the legendary founder of Forbes magazine, said, “There is more credit and satisfaction in being a first-rate truck driver than a tenth-rate executive.”

This got me to thinking about how we, as internal auditors, become exceptional. My answer is: We get there through being professionally certified, following standards and undergoing peer review.

Exceptional leader

The late Bill Bishop, a mentor of mine and the luminary president of the IIA Global was an exceptional leader. Bill was kind enough to allow me to take a shovelful of dirt (in Florida it actually was sand) at the 2001 groundbreaking for the IIA Global headquarters in Altamonte Springs, Fla. He agreed to deliver our keynote speech for me at the 2001 Association of Health Care Internal Auditors (AHIA) Annual Conference. While I felt pretty good about his support, Bill decided to share an important teaching moment with me. He started by asking “Are you a CPA?”

“Yes,” I responded.

Bill followed up, “When you worked at a CPA firm, you were passionate about getting your CPA, right?”

“Absolutely,” I responded again. I went on to note that employees were required to be CPAs to be promoted.

Bill then asked me why, as the then-chief (internal) audit officer of Emory University, had I not taken the time to become a Certified Internal Auditor (CIA)? Message sent and received!

Bill said — and he was right then and is still right — the CIA is the internationally recognized certification for internal auditors.

Five years later, after Bill Bishop had passed away, I was elected IIA Atlanta chapter president but still had not become

a CIA. In my inaugural talk to the chapter in June 2006, I said I would take and pass the CIA exam. I find it a tribute to say that later that year I accomplished what I said I would do, and what Bill Bishop had challenged me to do.

The Certified Internal Auditor designation

Absent a personal challenge from the IIA president, the IIA brochure suggests some additional benefits to earning the CIA:

1. Distinguish yourself from your peers.
2. Carry weight with internal and external clients.
3. Develop your knowledge of the best practices in the industry.
4. Demonstrate your proficiency and professionalism.
5. Give you personal satisfaction of achievement.
6. Lay a foundation for continued improvement and advancement.

The number of IIA Atlanta chapter members with the CIA designation is rising. For those who are certified: Congratulations! For those who are not, I challenge you to become certified just as Bill Bishop challenged me.

I hope to see you receive your CIA certificate at the May 13 monthly meeting of the IIA Atlanta when we annually honor the new CIAs. And by the way, we waive the \$75 lunch and meeting fee for those receiving their new CIA certificate!

Do you need a review session to become certified? The Atlanta chapter is again bringing in the well-known CIA professor Glenn Sumners of LSU to teach his CIA Review course. He will be teaching several sessions at Morehouse College March 4-7.

Internal Auditing standards are codified in the “International Standards for the Professional Practice of Internal Auditing.” In accordance with the IIA Standards effective Jan. 1, 2009, “the Chief Audit Executive must develop and maintain a quality assurance and improvement program that covers all aspects of the internal audit activity.” (Standard 1300)

Every profession has its standards. A phrase best known to audit committee

members of the board, the CEO, the CFO and accountants and auditors is “... in accordance with generally accepted auditing standards.”

Less well known is the internal audit phrase of “conforms with the International Standards for the Professional Practice of Internal Auditing.” This phrase is not required in an internal audit report but can only be used if the standards are being followed. For those using the phrase, congratulations on being an exceptional leader! For those not there yet, I challenge you to use the phrase if allowed and to position yourself to be allowed to use the phrase in the future.

Peer reviews: Auditing through leadership

Who audits the auditors? That is a question that we often hear, usually after something has gone wrong. For internal auditors, the answer to the question is peer reviews or “Quality Assessment Reviews.” It has been more than 10 years since the IIA instituted Standard 1312 requiring internal audit organizations to have an external peer review at least every five years.

Walter Massey was a keynote speaker at the international conference where the theme was “Auditing through Leadership.” Massey, a former chairman of the Bank of America board who has served on audit committees of major corporations such as Bank of America, McDonald’s Inc., Delta Air Lines and Motorola knows something about both auditing and leadership. Now president emeritus of Morehouse College, Massey led Morehouse as president from August 1995 to June 2007. He is well-acquainted with peer reviews in the academic settings of Morehouse College and Stanford University, asked for an external peer review of the Morehouse College Internal Audit Department in 2006.

Morehouse Chief Audit Officer C.O. Hollis Jr. says of the peer review, “It’s a validation of our internal audit program which gave the president and the audit committee comfort because having a trustworthy, ethically engaged peer



VIEWPOINT
William J. Mulcahy



Audit leaders: IIA Atlanta Chapter board of governors members Richard Clune, William Mulcahy and Fred Masci.

validate that the internal audit department generally conforms (which is the highest rating available) with the IIA Standards gives them comfort. In addition, the insights and, more importantly, the foresight coming out from the peer review gave us a road map to the future of our internal audit program.”

Those of us who work in the government and not-for-profit sector are very familiar with peer reviews as it is required by the “yellow book,” the government rule book on auditing. Shouldn’t internal auditors be more like Fred the postman and do more than what is required by bringing and documenting exceptional service!

Be a Fred (Masci)

According to Mark Sanborn from the stage at the International Conference 2010 in Atlanta, the IIA Atlanta chapter’s own Fred Masci, vice president, Internal Audit at PRGX Global, is a “Fred” who brings passion, energy and exceptional service to the job every day. Fred Masci is an exceptional leader too: He’s a CIA, follows the IIA standards and has a peer review. Let’s all strive going forward to be a Fred (Masci).

Mulcahy serves on the IIA Atlanta Chapter’s 2010-2011 board of governors, and is president of Mulcahy Accounting and Risk Consulting.

IIA \$100,000 grant to help KSU

Continued from 1B

director of the School of Accountancy. Internal auditors work in companies to make certain the businesses’ internal controls and accounting procedures are working correctly and most efficiently.

“The School of Accountancy has demonstrated our commitment to internal audit education since offering our first internal audit courses,” Epps said. “The IIA recognized our progress in 2010 by promoting us within their Internal Audit Education Partnership program to the comprehensive level, the first college or university in Georgia to achieve that distinction. As a comprehensive level school, we qualified to apply for a grant from the IIA’s Academic Advancement Fund. We believe that the positive response to our application is, in part, attributed to the IIA’s recognition of our School of Accountancy’s well-recognized graduate faculty with teaching and

research success in auditing and internal auditing, such as Drs. Rich Clune, Dana Hermanson, Audrey Gramling, and Sri Ramamoorti.”

The money will also be used to add graduate teaching assistants in the internal auditing field and provide continuing education opportunities for internal audit faculty members, Harmon said.

More than 350 students have taken internal audit courses at KSU, said Clune, the director of the internal audit initiative.

“We are proud to say that KSU students have secured and earned internal audit internships for academic credit at such companies and organizations as UPS, SunTrust, WellStar, Wendy’s/Arby’s Group, Coca-Cola, CCE, PRGX, Assurant, Southern Co. and the Board of Regents,” he said. “This could not have been done without the support of and strong partnership with the Atlanta chapter [of the IIA]. We believe the IIA recognition of the KSU

and [Atlanta chapter’s] partnership was key to the favorable grant award decision.”

New internal audit curriculum at KSU will be developed after consulting with chief audit executives and reviewing procedures from leading companies, Clune said.

“By matching our world-class internal audit faculty with world-class internal audit leaders and then listening to these practitioners, we will bake their ideas into our courses,” he said. “We are truly fortunate to have the financial support from the IIA and the Atlanta chapter to be in a position to participate in such a unique endeavor.”

The IIA’s Atlanta chapter has 1,900 members while its international ranks include more than 150,000 members. Kennesaw State’s initial foray into an internal audit curriculum came through a partnership with the Atlanta chapter, Harmon said.

“Since that time, IIA has worked closely

with us and has been seemingly impressed with the national, and even international, footprint KSU has in internal audit,” he said.

According to IIA Atlanta chapter President Paul McClung, a senior internal auditor at Mueller Water Products Inc., the IIA decided to simply support the continued momentum they’ve seen at Kennesaw State.

“KSU has really taken the position that they want to grow the internal audit area; they’ve completed all the steps of working with the IIA to get into the partnership program and they’ve really done all the right things to move this program forward at a pretty rapid pace,” McClung said.

The gift is a one-time grant but the school can apply for a 2012 grant in the fall.

“Continued financial support is predicated on demonstrated success and progress, so 2011 will be a busy year,” Clune said.



McClung
IIA Atlanta

Fuchko excels as university system top auditor

By Tonya Layman
CONTRIBUTING WRITER

At 33, John M. Fuchko III has established himself as a leader in the University System of Georgia. But he began showing leadership traits long before he started his career there.

A product of the university system, Fuchko earned his undergraduate degree in political science magna cum laude from Kennesaw State University in 2000 and a master's degree in management from Georgia State University in 2003. While at KSU, he edited the student newspaper, served as president of the Student Government Association and chaired the USG's Student Advisory Council to the Board of Regents. He was named KSU's Student of the Year and spoke at the university's spring 2000 commencement and fall 2006 convocation.

"When I was a student, I met with the chancellor and presented to the board [of regents]," Fuchko said. "Most students have zero interaction with the board, but I got an appreciation for the system."

Today he serves as chief audit officer and associate vice chancellor of internal audit for the university system. He enjoys being part of a system that creates so many memories for people.

"Everyone remembers college. It sets the course for the rest of your life. I have a chance to impact people in a very personal way by improving things behind the scenes in a place that people remember and care about," he said.

The importance of institutions like universities was underscored for Fuchko during a year serving in Iraq as a captain in the Georgia Army National Guard.

"One thing that struck me about Iraq is it is lacking in institutions, especially educational ones," he said. "If we don't have a strong system of education or if that system weakens over time and doesn't do what it needs to do, that would be a tragedy for our country and for our standing in the world."

In Iraq, Fuchko led Charlie Company of the 221st Military Intelligence Battalion, 560th Battlefield Surveillance Brigade. He served as a military intelligence officer in Iraq during 2005 and 2006 and was awarded the Bronze Star.

Fuchko is currently earning a second master's degree in intelligence.

"I earned the Bronze Star after some intelligence operations that I was involved in helped target folks that needed to be detained," he said. "I enjoy intelligence work — it's very similar to parts of auditing because it involves consulting, investigations, putting the puzzle pieces together and passing along the information to make the system run efficiently while maintaining objectivity. In both arenas, you are providing good information so others can make the best decisions."

Fuchko also brings a business background to the university system after having served as a financial representative for Northwestern Mutual Financial Network and director of planning and budget for a small manufacturer.

Fuchko, who joined the system's Office of Internal Audits in July 2006, has served in this role since May 2009. Before that, he was the system's assistant director of compliance, where he oversaw the university system's compliance program, Enterprise Risk Management Initiative and the development of the USG's ethics policy. He was appointed assistant director one year after he was hired as auditor-in-charge in July 2006 to lead teams responsible for conducting internal audits of the university system.

Fuchko's goals for this year are to place more on-campus auditors, operate the system in a more business-like fashion, better manage risks, and support the next generation of auditors through the office's intern program, begun in July 2009.

Kessel Stelling, president and CEO of Synovus Bank and audit committee chair for the Board of Regents, said Fuchko's experience is extraordinary, especially considering his young age.

"John is a young guy but when you listen to his accomplishments — the father of seven, his military service and a desire to continue learning — he is a remarkable

guy. I am a big fan of John's," Stelling said. "From an audit background you expect him to be detailed and focused, but he is also a very strategic thinker."

Chancellor Erroll B. Davis Jr. agrees.

"It has been a pleasure to watch John mature and develop his leadership skills here at the University System office," he said. "He has brought a high level of energy and discipline as he has worked with his staff to help create a needed culture of enterprise risk management throughout the system. His focus on performance audits, as well as the traditional type of auditing we conduct, as well as ethics and ethics training has strengthened our operations from the Board of Regents to every one of our 35 institutions."

In addition to his diverse background, Fuchko credits his success to a high level of personal integrity and, as the oldest of eight siblings, learning early on to get along with different people and not get "flabbergasted."

"I am young compared to a lot of my peers and even some of the folks who report to me, but I have always been a



JOANN VITELLI

John M. Fuchko III

Title: Chief audit officer and associate vice chancellor

Age: 33

Career highlight: Being named the top auditor in the University System of Georgia

Family: Wife, Sherie; seven children

Hobbies: Reading, especially Russian literature, classics and poetry; running; volunteering with the National Guard

very calm person. I don't take things personally and I don't overreact when dealing with stressful situations," he said. "I think being deployed helped with that, too. When you are working in a life-and-death environment, things that seemed like a big deal before don't seem so major."

USG Office of Internal Audit Internship Program

Start date: Summer 2009

Number of graduates to date: 3

Former interns employed as internal auditors: 2 (third is in another paid internship)

Future plans: Move two to three students through intern program annually; currently recruiting to fill two positions

Intern job description:

- Unpaid position
- Perform audits of USG system institutions under close supervision of senior staff auditor
- Conduct interviews
- Prepare working papers
- Assist with report writing

Qualifications:

- Junior or senior students pursuing an undergraduate or master's degree in accounting or business-related field
- Fundamental understanding and use of audit and financial software; proficiency in department's analytical and word-processing software
- Reasoning ability for carrying out instructions and analyzing problems
- Competency in problem-solving, interpersonal skills, oral and written communication, teamwork, dependability and ethics

Source: University System of Georgia, John M. Fuchko III



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Who's Who in The Institute of Internal Auditors, Atlanta chapter

Here is our second annual listing of members of the 2010-2011 board of governors for The Institute of Internal Auditors, Atlanta chapter. Board members include the chapter's officers: President Paul McClung; Chairman David Bilko; Vice President

– Secretary Connie Brown; Vice President of Member Services Pam Jenkins; Senior Vice President and Chief Operating Officer Tim O'Connell; Vice President of Volunteer Resources Glenda Ostrander; and Chief Financial Officer Terry Longstreth.

ALAN BARNES

Assurant
Director of risk and advisory services

Education: Bachelor's degree, accounting, University of Alabama at Birmingham; bachelor's degree, finance, Auburn University; MBA, information systems management, Kennesaw State University

Career highlights: Barnes has direct responsibilities for the compliance audit activities for the Assurant Solutions division. Barnes was previously the director of internal audit and the Sarbanes-Oxley project manager for Neenah Paper Inc. He is a certified internal auditor and a certified public accountant in Georgia and Alabama.

www.assurant.com



DAVID BILKO

SunTrust Banks Inc.
Senior vice president, corporate operational risk officer

Education: Bachelor's degree, economics and history, University of Virginia; MBA, George Mason University

Career highlights: Bilko has been with SunTrust Banks Inc. or its predecessors since 1987. He was named the corporate operational risk officer on May 1, 2010. Bilko is a certified employee benefits specialist, and graduated from the audit management program at the Bank Administration Institute's Graduate School for Bank Administration.

www.suntrust.com



CHRIS BLALOCK

Equifax Inc.
Senior vice president of internal audit

Education: Bachelor's degree, The University of Georgia

Career highlights: Blalock joined Equifax in April 2003 as assistant vice president of accounting administration. In December 2004, Blalock was promoted to senior vice president of internal audit. In addition, Blalock implemented and manages the current Enterprise Risk Management (ERM) program for the organization. Blalock is a certified public accountant and a member of the American Institute of Certified Public Accountants.

www.equifax.com



CONNIE BROWN

Jefferson Wells International Inc.
Director, risk advisory services

Education: Bachelor's degree in business administration, Paine College

Career highlights: Brown manages the risk advisory services practice for Jefferson Wells' Atlanta office and has more than 20 years of internal audit and controls experience and expertise. She is a certified internal auditor and certified public accountant. Her responsibilities have included providing clients with specialized technical expertise in governance, risk management and compliance.

www.jeffersonwells.com



ANTHONY CHALKER

Protiviti
Managing director

Education: Bachelor's degree in accounting; master's degree, The University of Georgia

Career highlights: Chalker has more than 20 years of experience including both "Big Five" public accounting and private practice. He is a frequent speaker on a range of topics, including data privacy, and governance risk and compliance. Additionally, Chalker is certified in financial forensics and is a certified public accountant, certified information systems auditor and certified internal auditor.

www.protiviti.com



RICHARD CLUNE

Kennesaw State University
Associate professor, School of Accountancy

Education: Ph.D., Case Western Reserve University

Career highlights: Clune has been teaching full time at Kennesaw State University since 2002, upon his retirement as an audit partner with PricewaterhouseCoopers LLP (PwC). As an associate professor in KSU's School of Accountancy, his primary teaching responsibilities are in the auditing field and he is leading KSU's internal audit education initiative.

www.kennesaw.edu



EMMA COSTELLO

Thomas Ray & Associates
Principal

Education: Bachelor's degree in accounting, Texas State University

Career highlights: Costello began her career in corporate internal audit in Houston. She relocated to Atlanta in 1995 and worked for the "Big 4" consulting companies. Since 2001, Costello has specialized in health benefit audits for self-insured companies.



STEVEN K. DONOVAN

United Parcel Service Inc.
Vice president, corporate internal audit and corporate compliance and ethics

Education: Accounting degree, University of Indianapolis

Career highlights: Donovan joined UPS in 1976 as a package handler in Indianapolis and after earning his degree, joined the UPS Indiana accounting department as a supervisor. Donovan joined the corporate finance and accounting staff in 1996. He assumed his current role in 2003.

www.ups.com



JOHN M. FUCHKO III

University System of Georgia
Chief audit officer

Education: Bachelor's degree, political science, Kennesaw State University; MBA, Management, Georgia State University

Career highlights: The Georgia Army National Guard and the National Guard Bureau selected Fuchko to attend the National Defense Intelligence College in Washington, D.C., to obtain the master's of science in strategic intelligence. Fuchko oversees the University System of Georgia internal audit, enterprise risk management, and compliance and ethics program functions.

www.usg.edu



C.O. HOLLIS

Morehouse College
Chief audit officer

Education: Bachelor's degree, accounting, Hampton University; MBA, Wharton School, University of Pennsylvania

Career highlights: Hollis is chief audit officer in the department of internal auditing and advisory services at Morehouse College. He held executive positions at Atlanta Life Insurance Co. and The Pilgrim Health and Life Insurance Co. He is a member of the audit committee of the city of Atlanta and serves on the board of the Georgia chapter of the Association of Certified Fraud Examiners. In 2005, he received the Bill Bishop Award from the Atlanta chapter of the Institute of Internal Auditors.

www.morehouse.edu



JIM JACOBSON

Superior Essex Inc.
Vice president, internal audit

Education: Bachelor's degree, accounting and MBA, finance, Rochester Institute of Technology

Career highlights: Jacobson is the vice president for internal audit at Superior Essex Inc., a global cable and wire company. He is a certified internal auditor and a certified public accountant who has previously held diverse management leadership positions at Eastman Kodak Co. and Mirant. In addition to internal audit experience, Jacobson has held positions in international human resources, corporate quality, information technology and various accounting positions.

www.spsx.com



PAMELA SHORT JENKINS

Wendy's/Arby's Group Inc.
Senior vice president of internal audit

Education: College of Business, Florida State University

Career highlights: Jenkins serves on the board of the Sandy Springs Chamber of Commerce, where she serves as membership chairman and is a member of the economic development committee. Jenkins also serves on the boards of Leadership Sandy Springs, the Board of Directors Network Inc., Emerge Scholarships Inc., and Achievement Rewards for College Scientists Foundation Inc. She is a certified public accountant in Florida and Georgia.

www.wendysarbys.com



BARBARA JESUP

Asbury Automotive Group Inc.
Chief audit executive

Education: Bachelor's degree in business administration, Southern Methodist University

Career highlights: Jesup is a certified public accountant and a member of the Georgia Society of CPAs. She is a board member of the Georgia Executive Women's Network. Prior to joining Asbury Automotive, she worked for AFC Enterprises Inc., First Data Corp., InterContinental Hotels Group Plc and Ernst & Young LLP.

www.asburyauto.com



ERIC R. 'RIC' KIMBALL

KPMG LLP
Managing director

Education: graduate, Auburn University

Career highlights: Kimball is a managing director in KPMG's advisory services practice with a primary focus on internal audit, risk and compliance services. Since joining KPMG, Kimball has been focused on leading engagements within the advisory practice for numerous clients across several industries. In addition, Kimball has been recognized with a regional mentoring award and is KPMG's Southeast Internal Audit Knowledge Management Champion. Kimball is a certified internal auditor.

www.kpmg.com



STEVE J. LAMEIER

Oxford Industries Inc.
Chief audit executive

Education: Bachelor's degree, accountancy, and associate's degree, business administration and computer sciences, Thomas More College

Career highlights: Prior to joining Oxford Industries in 2008, Lameier was the vice president of internal audit at First Data Corp. Lameier is a certified public accountant and is a member of the American Institute of Certified Public Accountants, Georgia Society of CPAs and The Financial Executives Network Group.

www.oxfordinc.com



BRIAN LAY

Ernst & Young LLP
Executive director, advisory services

Education: Bachelor's degree in business administration, and master's degree in accounting, University of Central Florida

Career highlights: Lay has served with Ernst & Young LLP for 17 years. Lay combines strategic solutions with actionable plans and accountability to address client needs and business risks. He has also led enterprise risk and process optimization engagements, with a focus on achieving sustainable results. Lay is a certified public accountant in Georgia and Florida.

www.ey.com



TERRY LONGSTRETH

Accretive Solutions
Director of business development

Education: Bachelor's degree in finance, and MBA, Georgia State University

Career highlights: Longstreth has more than 20 years of financial management, business development and leadership experience. Prior to joining Accretive Solutions, he was a senior analyst for the financial strategies group for Bank of America.

www.accretivesolutions.com



FRED MASCI

PRGX Global Inc.
Vice president of internal audit

Education: Bachelor's degree in accounting, Columbus State University; MBA, Auburn University

Career highlights: Masci is responsible for leading PRGX's internal auditing, Sarbanes-Oxley compliance and whistle-blower hotline activities. His previous experience includes being chief audit executive at two other public companies and financial reporting manager at another public company.

www.prgx.com



PAUL ROBERT MCCLUNG

Mueller Water Products Inc.
Senior director internal audit

Education: Bachelor's degree in accounting, Louisiana State University

Career highlights: McClung began his professional career as an internal auditor with Hughes Supply and also spent more than 10 years with Arthur Andersen LLP and Deloitte LLP. McClung is a member of the Finance Committee for Roswell United Methodist Church.

www.muellerwp.com



SHARON MCCULLOUGH

Beazer Homes USA Inc.
Director of internal audit

Education: Bachelor of Business Administration, University of Massachusetts; MBA, Georgia State University

Career highlights: McCullough has more than 17 years of business experience and 13 years in internal audit and finance leadership roles. She held positions at John H. Harland Co. and Invesco prior to joining Beazer Homes USA Inc. as the head of internal audit in 2009.

www.beazer.com



SUE MILLS

Tatum
Practice leader, consulting

Education: Bachelor's degree in business, Montana State University; Advanced Management Program, Wharton School, University of Pennsylvania

Career highlights: Mills, who is a certified public accountant and has about 30 years of finance, accounting, risk management and internal audit experience, is practice leader of consulting at Tatum. She chairs the Atlanta Internal Audit and Compliance Council.

www.tatumllc.com



WILLIAM J. MULCAHY

Mulcahy Accounting and Risk Consulting
President

Education: Bachelor's degree in accounting, Philadelphia University; master's degree, Mercer University

Career highlights: In 2007, Atlanta's IIA chapter dubbed its honor for an outstanding local leader "The William J. Mulcahy Excellence Through Leadership Award." Prior to starting a consulting firm in 2008, Mulcahy was with Emory University.

www.billmulcahy.com



TIM O'CONNELL

Cousins Properties Inc.
Vice president

Education: Bachelor's degree in accounting, Rutgers University; MBA, University of Kansas

Career highlights: O'Connell began his professional career with MetLife in New York, and in 1992, he assumed leadership for internal audit at MetLife's mortgage banking operations in Overland Park, Kan. He relocated to Atlanta to manage financial analysis and controls supporting MetLife's real estate and mortgage investment portfolio. In 2009, he was recognized by the Atlanta IIA chapter with its Leadership Award.

www.cousinsproperties.com



GLENDA OSTRANDER

Gwinnett County Public Schools
Director of internal audit

Education: Bachelor's degree in accounting, Florida A&M University

Career highlights: Ostrander is the director of internal audit for Gwinnett County Public Schools, having moved to the metro Atlanta area from Tallahassee, Fla., in January 2007. She is responsible for administering a broad, comprehensive program of internal auditing within the school district. Prior to assuming her duties as director of internal audit, she served in a similar role for Leon County Schools in Tallahassee. Ostrander is a member of the Atlanta chapter of the Association of Government Accountants and the Georgia chapter of the Association of Certified Fraud Examiners.

www.gwinnett.k12.ga.us



NORM PARKERSON

Grant Thornton LLP
Executive director, advisory services

Education: Bachelor's degree, business administration, LaGrange College

Career highlights: Parkerson is an executive director in the advisory services group of Grant Thornton LLP. Prior to joining Grant Thornton, he worked within the consulting service lines for a "Big Four" firm.

www.grantthornton.com



VIJAY PINTO

Deloitte LLP
Director

Education: Bachelor's degree in accounting, Georgia State University; MBA, Georgia State University

Career highlights: Following his employment at Arthur Andersen LLP, in 2002 Pinto joined Deloitte LLP where he serves as a director leading internal audit marketplace activities. Pinto has also served as acting director of internal audit.

www.deloitte.com



GILBERT T. RADFORD

Verizon Wireless
Director, auditing services

Education: Bachelor's degree in accounting

Career highlights: Radford has more than 30 years of experience in auditing and finance, including setting up and leading audit departments and finance organizations for large manufacturers. He directs an audit group at Verizon Wireless in Alpharetta. Radford also serves on the IIA's North American board of directors.

www.verizonwireless.com



STERLING ROTH

Georgia State University
Chief audit officer

Education: Bachelor's degree in business administration, University of North Carolina at Chapel Hill; MBA, Michigan State University

Career highlights: Sterling was an ICBM crew commander, director of Air Force financial audits and Air University chief financial officer in a 30-year Air Force career.

www.gsu.edu



PAUL SOBEL

Georgia-Pacific LLC
Vice president internal audit

Education: Graduate, Washington University in St. Louis

Career highlights: Sobel recently joined Georgia-Pacific as vice president of internal audit. He previously held a similar position at Mirant. He has published two books and speaks on internal auditing and risk management. Sobel is vice chairman of professional development for the IIA Global Headquarters board.

www.gp.com



JANICE WOLFE

Southern Co.
Chief audit executive

Education: Bachelor's degree in business administration, Auburn University; Goizueta Executive Program, Emory University

Career highlights: A certified public accountant as well as chief audit executive, Wolfe has responsibility for the internal auditing functions of Southern Co. and its subsidiaries. She has been with the Southern Co. system for 29 years, and has held various positions, including comptroller and treasurer, Southern Nuclear Operating Co.

www.southerncompany.com



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The Atlanta Chapter is the 6th largest chapter in the world and has been serving the Internal Audit profession for over 62 years.



The Atlanta Chapter has 548 Certified Internal Auditors.



The Atlanta Chapter will host Student day at Kennesaw State University on April 22, 2011. This is a free event available to all Accounting and Finance students in the State of Georgia.



The Atlanta Chapter has provided a \$50,000 grant to Kennesaw State University in conjunction with the IIA Internal Auditing Education Partnership.



The Atlanta Chapter will host the Big Splash Event at the Cobb Galleria on September 9, 2011. This event features excellent speakers/ training sessions and offers 8 CPE hours.



The Atlanta Chapter hosted the 2010 IIA International Conference with over 2,600 attendees from 99 countries.



The Atlanta Chapter hosts CPE events throughout the year, offering participants over 40 CPE hours.



The Atlanta Chapter holds joint meetings with ISACA and ACFE each year.



The IIA Atlanta Chapter welcomes members and non-members to all events. To join our distribution list, please send an email to atlantaiia@comcast.net. For more information, go to www.theiia.org/atlanta.