

# SOUND OFF

Atlanta Business Chronicle asked internal audit experts about the changes, trends and future of the profession



## W. Ken Harmon

Dean, Coles College of Business  
Dinos Eminent Scholar Chair of  
Entrepreneurial Management  
Professor of Accounting  
Kennesaw State University



## Audley Bell

Vice president of internal audit,  
Habitat for Humanity



## Russell W. Hinton

State Auditor,  
State of Georgia

**Changed:** In the last two years, internal auditing as a profession has realized (1) the importance and power of technology and (2) the importance of risk. At the tactical level, internal auditing has begun placing more focus on the use of technology and the use of computer-assisted audit techniques (CAATs). There even has been an awakening to the concept of continuous auditing. At a strategic level, internal auditing is being viewed as a value-added, and highly necessary, strategic partner in the success of the company.

**Trends:** The primary trend that will shape the future of internal auditing is the focus on risk management. Historically, internal auditing was focused on controls and control compliance. While these are important concerns, internal audit must play a larger role in the company's strategic success. In my view, if internal auditing is to continue to rise in profile and remain a relevant player in corporate strategy, then internal auditors must see themselves as managers of risk rather than overseers of controls.

**Stakeholder:** Stakeholders are the ones driving the notion of risk management. The current economic crisis and other recent business concerns have shown the vulnerability of companies that do not manage risk appropriately. The CAEs who are at the forefront of their profession have realized that internal auditing can, and should, play an important role in mitigating and managing risks. These CAEs no longer consider themselves as simply enforcing controls; rather, they see themselves as contributing members of the leadership team.

**Changed:** Change is an ongoing activity in the internal auditing world as we are constantly adjusting our work plan to changes in the internal and external environments. The annual risk assessment and internal audit planning processes, for example, have been losing ground to more frequent or in some cases ongoing re-evaluations due in part to emerging issues, such as the increase in federal regulations, major suppliers going out of business, loss of funding source and increase in fraud. There is also more emphasis on consulting and partnering with management, of course with the auditor maintaining his or her objectivity and independence in their unique role, on issues such as governance, risk, internal controls and business process improvement, in order to ensure that the goals of the organization are being met.

**Trends:** Trends that I believe are shaping the industry include the mammoth increase in fraud in the financial industry at levels never seen before. More questions are being asked by senior executives and board of directors about lessons learned from the debacle, fraud risks in their own organization and what is being done to mitigate those risks and recover losses. Accordingly, fraud risk assessment and the leveraging of information technology tools, such as computer-assisted audit techniques and continuous auditing are becoming core activities of internal audit functions.

**Stakeholder:** I believe that stakeholders are looking for good governance, more accountability and transparency in financial reporting, a good return on their investment, and in my case, donors are looking to Habitat for Humanity to be good stewards over the funds that they have entrusted to the organization to build decent and affordable housing for the poor around the world. CAEs are raising the bar in the GRC arena by adding the review of their organization's governance and risk management structures and processes to their core internal audit activities, of which compliance is already a key component.

**Changed:** Just as Sarbanes-Oxley has increased awareness of corporate governance and audit oversight in the private sector, parallel efforts in the governmental arena have heightened the critical role that internal audit should play in state government. Numerous agencies in state government have enhanced their internal audit resources in light of management's risk mitigation responsibilities.

**Trends:** Certainly one of the most significant impacts in the governmental arena has been the introduction of transparency. While efforts have been under way for several years, the passage of the American Recovery and Reinvestment Act (ARRA) has greatly accelerated the accurate and transparent reporting of information relative to expenditure of both ARRA stimulus funds and general funds of state government. The role of the internal audit function in review of controls for the capture and dissemination of such information is critical to the success of transparency in government.

**Stakeholder:** Given the severe economic distress facing state governments across the country, focus has been placed on both the identification of inefficiencies in the operation of government programs and opportunities for maximizing the effectiveness of existing revenue sources. Relaying recommendations to agency and legislative decision-makers regarding the efficient and economical delivery of governmental services has become of paramount importance in these times of economic distress.

## Who's Who in The Institute of Internal Auditors, Atlanta Chapter

This year for The Institute of Internal Auditors, Atlanta chapter, special section, we feature a Who's Who of top leaders and officers within this very active and vibrant chapter. On the following pages you will find a directory of the 2009-2010 Board of Governors for the chapter year.

Among those you will find the year's top officers, including Chairman Bill Mulcahy; President David Bilko; Senior Vice President and Chief Operating Officer Paul McClung; Chief Financial Officer Terry Longstreth; Vice President of Programs Brett Williams; Vice President of Member Services Pam Jenkins; Vice President of Volunteer Resources Glenda Ostrander; and Vice President and Chapter Secretary Emma Costello.



## Alan Barnes

**Assurant Inc.**  
Director of risk and advisory services

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

**Career highlights:** Barnes holds active CPA, CIA and Green Belt Six Sigma certifications. His previous audit, accounting and IT work experience includes: public accounting, assistant controller, head of accounting, asset-based auditing with, internal audit and IT financial management, head of internal audit and SOX compliance, and currently a director of internal audit and compliance with a specialty insurance and warranty company. In addition to being on the board of governors for the Atlanta IIA chapter, he facilitates the Atlanta Internal Audit/SOX Council quarterly events.



[www.assurant.com](http://www.assurant.com)

## David Bilko

**SunTrust Banks Inc.**  
Senior vice president and chief audit executive

**Education:** MBA, George Mason University; graduate of the Audit Management Program from the BAI Graduate School for Bank Administration

**Career highlights:** Bilko has been with SunTrust Bank or its predecessors since 1987. He has been the chief audit executive since 2005, where he is responsible for leading the 86-person audit division, coordinating the development and execution of the annual audit plan, reporting to the audit committee of the board of directors, and ensuring that activities of SunTrust Audit Services are conducted in accordance with the Professional Practices Framework set forth by The Institute of Internal Auditors. Prior to joining SunTrust, Bilko served both Crestar Bank and First American Bankshares in a number of audit-related roles.



[www.suntrust.com](http://www.suntrust.com)

## Chris Blalock

**Equifax Inc.**  
Senior vice president, internal audit

**Age:** 43

**Education:** Bachelor's degree in business administration; The University of Georgia

**Career highlights:** Blalock started at Equifax in 2003 as project manager for the first-year implementation of the compliance effort for Section 404 of the The Sarbanes-Oxley Act. In late 2004, Blalock was promoted to senior vice president of internal audit in charge of the global Internal audit department responsible for financial, operational and compliance audits. Additional responsibilities include management and oversight of the company's Enterprise Risk Management Program. Prior to Equifax, Blalock served in several accounting roles for Cingular Wireless, a technology startup and a residential wholesale mortgage lender after spending eight years in the audit team of KPMG.

[www.equifax.com](http://www.equifax.com)

**Connie Brown**

**Jefferson Wells**  
Director, Risk Advisory Services

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

**Career highlights:** Brown manages the Risk Advisory Services (RAS) practice for the Atlanta office and has more than 20 years of internal audit and controls experience and expertise. Brown is a certified internal auditor and CPA. Her responsibilities have included providing clients with specialized technical expertise in governance, risk management and compliance. The RAS practice covers corporate governance, enterprise and operational risk, internal audit, technology and information security.

[www.jeffersonwells.com](http://www.jeffersonwells.com)

**Anthony G. Chalker**

**Protiviti Inc.**  
Managing director

**Age:** 44

**Education:** Bachelor's degree and master of accountancy degree, The University of Georgia

**Career highlights:** Chalker has overall responsibility for Protiviti's Atlanta Internal Audit services. Chalker has more than 20 years of experience, including 12 years in Big Five public accounting. Chalker's career combines external audit, litigation consulting and information technology consulting to provide a broad and comprehensive view of the risk management landscape. Protiviti is a global business consulting and internal audit firm.

[www.protiviti.com](http://www.protiviti.com)

**Richard Clune**

**Kennesaw State University**  
Assistant professor

**Age:** 57

**Education:** Ph.D., Case Western Reserve University

**Career highlights:** Since retiring as an audit partner with PricewaterhouseCoopers in 2002, Clune has taught full-time as an accounting professor at the Kennesaw State University Coles College of Business School of Accountancy. He is the founder of the KSU Internal Audit Center and is the director of the school's Internal Auditing Education Partnership program with the IIA. He has received two awards from the IIA, the Michael J. Barrett Doctoral Dissertation Grant Award and the William H. Smith Award.

[www.kennesaw.edu](http://www.kennesaw.edu)

**Michael Corbin**

**Accume Partners**  
Regional managing director

**Age:** 46

**Education:** Bachelor's degree in business management, Wichita State University

**Career highlights:** Corbin has more than 20 years of internal audit and consulting experience in the areas of financial, operational and compliance risk and control design. Currently, Corbin serves as the regional managing director for Accume Partners where he is responsible for delivering internal audit and advisory services to clients throughout the Southeast. Corbin's former employers include World Savings and Loan Association, KPMG LLP and Dixon Hughes PLLC.

[www.accumepartners.com](http://www.accumepartners.com)

**Emma Costello**

**Thomas Ray & Associates Inc.**  
Principal

**Age:** 42

**Education:** Bachelor's degree in business administration, 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 Four as they started their Internal Audit practices. In 2001, she went out on her own specializing in health benefit audits. Using a customized approach, she works independently or as part of a co-sourced internal audit team to identify and recover benefit overpayments.

[www.thomasrayassociates.com](http://www.thomasrayassociates.com)

**Steve Donovan**

**United Parcel Service Inc.**

Vice president, internal audit and compliance and ethics

**Age:** 52

**Education:** University of Indianapolis

**Career highlights:** Donovan has been with United Parcel Service Inc. for 34 years, holding a variety of assignments in operations, finance and accounting. He joined the corporate finance group in Atlanta in 1996, and has held his current position since 2003.

[www.ups.com](http://www.ups.com)

**Alan Fehlner**

**Crowe Horwath LLP**  
Senior manager, risk consulting

**Age:** 36

**Education:** Bachelor's degree in business administration, accounting

**Career highlights:** Fehlner is a client service leader in Crowe's Risk Consulting Group in Atlanta. His career began at a Big Four accounting firm specializing in internal audit. He also founded a project management function for a company and managed an internal audit department for a company. Fehlner is a certified public accountant and certified internal auditor.

[www.crowehorwath.com](http://www.crowehorwath.com)

**C.O. Hollis Jr.**

**Morehouse College**  
Chief audit officer

**Age:** 66

**Education:** Bachelor's degree, Hampton University; MBA, University of Pennsylvania

**Career highlights:** Hollis is the chief audit officer at Morehouse College, responsible for designing and implementing the internal auditing function at the college. He is also principal member of Professional Accounting and Auditing Services in Lithonia, Ga. In 2005, Hollis received the Bill Bishop Award from the Atlanta chapter of The Institute of Internal Auditors and in 2007 received the Atlanta chapter's William J. Mulcahy Excellence Through Leadership Award.

[www.morehouse.edu](http://www.morehouse.edu)

**Jim Jacobson**

**Superior Essex Inc.**  
Vice president, internal audit

**Age:** 51

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

**Career highlights:** Prior to joining Superior Essex in 2004, Jacobson was the chief audit executive at Mirant Corp. where he established their internal audit function. He also served as Mirant's international financial controller. From 1985-2004, Jacobson served in a number of diverse financial and operational roles at Eastman Kodak Co. Jacobson also held management positions in the Information Systems and Corporate Quality organizations.

[www.superioressex.com](http://www.superioressex.com)

**Pamela Short Jenkins**

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

**Education:** Florida State University

**Career highlights:** Previously, Jenkins was the vice president of internal audit for The Home Depot Inc. and was a senior manager in KPMG's audit practice. She is on the board of governors for The Institute of Internal Auditors, Atlanta chapter, and on the boards of the Sandy Springs Chamber of Commerce, Leadership Sandy Springs, the Arthritis Foundation and Board of Directors Network. Jenkins heads the endowment committee for Achievement Rewards for College Scientists.

[www.wendysarbys.com](http://www.wendysarbys.com)

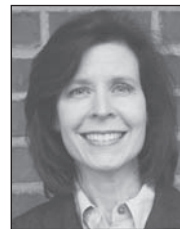
**Barbara A. Jesup**

**The Institute of Internal Auditors, Atlanta chapter**  
Executive committee, board of directors

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

**Career highlights:** Jesup was formerly vice president, internal audit at AFC Enterprises; assistant vice president, financial audit at First Financial Management Corp. (now First Data); senior manager, internal audit at Holiday Inn Worldwide (now InterContinental Hotels Group); First Tennessee Bank; Arthur Young & Co. (now Ernst & Young LLP).

[www.theiia.org](http://www.theiia.org)

**Ric Kimball**

**KPMG LLP**  
Director, advisory services

**Education:** Auburn University

**Career highlights:** Kimball is a director in KPMG's advisory services practice with more than 10 years of finance and internal audit experience. During his eight-year career with KPMG, Kimball has assisted his clients in the achievement of their goals and objectives by analyzing business processes to identify and mitigate business risks, reduce operating costs and improve effectiveness and efficiency. Kimball has successfully managed and directed several large engagements for global clients.

[www.kpmg.com](http://www.kpmg.com)

**Steve Lameier**

**Oxford Industries Inc.**  
Chief audit officer

**Age:** 43

**Education:** Bachelor's degree in accounting, Thomas More College

**Career highlights:** Lameier has more than 20 years of external/internal audit and consulting experience in corporate governance, enterprise risk management, SEC, M&A, Sarbanes-Oxley and legal and regulatory compliance. Prior to joining Oxford Industries in 2008, Lameier was vice president of internal audit for nine years at First Data Corp. Lameier spent the beginning of his professional career at KPMG with more than 10 years as senior manager in their financial services and retail assurance departments.

[www.oxfordinc.com](http://www.oxfordinc.com)

**Brian Lay**

**Ernst & Young LLP**  
Executive director, advisory

**Education:** Bachelor's and master's degrees, University of Central Florida

**Career highlights:** Lay has served as an auditor and business adviser with Ernst & Young for 16 years. Leading some of the firm's largest internal audit engagements, Lay is focused on providing strategic solutions to address client needs and business risks throughout North America and globally. He has also performed enterprise risk and process optimization engagements, with a focus on achieving sustainable results. In addition to his client-serving roles, he also serves on the board of governors for the Atlanta IIA chapter and is a member of the IIA, AICPA and FICPA.

[www.ey.com](http://www.ey.com)

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## Terry Longstreth

**Accretive Solutions**  
Business development manager

**Age:** 47

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

**Career highlights:** In addition to his role at Accretive Solutions, Longstreth is chief financial officer of The IIA, Atlanta chapter. He has more than 20 years of financial management, business development and leadership experience, within both the financial services and professional services industries. Prior to joining Accretive Solutions, Longstreth was a senior analyst for the Financial Strategies group for Bank of America.

[www.accretivesolutions.com](http://www.accretivesolutions.com)



## Alan Lovett

**Interline Brands Inc.**  
Vice president of internal audit services

**Age:** 40

**Education:** Bachelor's degree in accounting and finance, Spring Hill College; MBA in information technology management, Webster University

**Career highlights:** Lovett is the current chief audit executive at Interline Brands. Previously, Lovett held internal audit leadership positions with Wells Real Estate Funds and KPMG LLP's Risk Advisory Services practice. His internal audit background also includes The Walt Disney Co. and Lockheed Martin. Lovett is a certified public accountant, certified information systems auditor and was recently certified in the governance of enterprise IT.

[www.interlinebrands.com](http://www.interlinebrands.com)

## Fred Masci

**PRGX Global Inc.**  
Vice president, internal audit

**Education:** Bachelor's degree in business administration, Columbus State University; MBA, Auburn University

**Career highlights:** Masci is vice president of internal audit for PRGX Global Inc. and is responsible for leading PRGX's internal auditing, SOX compliance, and whistleblower hotline activities. Masci has 32 years of auditing and compliance experience in both public company and public accounting firm settings. Masci spent four years with KPMG where he earned his CPA certification. Masci is active with The Institute of Internal Auditors and was presented the 2007 Bill Bishop Award for Service to the Internal Audit Profession.

[www.prgx.com](http://www.prgx.com)



## Paul R. McClung

**Mueller Water Products Inc.**  
Senior director, internal audit

**Age:** 34

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

**Career highlights:** McClung is the senior director of internal audit at Mueller Water Products. 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 & Touche LLP. McClung has held numerous positions with the Atlanta chapter of The Institute of Internal Auditors. McClung is a member of the Finance Committee for Roswell United Methodist Church.

[www.muellerwaterproducts.com](http://www.muellerwaterproducts.com)



## Sue Mills

**Huron Consulting Group**  
Director of corporate governance advisory services

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

**Career highlights:** At Huron, Mills leads internal audit, Sarbanes-Oxley compliance, process improvement, and enterprise risk management projects for clients in a variety of industries. Mills is a CPA and has more than 25 years of experience. Mills chairs the Atlanta Internal Audit/SOX Council, consisting of approximately 150 chief audit executives, SOX chiefs, and other corporate governance executives from more than 85 publicly held companies.

[www.huronconsultinggroup.com](http://www.huronconsultinggroup.com)



## William J. Mulcahy

**Mulcahy Accounting & Risk Consulting LLC**  
President

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

**Career highlights:** In 2007 Atlanta's IIA chapter dubbed its annual honor given to an outstanding local leader The William J. Mulcahy Excellence Through Leadership Award. Prior to opening his consulting firm in 2008, Mulcahy was with Emory University and Arthur Andersen & Co. Currently, he serves as chairman of the IIA International Conference and chairman of the IIA Atlanta chapter's board of governors.

[www.billmulcahy.com](http://www.billmulcahy.com)



## Timothy 'Tim' O'Connell

**Cousins Properties Inc.**  
Vice President

**Age:** 45

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

**Career highlights:** O'Connell began his professional career with MetLife in New York. In 1992, he assumed leadership for internal audit at MetLife's mortgage banking operations in Overland Park, Kan., and later relocated to Atlanta to manage the financial analysis and controls supporting MetLife's real estate and mortgage investment portfolio. O'Connell has held management and consulting positions with various organizations.

[www.cousinsproperties.com](http://www.cousinsproperties.com)



## Glenda D. 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 responsibility for administering a broad, comprehensive program of internal auditing within the school district. Ostrander has an extensive background in auditing. Prior to assuming her current duties, she served in a similar role in Leon County Schools for more than 15 years in Tallahassee, Fla. She also held various audit positions with the Florida Department of Education.

[www.gwinnett.k12.ga.us](http://www.gwinnett.k12.ga.us)



## Vijay Pinto

**Deloitte LLP**  
Director

**Age:** 38

**Education:** Bachelor's degree in business administration and MBA, Georgia State University

**Career highlights:** Following his employment at Arthur Andersen, in 2002 Pinto was recruited by Deloitte, where he serves as a firm director. His primary areas of focus are internal audit transformation and finance and controls transformation. In Pinto's more than 16 years of experience, he has provided internal and external audit, process improvement, accounting and consulting services to clients in a variety of industries. Pinto is a CPA, CIA and CISA.

[www.deloitte.com](http://www.deloitte.com)



## Gil Radford

**Verizon Wireless**  
Director of audit

**Age:** 57

**Education:** Bachelor's degree in accounting; CPA; certified internal auditor; certified management accountant

**Career highlights:** Radford joined Verizon Wireless in 2005. He has more than 30 years of experience in auditing and finance, including setting up and leading regional based audit departments and finance organizations within large consumer manufacturing environments. He is currently responsible for directing an audit group in Alpharetta, where he is responsible for managing a wide variety of functional audits related to Verizon Wireless' operations and systems.

[www.verizonwireless.com](http://www.verizonwireless.com)



## Paul Sobel

**Mirant Corp.**  
Vice president, internal audit

**Education:** Bachelor of science in business administration degree, Washington University (St. Louis)

**Career highlights:** Sobel is responsible for directing the worldwide internal audit activities, and developing and implementing risk assessment and ERM methodologies. He has published a book titled "Auditor's Risk Management Guide: Integrating Auditing and ERM." In addition, he co-authored the textbook titled "Internal Auditing: Assurance and Consulting Services." He is currently on The IIA board of directors and president of The IIA Research Foundation. He has also been appointed to the Standing Advisory Group of the PCAOB.

[www.mirant.com](http://www.mirant.com)

## Brett Williams

**Grant Thornton LLP**  
Partner and advisory services practice leader

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

**Career highlights:** Williams has more than 15 years of experience in audit, risk services and management consulting. His experience includes: leading internal audit and Sarbanes-Oxley-related engagements; leading SAS 70 and other related risk services engagements; and performing audit services. Williams is a board member for the Adaptive Learning Center and the IIA as well as substantial involvement in Junior Achievement where he recently was selected as the JA of Georgia Volunteer of the Year for metro Atlanta.

[www.grantthornton.com](http://www.grantthornton.com)



## Maisha Williams

**PricewaterhouseCoopers LLP**  
Internal audit manager

**Age:** 29

**Education:** Bachelor's degree in accounting, Syracuse University

**Career highlights:** Williams is a manager in PricewaterhouseCoopers' Internal Audit Services practice and a CPA in the state of New York. She has eight years of internal and external audit experience. Williams has been recognized with two Chairman's awards for providing outstanding client service in the higher education and nonprofit sectors and for her involvement in the firm's college preparatory and career planning mentoring program.

[www.pwc.com](http://www.pwc.com)



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