Volunteers are the heart of The IIA’s work. They help identify trends, programs and services to ensure that The IIA continues to guide the profession into the future and that it provides the tools and support to IIA members, chapters and institutes to enhance the practice of internal auditing and raise the visibility of the profession with stakeholders. We need your help to recommend qualified IIA members to serve in the following leadership positions for 2016–17:

**BOARD OF DIRECTORS**

**OFFICERS (EXECUTIVE COMMITTEE)**
- Senior Vice Chairman of the Board
- Vice Chairman – Global Services
- Vice Chairman – Professional Certifications
- Vice Chairman – Professional Guidance
- Vice Chairman – Research
- Vice Chairman – Finance/Treasurer
- Secretary (Vice Chairman – Professional Practices)

**INSTITUTE DIRECTORS**
One member nominated by of the following Institutes:
- Australia
- China
- France
- Germany
- UK & Ireland

Note: The other 5 Institute Directors (Brazil, Japan, Netherlands, South Africa and Spain) have terms ending in 2017.

**NORTH AMERICAN DIRECTORS***
- 5 North American Directors  
  (from USA, Canada, or Caribbean)

*Also serve on the North American Board

**DIRECTORS-AT-LARGE**
- 3 Directors with specific expertise or from Institutes or areas that will help balance the Board.

**RESEARCH FOUNDATION BOARD OF TRUSTEES**
- Maximum of 7 trustees

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**COMMITTEE MEMBERS**

Members to serve on the following committees:
- Academic Relations
- Committee of Research and Education Advisors
- Exam Development
- Financial Services Guidance**
- Global Advocacy
- Global Professional Development
- Guidance Development**
- Information Technology (IT) Guidance**
- Institute Relations
- International Internal Audit Standards Board
- Learning Solutions*
- North American Advocacy*
- Professional Certifications Board
- Professional Responsibility and Ethics**
- Public Sector Guidance**
- Publications Advisory*
- Regional Conference*

*Open to North American Members Only  
**New Committee as of July 2016

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**DISTRICT REPRESENTATIVES (North America Only)**

One member from each of the following districts to provide support to the chapters within their district

- Central District #2
- Mid-Atlantic District #3
- Mid-West District #1
- Mid-West District #4
- Northeast District #4
- South District #2
- South District #3
- Southeast District #2
- Southeast District #4
- West District #1
- West District #2
- West District #3

**DISTRICT ADVISORS (North America Only)**

- 3 North American District Advisors
THE INSTITUTE OF INTERNAL AUDITORS
2016–17 CALL FOR VOLUNTEERS

BENEFITS AND REQUIREMENTS OF VOLUNTEER SERVICE

BENEFITS OF IIA SERVICE

You’ll have the opportunity to:
• Help advance the internal auditing profession and The IIA.
• Receive exposure to professional issues.
• Exchange ideas and perspectives.
• Gain personal satisfaction from working with peers.
• Develop leadership and communication skills.
• Network.

GENERAL REQUIREMENTS FOR IIA SERVICE

In order to serve, you should:
• Be an IIA member in good standing.
• Have expertise or experience in the area of service.
• Be able to commit time and pay for your travel and meeting expenses.
• Agree to comply with The IIA’s code of business conduct and ethics.
• Have access by email to facilitate communication.
• Members of the Board of Directors must be CIAs. Certain committees also require that a majority of their members be CIAs.
• If possible, nominations should be endorsed by the member’s institute or chapter or another IIA leader.
• Members of the Board of Directors are encouraged to also participate as members of IIA committees.

GENERAL TIME COMMITMENT

• Terms are one, two, or three years. However, members may be dropped at the end of any year due to lack of participation or changing needs of the committee.
• Attendance is expected at semiannual meetings in June or July in conjunction with the International Conference (locations vary) and in November or December in Orlando, Florida. Some committees hold additional or alternate meetings during the year or communicate via conference calls between meetings. The Executive Committee (International Officers) and the North American Board meet quarterly.
• Attendance is encouraged at seminars/conferences in support of IIA activities.
• Work time, other than the above meeting times, averages 10–50 hours per year. However, some Board and committee members’ time may exceed 100 hours per year.

CONFLICT OF INTEREST AND DIVERSITY

Note that all volunteer leaders must sign an annual code of business conduct and ethics certification statement to ensure that members act in the best interest of The IIA.

The IIA values and seeks diverse leadership as defined by gender, race, ethnicity, geographic location, industry, age, etc.

ELECTION / APPOINTMENT SCHEDULE

<table>
<thead>
<tr>
<th>Officers, Board Members and Research Foundation Trustees</th>
<th>Committee Members</th>
<th>North American Board, District Advisors, and District Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deadline for Submitting Candidates</td>
<td>November 2, 2015</td>
<td>November 2, 2015</td>
</tr>
<tr>
<td>Selection of Nominees</td>
<td>January 8, 2016**</td>
<td>December 3, 2015*</td>
</tr>
<tr>
<td>Election</td>
<td>July 2016</td>
<td>N/A</td>
</tr>
<tr>
<td>Committee Appointments</td>
<td>March 2016</td>
<td>April 2016</td>
</tr>
<tr>
<td>First Meeting</td>
<td>July 2016</td>
<td>April or July 2016</td>
</tr>
</tbody>
</table>

*Subject to election by North American members in April 2016.
**Subject to election at Annual Business Meeting in July 2016.
THE INSTITUTE OF INTERNAL AUDITORS
2016–17 CALL FOR VOLUNTEERS

DESCRIPTION OF POSITION REQUIREMENTS AND RESPONSIBILITIES

VOLUNTEER OPPORTUNITIES

- A listing of open positions for 2016–17 is on page 1.
- Committees and their requirements are listed on pages 5-7.
- A description of the nominating process is on page 8.
- Access to the online nomination form is on page 9.
- A list of all current committee members and their term expiration year is on pages 10-13.

OFFICERS (EXECUTIVE COMMITTEE)

Service on The IIA’s Executive Committee (EC) is considered one of the pinnacles of volunteering within The IIA governance and committee structure. To assist potential candidates in evaluating whether they are ready for serious consideration by the Global Nominating Committee, the following guidance is provided.

- Must be a CIA with a proven track record as a leader within The IIA, typically as a senior leader at the regional or global level.
- Must have the support of the local institute or chapter as well as recommendations from other volunteer leaders familiar with the requirements and recognized in the profession.
- Must possess a global perspective, strategic focus, excellent leadership and communication skills, with extensive practice experience as either a Chief Audit Executive, partner or director in a professional services firm, or a thought leader in governance, risk management and/or internal control.
- Must have the ability to attend at least four face-to-face meetings each year, participate in four to six teleconferences and have time to fulfill the responsibilities assigned to them.
- Must be collaborative in working with a team of 10-12 people.
- Must be fluent in English, which is the official language of the EC.

CHAIRMAN OF THE BOARD

**Responsibilities:** Serve as chief elective officer of The Institute; preside at all meetings of The Institute, the Board of Directors, and the Executive Committee; and serve, along with the President and CEO, as spokesperson for The Institute.

**Note:** Senior Vice Chairman of the Board is expected to succeed as Chairman of the Board.

SENIOR VICE CHAIRMAN OF THE BOARD

**Responsibilities:** Lead development of the long-term strategy for The Institute. Also responsible for the Academic Relations Committee, Internal Auditing Academic Advancement Fund, and the Global Council. The Senior Vice Chairman is expected to succeed as Chairman at the end of the Chairman’s term or upon vacancy of that office.

VICE CHAIRMAN OF THE BOARD

**Responsibilities:** Oversee the activities of specific committees reporting to them. The Vice Chairman of Research also serves as president of The IIA Research Foundation.

VICE CHAIRMAN OF THE BOARD – FINANCE

**Responsibilities:** Ensure the establishment and maintenance of adequate controls for safeguarding the funds of The Institute; maintain, review, and approve financial, budgetary, and contractual policies and procedures; review all financial reports of The IIA; and chair the Global Finance Committee.
THE INSTITUTE OF INTERNAL AUDITORS
2016–17 CALL FOR VOLUNTEERS

BOARD MEMBERS

INSTITUTE DIRECTORS (10)
Nominations must come from the Institutes, not from the membership at large. Nominees must be CIAs. Directors should not serve more than two consecutive terms. Directors are encouraged to also serve on IIA committees.

Note: Usually five Institute Directors have terms that end in the even years and five have terms ending in the odd years.

NORTH AMERICAN DIRECTORS (10)
Qualifications: Directors are selected for special expertise, global perspective, and broad mix of regions or industries to help balance the Board. Candidates must be CIAs.

Responsibilities: In addition to Board responsibilities, NA Directors will serve as members of the North American Board. They may also serve on IIA committees or task forces as assigned by the Chairman of the Board or the Executive Committee. The North American Board usually meets four times a year, twice in conjunction with the semi-annual IIA meetings and in April and September.

Note: Usually five NA Directors have terms that end in the even years and five have terms ending in the odd years.

DIRECTORS-AT-LARGE (6)
Nominations may come from Institutes, chapters or the membership at large. Nominees must be CIAs. Directors should not serve more than two consecutive terms.

Qualifications: Six at-large positions are reserved for members with special expertise or from Institutes or areas that will help balance the Board geographically or strategically. One additional at-large position is the chairman of the Audit Committee. Candidates must be CIAs.

Responsibilities: Directors-at-large will participate on committees, assist in promoting The IIA within their assigned areas, and perform special tasks as assigned by the Chairman of the Board or the Executive Committee. They are expected to attend two in-person meetings each year, as well as participate in at least two telephonic meetings.

Note: Usually three Directors-at-large have terms that end in the even years and three have terms ending in the odd years.

IIA RESEARCH FOUNDATION

OFFICERS
The President, who also serves as Vice Chairman of the Board-Research, is elected during The IIA’s Annual Business Meeting.

The other Officers and Trustees are elected by the members of the Research Foundation.

Officers are:
- Vice President – Research
- Vice President – Development
- Vice President – Strategy
- Secretary
- Treasurer

BOARD OF TRUSTEES
Includes officers listed above.

Qualifications: Trustees are usually chief audit executives or directors of internal auditing from diverse industries, senior governmental auditors, and professors in internal auditing. There are 18 to 25 trustees, usually serving three-year terms. The Chairman and Vice Chairman of the Committee of Research and Education Advisors also serve as trustees.

Responsibilities: As the governing body for The Research Foundation, trustees establish research priorities and match available funding to research projects and programs. They also direct fundraising initiatives and coordinate marketing and promotion of Research Foundation products. Trustees meet at least twice annually.

DISTRICT ADVISORS AND DISTRICT REPRESENTATIVES (NORTH AMERICA ONLY)
(North America includes United States, Canada, Guyana, Bermuda, and Caribbean Chapters as assigned.)

Qualifications: Normally will have held the office of chapter president, or served on an IIA committee. Candidates must be CIAs. District Advisors should have served as District Representatives. Special consideration is given to candidates recommended by chapters within the particular district, or by representatives from within the district.

Responsibilities: Provide leadership, guidance, and assistance to chapters assigned, conduct district leadership workshops, assist in planning and participate in the annual Leadership Conference, and serve on the Chapter Relations Committee (CRC). The CRC meets in April and December.

Note: District Advisors and District Representatives serve two year terms up to 4 years maximum and are elected at the annual North American Business Meeting in April and take office immediately.
COMMITTEE SUMMARIES

The primary function of IIA committees is to develop programs and strategies to achieve the goals and objectives of The Institute and to provide advice and counsel to the headquarters staff. Most terms are usually for three years, with one-third of the members’ terms expiring each year. Members may be dropped annually if not effectively contributing to committee work and should not serve more than two consecutive terms on the same committee. Members are expected to pay for travel and expenses to at least two meetings per year.

Following are brief summaries of the committee missions and composition and any special requirements for participation.

ACADEMIC RELATIONS COMMITTEE
Mission: To forge relationships among students, academics, practitioners, administrators, and others to promote the role of internal auditing and internal audit education within college/university curricula globally.
Composition: Members represent both academe and practitioners.

CHAPTER RELATIONS COMMITTEE*
Mission: To assist chapter leadership as a resource and liaison to The Institute in enabling chapters to meet their objectives: that the professional practice of internal auditing is effectively promoted through a full range of quality services to members; and that effective strategies are developed to address issues and opportunities at the chapter level.
Composition: Restricted to elected District Representatives and District Advisors. Must be CIAs.
Special Note: Terms for this committee are two year terms. Approximately half the committee are elected each year. Terms for this NA committee begin April 2016.

COMMITTEE OF RESEARCH AND EDUCATION ADVISORS
Mission: To provide the internal audit profession with the information needed to anticipate and react to important external and internal factors that could have a material impact on the practice of internal auditing.
Composition: Members representing a cross-section of IIA membership.

EXAM DEVELOPMENT COMMITTEE
Mission: To ensure that the content of The IIA’s certification exams is continuously aligned with and reflects the current global practice of internal auditing, including the International Professional Practices Framework.
Composition: Must be CIAs; two or more designations preferred.

FINANCIAL SERVICES GUIDANCE COMMITTEE
Mission: To strategically direct the development of IPPF guidance in support of financial services auditors globally by identifying, prioritizing, and commissioning topical guidance specifically geared to the financial services sector, and ultimately approving such guidance as being of suitable quality and having been developed consistent with the approved project charter.
Composition: Members representing a cross-section of the financial services industry, with a particular weight given to banking. CIA/CFSA strongly preferred. CAE or Director with at least 10 years of internal audit experience at a supervisory level required.
Special Note: This is a new committee. Terms begin July 2016.

GLOBAL ADVOCACY COMMITTEE
Mission: To provide thought leadership, guidance, and operational assistance to The IIA in the implementation of its global advocacy strategy, supporting The IIA’s vision to advocate and promote the value of internal auditing.
Composition: Members representing a cross-section of IIA membership with global regional representation desired. CIAs preferred.

GLOBAL PROFESSIONAL DEVELOPMENT COMMITTEE
Mission: The Global Professional Development Committee (GPDC) will promote and enhance the global development of high-performing internal audit professionals, indispensable to their organizations.
Composition: GPDC will consist of internal audit, academic, and other professionals representing a cross-section of the global membership. The number of committee members and mix of capabilities will be determined based on the strategic and operational needs of the committee.

*Committee reports to the North American Board
GUIDANCE DEVELOPMENT COMMITTEE

**Mission:** To strategically direct the development of general IPPF guidance in support of internal auditors globally (exclusive of financial services, public sector and information technology guidance), by identifying, prioritizing, commissioning, and ultimately approving guidance specifically geared to the unique needs of auditors servicing the public sector.

**Composition:** Members with a broad range of expertise and experience that is globally diverse and representing a cross-section of industry sectors. CIA strongly preferred. CAE or Director with at least 10 years of internal audit experience at a supervisory level required.

**Special Note:** This committee replaces the former Professional Issues Committee. Terms begin July 2016.

INFORMATION TECHNOLOGY (IT) GUIDANCE COMMITTEE

**Mission:** To strategically direct the development of information technology-related IPPF guidance by identifying, prioritizing, commissioning, and ultimately providing guidance specifically addressing information technology-related matters.

**Composition:** Members with a detailed understanding of information technology representing a cross-section of industries. CIA strongly preferred. IT Audit Director or IT Audit Supervisor with at least 10 years of internal audit experience at a supervisory level required.

**Special Note:** This is a new committee. Terms begin July 2016.

INSTITUTE RELATIONS COMMITTEE

**Mission:** To promote and facilitate the development and maintenance of a global strategy that fosters good communication, collaboration, and cooperation among The IIA and all Institutes; to oversee the global presence and expansion of The IIA.

**Composition:** Number of members as needed to ensure a balanced committee with global expertise and representation from all areas of the world.

INTERNATIONAL INTERNAL AUDIT STANDARDS BOARD

**Mission:** To develop, issue, and maintain the International Standards for the Professional Practice of Internal Auditing; and, to strategically direct the development of IPPF implementation guidance in support of the Standards by identifying, prioritizing, commissioning, and ultimately approving guidance specifically geared to helping internal audit practitioners achieve conformance with the Standards.

**Composition:** Members representing a broad range of experience at senior levels of an internal audit function. CIA required.

LEARNING SOLUTIONS COMMITTEE*

**Mission:** To advise and support the professional staff of The IIA in providing world-class educational opportunities to the membership, including seminars, conferences and e-learning. Also provides thought leadership and other support for any other educational modes including regional conferences, publications, The IIA’s CIA Learning System and the Audit Executive Center.

**Composition:** Members representing a cross-section of the North American membership.

**Special Note:** Terms for this NA committee begin July 2016.

NORTH AMERICAN ADVOCACY COMMITTEE*

**Mission:** To advocate and promote the value of internal auditing; and to provide thought leadership, guidance, and operational assistance to The IIA North American Board in the implementation of the IIA North American Strategy and the specific advocacy goal.

**Composition:** Members knowledgeable/experienced in current government regulations and practices with established networks within their stakeholder community. CIAs preferred.

**Special Note:** Terms for this NA committee begin July 2016.

PROFESSIONAL CERTIFICATIONS BOARD

**Mission:** To govern and promote The IIA’s global certification programs that are recognized as the global benchmark for the profession.

**Composition:** Must be CIAs.

PROFESSIONAL RESPONSIBILITY AND ETHICS COMMITTEE

**Mission:** To promote an understanding of, and to identify ways to promote the importance of, the professional responsibilities of practicing internal auditors, certificate holders and certificate candidates, to include adherence with the Code of Ethics and conformance with the International Standards for the Professional Practice of Internal Auditing.

**Composition:** Members representing a broad range of experience at senior levels of an internal audit function. CIA required.

**Special Note:** This committee replaces the former Global Ethics Committee. Terms begin July 2016.

*Committee reports to the North American Board*
PUBLIC SECTOR GUIDANCE COMMITTEE
Mission: To strategically direct the development of IPPF guidance in support of public sector auditors globally by identifying, prioritizing, commissioning, and ultimately approving guidance specifically geared to the unique needs of auditors servicing the public sector.
Composition: Members representing a cross-section of local, state/provincial and national government activities. CIA/CGAP strongly preferred. CAE or Director with at least 10 years of internal audit experience at a supervisory level required.
Special Note: This committee replaces the former Public Sector Committee. Terms begin July 2016.

REGIONAL CONFERENCE COMMITTEE*
Mission: To provide oversight, support, and technical expertise to the committees of the chapter(s) hosting regional conferences each year.
Composition: Members with experience in hosting conferences with significant volunteer leadership development. Open to North American members only.
Special Note: Terms for this NA committee begin April 2016.

PUBLICATIONS ADVISORY COMMITTEE*
Mission: To advance the knowledge of internal audit professionals by ensuring that IIA publications are relevant and meet high professional and technical standards.
Composition: Members representing a cross-section of IIA North American membership.
Special Note: Members usually also serve on the Editorial Advisory Board of Internal Auditor and review articles for possible publication. Terms for this NA committee begin July 2016.

*Committee reports to the North American Board
Note: The size of committees varies depending on the scope of the activities of the committee.
The IIA has two nominating committees. The North American Nominating Committee meets in December 2015 to select the slate of nominees for the North American Board and the District Advisors and Representatives. The Global Nominating Committee meets in January 2016 to select the slate of nominees for the Board of Directors and IIA Research Foundation Board of Trustees. Committee Chairs are appointed in January 2016 by the Chairman of the Board Nominee and help select the members to serve on their committees. Committee appointments are completed in March, with committee terms beginning in April or July 2016.

OFFICERS AND BOARD PROCESS

The IIA’s Global Nominating Committee meets in January 2016 to select a slate of officers and Directors-at-Large, and to confirm Board candidates for North America and the selected Institutes. Officers (Executive Committee) serve one-year terms and all directors serve one or two-year terms. Note that approximately half of the Board positions are selected each year. All officers and Board Members, except the Chairman of the Board, may stand for reelection, but may not hold the same position for more than two full consecutive terms.

INSTITUTE DIRECTORS

The 10 Institutes which have seats on the board are determined by the average number of members and the average institute revenues over a two-year period. The calculations are revisited in every even year. The Institutes recommend their candidates who are confirmed by the Global Nominating Committee.

NORTH AMERICAN DIRECTORS

Members in North America (NA) are asked to submit candidates for the open NA positions on the Board. Note that NA Directors also serve on the North American Board, which oversees NA activities. The IIA’s North American Nominating Committee recommends a final list of NA candidates for the Board of Directors to the Global Nominating Committee.

ANNOUNCEMENT OF SLATE

The slate of officers and board nominees is announced to the members via the website or electronic communications at least 90 days before the Annual Business Meeting (ABM). Candidates are elected during the ABM, which will be held in July 2016 in conjunction with The IIA’s International Conference.

RESEARCH FOUNDATION PROCESS

The IIA’s Global Nominating Committee also recommends the slate of candidates for The IIA Research Foundation Board of Trustees. The slate of trustee nominees will be presented to The Research Foundation members for election in July 2016.

The President of The Research Foundation is also the Vice Chairman of the Board – Research, and is elected by The IIA membership.

IIA COMMITTEE PROCESS

The Chairman of the Board works with the vice chairmen of the board nominees and the committee chairmen to review candidates for committees. Efforts are made to ensure that each committee has a broad cross-section of members. Certification, geographical representation, industry, experience, skills, and any specific requirements of the committee are taken into consideration.

New committee members are appointed in March to fill terms beginning in July. The committee meetings are usually held twice a year, with the first meeting immediately following the International Conference in June or July and the second in Orlando, FL, USA in December. Terms are for one to three years, although committee chairmen may drop members who have not effectively contributed to committee work. Appointments may also be made to fill vacancies.

For committees designated as North American (NA), the Chairman of the North American Board works with the vice chairmen and committee chairmen to select the members of their committees. Some NA committees may meet in conjunction with the Annual Leadership Conference in April instead of the International Conference. All committees meet together in Orlando in November/December.

NORTH AMERICAN BOARD PROCESS

The North American Nominating Committee meets in December to select a slate of candidates to serve as officers and members of the North American Board. The slate is announced in January and elected by the North American membership during the Annual Leadership Conference in April. These same candidates are elected to the Global Board of Directors by the Global membership in July.

DISTRICT ADVISOR AND DISTRICT REPRESENTATIVE PROCESS

The NA Nominating Committee selects the slate of candidates for the open District Advisor and District Representative positions in North America. District Advisors and District Representatives serve on the Chapter Relations Committee (CRC).

The slate of North American District Advisor and District Representative Nominees is announced to members via The IIA website and candidates are elected during an annual North American Membership Meeting held in April or May in conjunction with The IIA’s annual Leadership Conference. The CRC meets at the April Conference and again in Orlando in November/December.