BE EMPOWERED.
BE CONNECTED.
BE RELEVANT.
An exclusive membership-based resource developed to support chief audit executives (CAEs) in answering the demands of their evolving roles, the Audit Executive Center® (Center) empowers its members to perform through delivering unparalleled access to:

- A robust members-only website, featuring a growing Knowledge Center of nearly 950 pieces of thought leadership and more than 1,200 tools, templates, and planning resources.
- Exclusive peer-to-peer knowledge sharing with CPE opportunities including forums, networking events, and exclusive Center webinars.
- E-bulletins, news publications, and weekly alerts geared specifically for CAEs.

About The IIA’s Audit Executive Center
Being All We Can Be.

Today’s CAEs must lead an internal audit activity that produces insightful, proactive, and future-focused outcomes. This requires them to be visionaries who embody uncompromised ethics and possess stellar communication skills that allow them to advocate for the profession and artfully employ persuasion while fostering collaboration. They must do so while supporting a culture of risk awareness at all levels of the organization and navigating relatively uncharted territory like cloud computing and big data. Add to all of this, the reputational risks and a global economy that is becoming more and more dependent on outsourcing and third-party relationships and the challenge seems daunting.

*Data as of YE2014
Having a go-to resource like the Audit Executive Center has helped me open the lines of communication with stakeholders and build credibility.

Rick Wardrip
Corporate Auditor, Salt River Project

**Be Empowered.**

In a time when regulatory changes are only outpaced by advances in technology, the old adage that knowledge is power could not hold more truth. Keeping on top of every attention-worthy development in the internal audit profession that impacts critical and emerging risks facing your organization is a full time job. However, stakeholders don’t merely expect it, they demand it.

The Center is designed to help you meet these challenges. Whether you’re tackling communicating with the board, the implementation of the 2013 COSO Framework, trying to clearly define the three lines within your organization for the Three Lines of Defense Model, or strategizing ways to bridge skill gaps among your team members, the Center provides targeted, relevant, and easily digestible communications on a weekly, bi-weekly, and bi-monthly basis.
Thought Leadership

“As a small department with limited time and staff, I need to leverage the research and thought leadership provided by the Center to help ensure we keep pace,” says Seth Davis, vice president of internal audit at RLI Corp. “I often get requests from my audit committee chair, CFO, and CEO on current topics and I can provide timely responses by accessing the Center’s rich repository of resources.”

The Center constantly refreshes and expands the thought leadership it offers its members—information that helps you tackle what’s in front of you and prepare for what’s around the corner. Just a few of the topics the Center’s arsenal of thought leadership addresses include:

- Emerging Risks – Cybersecurity, Geo-political matters, Sustainability, Third-party Engagement
- Risk Management
- Regulatory Matters
- Talent Management
- Audit Committee Communications
- Information Technology
- Compliance
- Governance
- Internal Controls
- Fraud

Center members have access to articles that shed new light on on-going issues, introduce innovative strategies for managing today’s most pressing topics, and provide forward-looking perspectives on emerging challenges and opportunities. Recent thought leadership released by the Center:

- Becoming More Strategic Requires CAEs to Keep Pushing Forward
- Corporate Whistleblower Programs: What CAEs Must Know
- Driving a Turnaround: Lessons Learned from Siemens
- The Role of Internal Audit in Business Transformations: Notes Dispatched From the Trenches
- Cybersecurity: Old Problems Are New Problems
- Coming to Grips With Change: A Look at New Requirements From the PCAOB
- Q-and-A: Roles and Career Paths For Today’s CAE
- Bypassing Whistleblowing Channels Not A Major Concern
- Staying Relevant in the Changing Oil and Gas Industry

“In my process of rebuilding an existing audit department when I joined as its CAE, the tools, model programs, and other resources available through the Center were invaluable. It meant that I didn’t have to start from scratch to put together an audit policy and other basic, foundational supports necessary to move forward and address critical issues.”

Carrie Weber
Vice President – Audit Services
Ameritas
Access to the Center provides my team with truly relevant and up-to-date resources and information they need to further develop their audit skills. Whether it’s CIA certification information for my staff to pursue, the *Three Lines of Defense* whitepaper we used in formulating our risk management approach, or the wealth of additional information I walked away with from exclusive GAM Conference sessions, I feel like there is always something new and valuable it has to offer.

Mary Ludford  
*VP, Internal Audit, Exelon*

Be Connected.

Operating in a silo is dangerous. Thinking in a silo is counter-productive. Thoughts need to be expressed, ideas need to be bounced around, and strategies need to be vetted. Better solutions come to fruition when leaders come together. As Salt River Project Corporate Auditor Rick Wardrip told us, “Like many of us, my position requires me to navigate some difficult issues. As a Center member, I have access to exclusive GAM™ sessions that give me great insight into how other CAEs are dealing with these same challenges.”

Center Event Opportunities

**Guide the Profession – Participate In Center Forums:** The Center facilitates forums with other CAE members on topics that interest you. These events offer timely insights and practical takeaways — from large and mid/small-cap perspectives to help you drive your own boardroom discussions and shape your governance agenda all while providing CPE opportunities.

**Make Connections at The IIA’s CAE-Focused Conference:** Center members find value in The IIA’s General Audit Management™ (GAM) Conference, where over 1,000 CAEs and directors come together to share best practices, learn from leading experts, and stay up-to-date on changes in the environment. Enjoy Center-exclusive offerings at GAM including the AEC Forum, Networking Event, IIA President’s release of the Pulse of Internal Audit, and the Center Hospitality Lounge.
Center Remote/Online Networking Opportunities

CAE Focused Webinars:
These online learning opportunities, with leaders of the profession, focus on content most relevant to today’s CAE and offer CPE opportunities for participation.

Exclusive CAE LinkedIn Group:
Network virtually with the Center’s other CAE members in a private LinkedIn group. Get feedback on critical issues that you are facing from those who have faced the same issues.

CAE Bulletin eNewsletter:
Delivered twice a month, CAE Bulletin will alert you to the latest news and information to help you respond to today’s business challenges and opportunities.

What’s New eNewsletter:
What’s New is a bi-weekly update for members and their staff (at certain levels of membership) to be apprised of recent and upcoming Center publications and events.

Weekly News Alerts:
News Alert and Emerging News are weekly newsletters that communicate the week’s latest news in the profession with an internal audit commentary. These publications are exclusive at the Network and Ambassador levels of membership respectively.

The Center takes the guesswork out of what should warrant your attention by filtering through the mass of information being pushed out by countless news outlets, regulators, and other organizations and delivering streamlined and straightforward communications about today’s most pressing and relevant developments.
Be Relevant.

To be relevant and become a strategic advisor, CAEs must better align internal audit’s focus with stakeholders’ expectations. They can more effectively do so using solid data, emerging trends, and reliable benchmarks to make the insights relevant and the impact real in the boardroom.

The Audit Executive Center’s Annual Compensation Study

The IIA’s compensation study is complimentary to Center members with study participation. The IIA’s compensation study provides the benchmarking data organizations need to assess current pay practices, plan for the future, and build and maintain a team capable of meeting stakeholder demands. IIA President and CEO Richard Chambers, CIA, QIAL, CGAP, CCSA, CRMA, says “Acquiring the right people is the means toward having the knowledge and capability in the organization to address a full spectrum of risk.”

In 2014 respondents said:

- 90% of U.S.-based internal auditors received pay raises
- 15k The median salary for IT auditors was nearly $15,000 higher than auditors in general
- 12% Internal auditors who hold a master’s degree earn 12 percent more than those with a bachelor’s.

“One of the great things about being a member of the Audit Executive Center is that I can benchmark my organization’s internal audit department costs against organizations with similar characteristics. It’s good information that really helps me validate my position during our budgeting process.”

Brent Mussery
Vice President, Internal Audit, Health Care REIT, Inc.
Knowledge Delivered Annually via the Pulse of Internal Audit Report

Since 2009, The IIA’s Audit Executive Center has conducted annual Pulse of Internal Audit reports to assess the state of the internal audit profession and identify trends and emerging issues in the profession and with its stakeholders. The IIA has published analyses of the survey results for North America since the first survey was issued. And in 2012, The IIA began publishing analyses of the global results annually. Members of the Audit Executive Center are invited to a presentation by the IIA President at GAM each year providing an exclusive first look at the release of the annual report.

The 2014 Global Pulse of Internal Audit Report outlined five strategies CAEs could employ for success in the year ahead. It also revealed insights critical for support and growth of the internal audit activity. A few highlights included:

- 42% of CAEs in North America held a position outside of internal audit immediately prior to becoming CAE.
- 66% say the various lines of defense are less than clearly defined.
- 64% say the board’s perception of cybersecurity risks have increased significantly.
GAIN Benchmarking Tool

Do you want to know how your internal audit department measures up? The Global Audit Information Network® (GAIN®) Benchmarking Tool allows you to benchmark your internal audit department easily, affordably, and transparently. It lets you compare your audit department’s size, experience, and other metrics against the averages of similar organizations in peer groups that YOU choose.

Metrics include:
- Organizational statistics.
- Department staffing and costs.
- Oversight including audit committee information.
- Operational measures including audit life cycles.
- Performance measures.
- Risk assessment and audit planning information.

Your final report will benchmark your organization with participants in 17 industries, more than 100 sub-industries, and 43 countries, unlocking real answers to organizational questions. The final GAIN report is complimentary to Audit Executive Center members with participation.

“...”

Kathryn Birn
Director, Internal Audit
ITG, Inc.

Yvonne Lovins
Senior Director of Internal Audit, Autoliv AB
BE A LEADER AMONG LEADERS

The IIA offers CAEs some of the most unique and engaging opportunities for leadership development anywhere. Whether you’re a seasoned CAE looking to maintain your edge or a newly appointed CAE who wants to get a head start on gaining the leadership skills that drive value, The IIA has a variety of options to explore.

Vision University: Where Your Path to CAE Success Begins
If you recently stepped into the CAE role as a rotational position or through a career-long quest, Vision University helps you hit the ground running by delivering the core components you will need to create your vision and bring it to life. Led by a team of expert instructors and leaders in the profession who know what it means to be a CAE, Vision University provides insight, guidance, and knowledge on how to strengthen your audit team to meet today’s challenges and inspire peak performance. Registrants receive a complimentary professional level annual membership to the Audit Executive Center.

Qualification in Internal Audit Leadership (QIAL):
Demonstrate Your Leadership Knowledge and Capabilities
How do you prove that you have what it takes to rise to the unparalleled challenges today’s internal audit leaders face? One way to build credibility is to earn The IIA’s new professional credential, the Qualification in Internal Audit Leadership™ (QIAL™). Whether you’re an aspiring leader, new leader, or an established CAE, holding the qualification tells your constituency that you are true leadership material and the process of earning it will further strengthen the skills you need to perform in today’s high pressure environment.

On-site Training: Customized Team Development
One of the greatest privileges and responsibilities you have as a leader is the development of your team. The IIA’s robust training programs allow you to enhance your team’s capabilities in support of your strategic objectives and stakeholder needs. If there’s a subject that your entire team would benefit from exploring, such as Audit Report Writing, The IIA can bring the seminar to your doorstep. With more than 100 courses to choose from, on-site training offers a convenient, engaging, and cost-effective team building experience.

“Whenever we initiate a new audit project, we use the Audit Executive Center as a one-stop-shop for information. Most recently we used the Center’s knowledge base to verify the completeness of our working programs related to third-party contract evaluations and auditing payroll functions.

I also rely regularly on the Center’s resources when preparing presentations for the board or management about internal control, risk management, or internal audit. It has become a true go-to resource.”

Günther Meggeneder
Senior Vice President Internal Audit and Compliance
ista International

www.theiia.org/goto/cae-resources
Regardless of your industry type, organizational size, or department structure, the Audit Executive Center has a membership level that will enhance your ability to meet the growing expectations of your stakeholders. Please review all of the options available to determine the best fit for your organization. For questions and pricing, please contact cae@theiia.org.

### Membership Levels

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<tr>
<th>AEC Membership Levels*</th>
<th>Professional</th>
<th>Advocate</th>
<th>Ambassador</th>
<th>Network***</th>
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<td>■ Dedicated Concierge Services</td>
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<td>Exclusive networking events for members only in conjunction with The IIA’s GAM™ Conference</td>
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*Memberships are valid for 12 months from the time of enrollment. Service providers are not eligible.
**Offer cannot be combined with any other discount.
***This invitation-only level of membership is an exclusive group of chief audit executives from Fortune 500 companies. The Network level membership provides opportunities for larger companies to address their unique needs.
Save valuable time searching for information by accessing the Center’s consolidated, credible, and comprehensive thought leadership, information, and research.

Experience a convenient, economical, and flexible way of connecting with current events, emerging trends, and best practices.

Learn what your peers are doing, what’s working for them, and how your team compares.

Obtain the information you need to proactively engage management in meaningful dialogue and earn your “seat at the table.”

Gain the support you need to strategically develop your team’s skill sets and operate as a value-added organizational resource.

Access videos featuring website tutorials and Center benefits.