AuditCon
by ACUA

Louisville Kentucky | September 14-18, 2025

ACUA

Elevating University Internal Audit Teams through Talent Management and Student Mentoring

Monday, September 15, 2025

3:15 p.m. – 4:30 p.m.

Session Objectives

The new Global Internal Audit Standards© require chief audit executives to establish an approach to recruit, develop, and retain qualified internal auditors to implement the internal audit strategy and achieve the internal audit plan. In the dynamic field of internal auditing within higher education, talent management is a critical piece in building high-performing internal audit teams.

Participants will gain insights into the Institute of Internal Auditors' Internal Audit Education Partnership Program and highlight the importance of mentoring student interns to cultivate future audit professionals and build a robust pipeline of future auditors.

After this session, you will be able to:

Implement	Implement Global Audit Standards related to human resources management.
Develop	Develop a talent management strategy for identifying, attracting, and retaining top talent.
Identify	Identify best practices and benefits for successfully working with and mentoring student interns.
Establish	Establish collaboration methods to promote your internal audit program to students and the campus community.
Apply	Apply tools, resources, and lessons learned to develop or enhance a student internship program.
Discuss	Discuss shared experiences, challenges, and solutions related to mentoring and managing student interns and existing employees.

Today's Agenda

- Overview of the 2025 Global Internal Audit Standards© Related to Talent
- Talent Management Strategy Framework
- Benefits and Structure of Student Mentoring Programs
- Success Stories
- Tools and Resources for Internship Program Development

Overview of the 2025 Global Internal Audit Standards© Related to Talent

Global Internal Audit Standards and Talent

Relevant Principles

8
Overseen by the Board

The board oversees the internal audit function to ensure the function's effectiveness.

- 8.1 Board Interaction
- 8.2 Resources
- 8.3 Quality
- 8.4 External Quality Assessment

10
Manage Resources

The chief audit executive manages resources to implement the internal audit function's strategy and achieve its plan and mandate.

- 10.1 Financial Resource Management
- 10.2 Human Resources Management
- 10.3 Technological Resources

Global Internal Audit Standards and Talent

- Conditions for Success
  - Resources
  - Access
  - Support
- Additional Considerations
  - Open communication
  - Budgetary support
  - Respect for the CAE's judgment

Global Internal Audit Standards and Talent

Standard 8.2 Resources

Requirements

- The CAE must evaluate whether internal audit resources are sufficient to fulfill the internal audit mandate and achieve the internal audit plan.
- If not, the CAE must develop a strategy to obtain sufficient resources and inform the board about the impact of insufficient resources and how any resource shortfalls will be addressed.

Global Internal Audit Standards and Talent

Standard 8.2 Resources

Essential Conditions

- Board
- Senior Management

Theme: Sufficiency of Resources

Global Internal Audit Standards and Talent

- Management of the IA Function
  - Operate effectively
  - Operate ethically
  - Align with organizational goals
- Planning and Resourcing
  - Strategic planning
  - Resource allocation
  - Performance monitoring

Global Internal Audit Standards and Talent

Standard 10.2 Human Resources Management

Requirements

- The CAE must establish an approach to recruit, develop, and retain internal auditors who are qualified to achieve the internal audit plan.
- The CAE must strive to ensure that human resources are appropriate, sufficient, and effectively deployed to achieve the approved internal audit plan.
- The CAE must communicate with the board and senior management regarding the appropriateness and sufficiency of the function's human resources.
- The CAE must evaluate the competencies of individual internal auditors.

Global Internal Audit Standards and Talent

Standard 10.2 Human Resources Management

Considerations

- Organizational characteristics
- Budget and cost effectiveness
- Sourcing options
- Communication with the Board and Senior Management
- Succession planning

Theme: Sufficiency and Appropriateness of Resources

Key Findings Related to Talent Management & Resources

Strategy

About half of CAEs say they are impacted by insufficient funding which can interfere with the internal audit function's ability to operate effectively (public sector impacted the most).

Technology

About a third of CAEs use outsourced services for cybersecurity and IT.

Budgets and Staff

- Nearly 70% of CAEs (nearly half in smaller functions) had to recruit to fill a new position or a vacant position in 2024.
- Remote work is slightly decreasing:
  - 32% remote or mostly remote
  - 36% roughly equal
  - 32% in person or mostly in person

Raise your hand if you have experienced difficulty recruiting, developing, and retaining qualified internal auditors.

Talent Management Strategy Framework

Key Elements of a Talent Management Strategy

1

Identify

Use competency frameworks and partnerships to find high-potential talent.

2

Attract/Recruit

Promote internal audit as a career path with clear advancement opportunities.

3

Develop/Retain

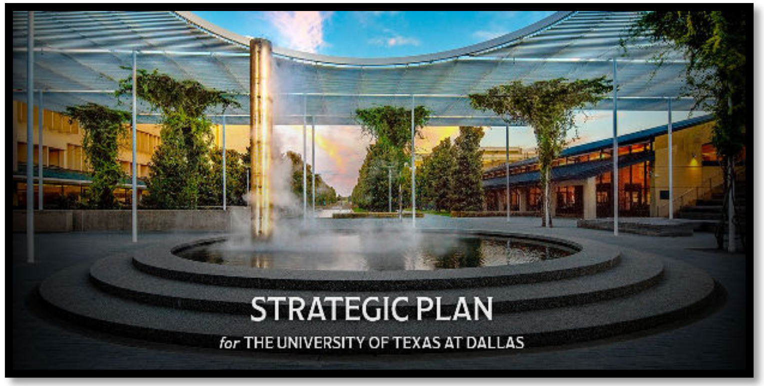
Provide training, certifications, and mentorship. Foster engagement, recognition, and career progression.

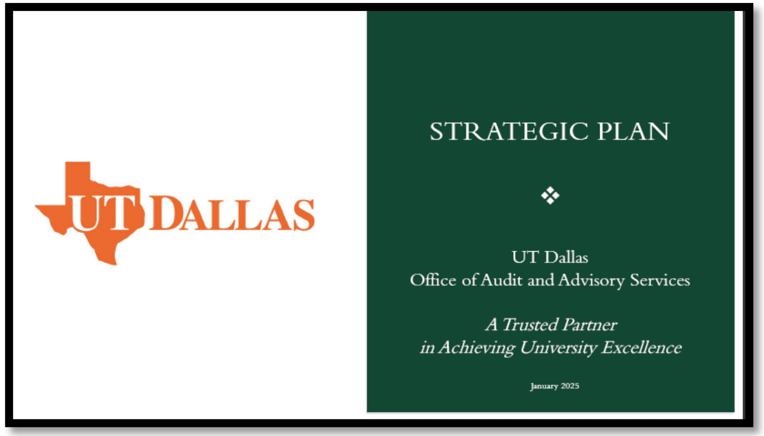
4

Succession

Plan for continuity in key roles.

Identify



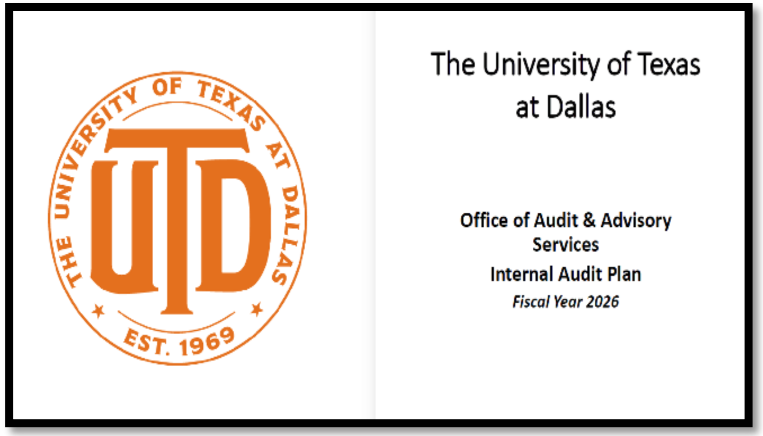

UT DALLAS

STRATEGIC PLAN

UT Dallas
Office of Audit and Advisory Services

A Trusted Partner in Achieving University Excellence

January 2025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UTD
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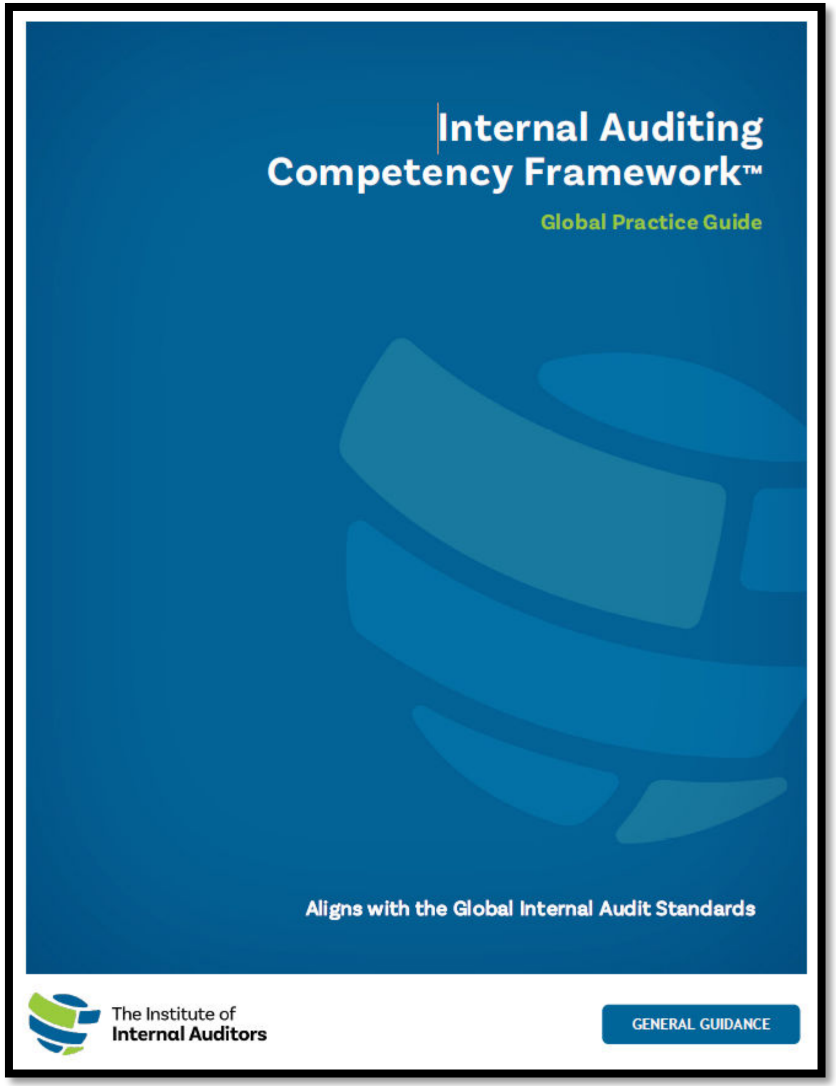
The University of Texas at Dallas

Office of Audit & Advisory Services

Internal Audit Plan

Fiscal Year 2026


Internal Auditing Competency Framework™

Global Practice Guide

Aligns with the Global Internal Audit Standards

The Institute of Internal Auditors

GENERAL GUIDANCE

Competency Framework Benefits

Strategic Alignment	Resource Allocation	Enhanced Quality
Improved Team Performance	Career Path and Growth	Personalized Development

Competency Categories & Subcategories

Internal Auditing	Professional	Governance & Risk Management	Operational	Operational Specific to Higher Ed
• IPPF • Ethics & Professionalism • QAIP • Audit Methodologies • Coordinated Assurance • Reporting Results • **Yellow Book**	• Leadership • Professional Communications • Negotiation & Conflict Management • Data Analysis • Project Management	• Governance • Strategy • ERM • Compliance • Fraud • Organizational Resilience • Sustainability	• Accounting • Customer Relationship Management • Cybersecurity • Finance • HR • IT • Marketing • Sales • Supply Chain	• Athletics • Healthcare • Fund Accounting • Tuition & Fees • Research • Accreditation • Campus Safety • Student Services (housing, financial aid, etc.) • Facilities & Construction • Auxiliaries • Development, Gifts, Endowments • Faculty!

Top 10 Competencies CAEs Most Wanted to Improve on Staff

1. Data Analysis
2. Communication & Collaboration
3. Cybersecurity
4. Information Technology
5. Operational
6. ERM
7. Supervision & Leadership
8. Fraud
9. Compliance/regulatory
10. Third-party Relationship & Governance and Culture (Tied)

Proficiencies & Expectations by Position

Basic

Intermediate

Advanced

Expert

- Entry Level & Staff
- Senior
- Manager
- Director
- CAE
- Audit Committee Member
- Quality Assessment Team Leader

Collective Competency Assessment

		Proficiency Assessment and Development				
High-level Category	Knowledge and Skill Subcategory	Proficiency Prior Period	Proficiency Current Period	Target for Next Period	Desired Proficiency (Strategic Plan)	Actions (by the chief audit executive)
Internal Auditing Competencies	International Professional Practices Framework	Intermediate	Basic	Intermediate	Advanced	Require staff to attend CPE in Global Internal Audit Standards.
Operational Area Competencies	Cybersecurity	Basic	Basic	Intermediate	Advanced	Request funding to do a cosourced audit of Incident Response that is on the Audit Plan for next fiscal year.

Attract/Recruit

- Collaborate with HR on documented job descriptions that align with competency framework
- Develop a career path
- Participate in recruitment activities, marketing, website, newsletters
- Speak at student classes and events, speed networking, speed interviewing
- Use student interns
- Hire those with diverse backgrounds and skillsets (not just accounting)
- Network
- LinkedIn and other social media

Develop & Retain

- Competitive compensation and promotion/career ladder
- Recognition activities
- Professional development and training and resources for certifications
- Documented training plans and monitoring progress
- Constructive feedback from supervisors on individual audits and periodic performance appraisals
- Mentoring program
- Participation on university committees to share knowledge
- Cultivating an ethical, professional environment
- Participation in professional associations
- Teambuilding

Succession Plan

- Identify high-potential staff for continuity and future leadership roles
- Define career paths for advancement in audit, compliance, and risk management or other areas within the university
- CAE's – identify future successors
- Network and build relationships

Key Performance Indicators (Standard 12.2)

Competency	Attract/Recruit	Develop & Retain	Workforce Planning
• % staff meeting required competency levels • Average # of training hours per auditor • % staff with relevant professional certifications • Completion of development plans • % of training budget spent on alignment to development plan • # of training hours spent on courses that align with new skills developed • Learning & development plans linked to audit strategy and risks	• Average number of days between job posting and offer acceptance • Performance rating of new hires after 6-12 months • % of interns hired into full-time roles • Feedback from candidates on their recruitment experience	• Turnover rate • Average tenure of staff • Average years of IA experience • Staff satisfaction score (survey) • % staff rated as meeting or exceeding expectations • Student mentoring satisfaction scores • % staff involved in professional organizations	• Audit staff-to-audit plan ratio • % of audit plan completed on time • % of audits delayed due to resource constraints • Time to resolution for audit findings • Client satisfaction scores

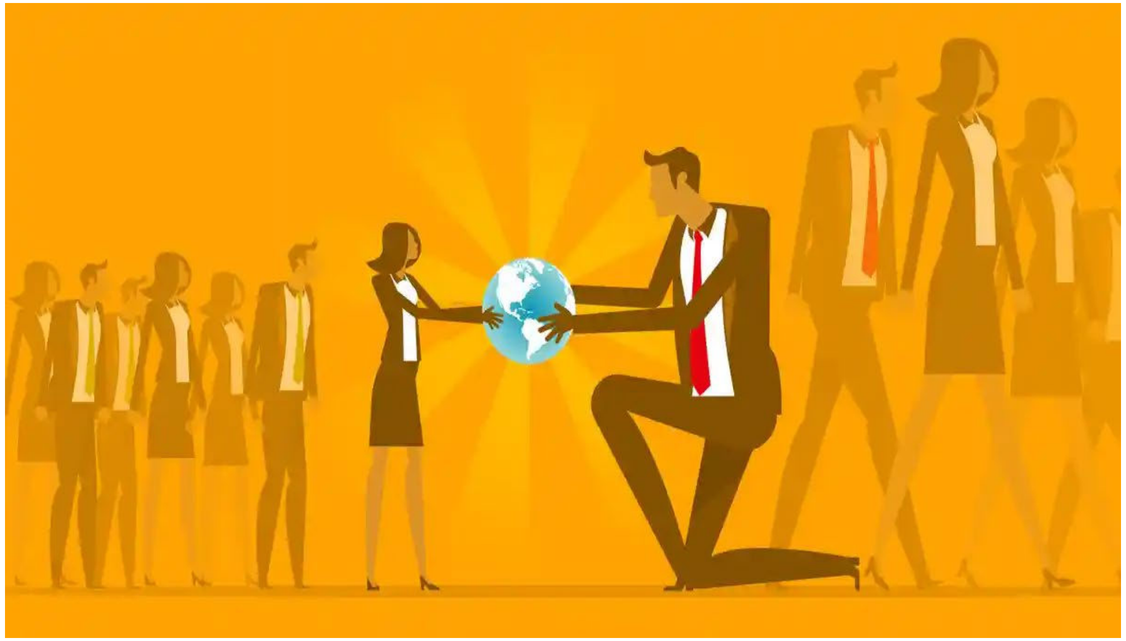
Benefits and Structure of Student Mentoring Programs

Benefits and Structure of Student Mentoring Programs

Student Mentoring Programs

Objectives

- Academic support
- Personal development
- Professional development
- Career exploration and preparation
- Social and community integration
- Retention and success



Benefits and Structure of Student Mentoring Programs

Student Mentoring Programs

Benefits

Mentor	Mentee	Institution
Personal satisfaction	Academic / Personal growth	Retention and Engagement
Leadership development	Career guidance	Alumni Relations
“Resume” building	Social integration	Culture
Recruiting Tool!!!	***Recruiting Tool!!!***	***Recruiting Tool!!!***

Benefits and Structure of Student Mentoring Programs

Student Mentoring Programs

Structure

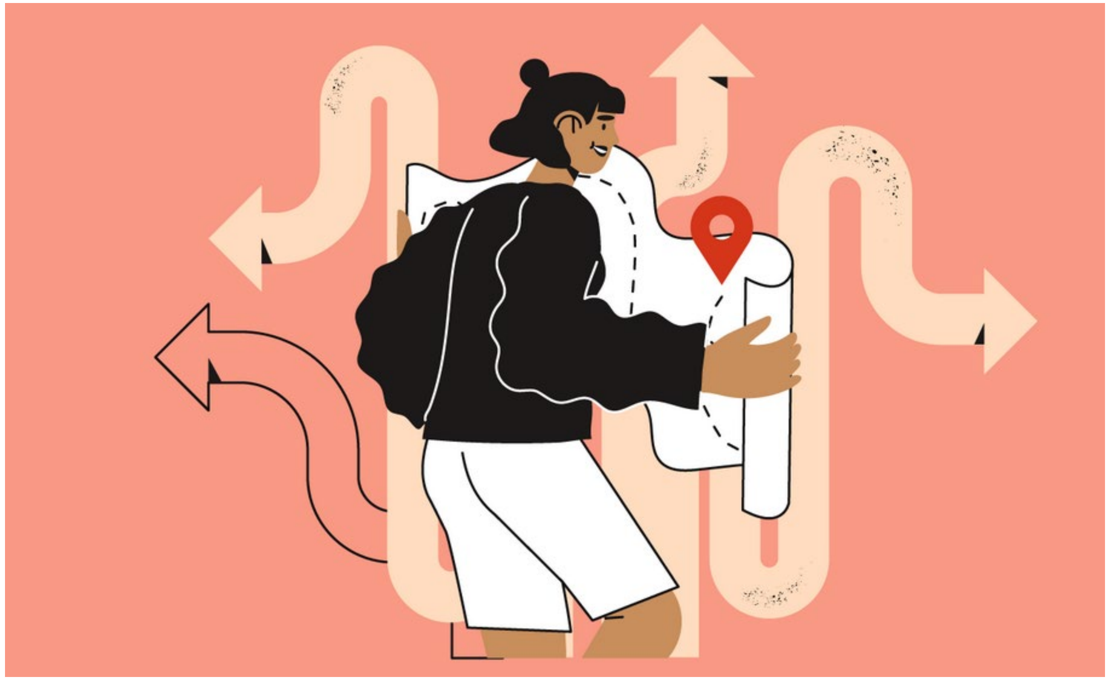
- Strategy and Alignment
- Building a program
- Sustaining momentum
- Recognition

Benefits and Structure of Student Mentoring Programs

Student Mentoring Programs

Challenges

- Matching Issues
- Time commitments
- Training / Preparedness
- Sustainability
- Measuring impact



Benefits and Structure of Student Mentoring Programs

Student Mentoring Programs

Our Approach / Who We Are

- One of thirteen internationally recognized Centers of Excellence (IIA)
- One of seven Centers in the United States
- IIA / ISACA / ACFE Endorsed
- 4 Esther Sawyer Award Winners
- Glenn Sumners Award Winner
- 1 Larry Sawyer Award Winner

Benefits and Structure of Student Mentoring Programs

Student Mentoring Programs

Our Approach / Who We Are

- Technical classes with experiential learning opportunities
- Guest Speakers / Panels
- Alumni Engagement
- Engagement with local professionals (IIA, ISACA, ACFE, CPA Society)
- Conferences

MS Accounting – 18 Credit Hours Required	
Required Courses: 1) ACCT 6380 Internal Audit 2) ACCT 6336 Information Technology Audit and Risk Management 3) ACCT 6392 Advanced Auditing 4) ACCT 6386 Governance, Risk, and Compliance 5) ACCT 6374 Advanced Data Analytics for Accountants and Auditors	**Electives**: (Choose One) 1) ACCT 6377 Corporate Governance 2) ACCT 6383 Fraud Examination 3) ACCT 6384 Audit Software
MS Information Technology and Management – 9 Credit Hours Required	
Required Courses: 1) ACCT 6380 Internal Audit 2) ACCT 6336 Information Technology Audit and Risk Management 3) MIS 6330 Cybersecurity Fundamentals	
MBA and All Other MS Programs – 9 Credit Hours Required	
Required Courses: 1) ACCT 6380 Internal Audit 2) ACCT 6392 Advanced Auditing 3) ACCT 6336 Information Technology Audit and Risk Management	

Benefits and Structure of Student Mentoring Programs

Student Mentoring Programs

Potential Kick-starters

- Reach out to IIA Academic Alliance Schools!
- Build a relationship with school career centers.
- Build a relationship with Professors!
- Seek out mentoring relationships in the absence of a formal program.
- Offer internships (real experience; paid/unpaid)
- Reach out to local IIA Chapters and participate in Academic Relations.

Benefits and Structure of Student Mentoring Programs

The Institute of Internal Auditors

2025-2026
Emerging Leader Mentoring Program

Mentor Handbook

The Institute of Internal Auditors

2025-2026
Emerging Leader Mentoring Program

Mentee Handbook

Success Stories

UTD
OFFICE OF INTERNAL AUDITS

THE UNIVERSITY OF TEXAS AT DALLAS

March 8, 2004

Dr. Jenifer,

We have completed our audit of Key Shop operations, and the detailed report is attached for your review. The audit was performed at the request of management and added to our fiscal year 2004 audit plan after approval by the Audit Committee.

The objective of this audit was to ensure the adequacy of controls over key shop operations. Specifically, to determine if controls over security existed, and to determine if key processing was efficient and effective.

Controls over key operations should be enhanced. Improvements are needed to make Key Shop operations more efficient and effective and enhance security over building and room access. The audit resulted in ***two recommendations*** considered significant to University operations related to controls over key issuance and compliance with federal pricing regulations. ***Five recommendations*** were considered significant to Key Shop operations. Please let me know if you have any questions or comments resulting from this audit.

Toni Messer, CPA, CIA
Director of Internal Audits

Andrew S. Groover, CPA, CIA
Audit Manager

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Dr. Walter Sutton, Special Assistant to the President
Dr. Larry Terry, Executive Vice Provost
Dr. Hasan Pirkul, Dean of the School of Management
Dr. Darrelene Rachavong, Assistant Vice President for Student Affairs and Dean of Students
Jody Nelsen, Associate Vice President for Administration and Compliance

Class Internship

CLASS INTRODUCTIONS

INTERVIEWS

SEMESTER PLAN

ORIENTATION

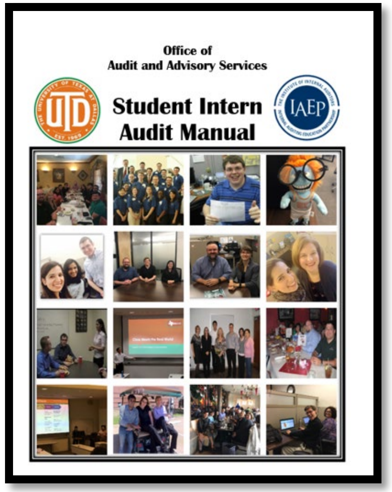
CONDUCTING THE AUDIT

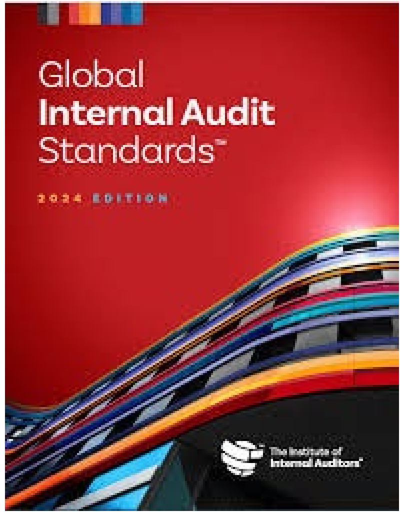
END OF SEMESTER PRESENTATION

GRADING

Spring 2025 Semester Plan

Domain/Principle/Standard		Audits & Activities	When
I	**Purpose of Internal Auditing**	Orientation	Week 1
II	**Ethics & Professionalism**	Orientation	Week 1
III	**Governing the Internal Audit Function**	Orientation	Week 1
IV	**Managing the Internal Audit Function** • Plan Strategically (Domain IV, Principle 9) • Enhance Quality (Domain IV, Principle 12)	• FY26 Audit Planning & Risk Assessment • Internal Quality Assessment	Weeks 7 - 9
V	**Performing Internal Audit Services** • Plan Engagements Effectively (Domain V, Principle 13) • Conduct Engagement Work (Domain V, Principle 14) • Communicate Engagement Results (Domain V, Principle 15, Standard 15.1) • Monitor Action Plans (Domain V, Principle 15, Standard 15.2)	• Audit Planning & Risk Assessment • Fieldwork • Exit Conferences & Reporting • Follow-ups	Weeks 2 - 6





Advice for Students: 11 Tips for Successful Audits

1. Make sure you document your work as you go.

2. Good planning and risk assessment are the keys to avoiding rabbit trails.

3. Remember: working papers can be subpoenaed – don't put anything in there that you could not support in a court room.

4. Follow Business Etiquette 101 (communication, emails, listening, professional dress, etc.) on emails – "Dr" is important!

5. Avoid common problems, such as not turning in the working papers. **YOU MUST TURN IN YOUR WORK FOR A GRADE**, even if the work is incomplete.

6. If fraud is suspected, the auditor should **contact the In-Charge and Director immediately** to determine the approach to be taken.

7. And one that has happened too frequently - Don't be late to meetings. Be respectful of the client and the project leader's time.

8. Ensure confidentiality

9. Work like a team

10. Ask questions – even of the CAE. Don't be afraid of the CAE. Ask her if she wants a chocolate chip cookie!

11. See #1!

Class Presentations

A Win-Win for All

For the Students

- ★ Real-life internal audit experience
- ★ Audit their alma mater!
- ★ Develop professional skills, such as organization, communication, and time management.
- ★ Apply what they've learned in the classroom.
- ★ Gain a new perspective on organizational operations.
- ★ High-quality performance on the project helps build their resumes.
- ★ Provided with a foundation for success.
- ★ Learn the internal audit standards!

For the Internal Audit Function

- ★ Maintain relationships for future recruiting
- ★ Staff development
- ★ Audit Plan completion
- ★ Aligns with University's mission
- ★ Audit Committee/Board recognition
- ★ Different backgrounds and perspectives
- ★ Little or no cost
- ★ Benefits our profession
- ★ Building Elevated Teams

Where Are They Now?

- Audit Leaders and Partners at EY, Deloitte, PWC, Weaver, Whitley Penn, Protiviti, Baker Tilly, and other public accounting firms
- CAE's, Directors of Internal Audit at colleges and universities
- Investigators, auditors, audit leaders, compliance leaders, risk managers at major companies
- Vice Presidents
- CISOs
- Staff and leaders in IT, Supply Chain, and other key risk areas
- Speakers at professional conferences, including IIA
- Rising Stars of the IIA
- Esther Sawyer Research Award recipients
- Dallas IIA Leaders
- Internal Audit Academic Alliance Teaching Assistants
- Scholarship Recipients
- CPA's, CIA's, CFE's, CISA's
- "ACTORS"
- Faculty

UT Dallas Internal Audit has had 365 Student Interns on 162 different engagements & projects since 2003!

Tools and Resources for Internship Program Development

Tools, Resources, and Ideas

- Job Descriptions for Student Interns
- Orientation
- Student Intern Manual
- Nondisclosure Statements
- Ethics & Professionalism Statements
- Interview Questions for Interns
- Student Expectations
- Grading Rubric/Performance Evaluations
- Presentations to class
- Semester Plan
- End of semester feedback/surveys

Tools, Resources, and Ideas

- An educational resource designed to give audit departments a comprehensive plan for internal audit interns.

https://www.theiia.org/globalassets/documents/career-center/internship-in-a-box.pdf

https://mentorship.isaca.org/

Questions / Contact Information

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