AuditCon

by ACUA

New Orleans, Louisiana | September 27 - October 1, 2026

ACUA

What I’ve Learned In 14 Years As A Chief Audit Executive

Who is David Price?

JCPenney

UNT

CPA

CIA Certified Internal Auditor

UTA

The Institute of Internal Auditors



















The University of Texas at Arlington

Learning Objectives

By the end of this session, participants will be able to:

- Apply data analytics and available resources to strengthen audit coverage, identify unusual transactions, and provide more actionable insights.
- Use external quality assessment results to drive continuous improvement within the internal audit function.
- Develop practical strategies for delivering measurable value and return on investment through internal audit activities.
- Align the internal audit strategic plan with institutional priorities, stakeholder expectations, and measurable performance goals.
- Recognize how creativity, relationships, easy wins, and grace can strengthen the effectiveness and influence of a chief audit executive.

Use Analytics & Things That Are Availa

- **Using analytics** - Data analytics allows internal auditors to move beyond traditional testing and leverage institutional data to provide deeper assurance and more actionable insights.
- **Using available resources** – Be creative and use things that are available to you. Combine them with your analytics and you never know what you'll come up with.
- **Borrow good ideas from others** – If it's a good idea, use it. You don't have to think of everything.



Use Analytics & Things That Are Available

The following is a summary of our fraud investigation results for Q2 2018 YTD:



- The wide majority of the frauds identified involved cash theft via manipulation of point-of-sale transactions. Cases also included bank deposit and merchandise theft. Additionally, investigations were performed involving inappropriate employee behavior, alcohol service violations and other protocol related issues. With assistance from our Information Technology team, our Operational Audit team continues to develop and use ad hoc reports identify possible theft. Finally, a web based DM DATA tab was developed for PPP restaurants. This application is currently out in test

- Investigations were completed in partnership with Operations, Human Resources and Legal

The following is a summary of our fraud investigation results over the last five years.

Description	Q2 2014 YTD	Q2 2015 YTD	Q2 2016 YTD	Q2 2017 YTD	Q2 2018 YTD
Number Of Investigations	44	47	72	209	198
Terminations/Resignations	26	38	55	70	62
Annualized Fraud Estimate	$ 348,469	$ 313,099	$ 463,352	$ 719,934	$ 421,835

Use Analytics & Things That Are Available

To Store Audit Tool

View Check	578	EKAW 10 Free Tokens	08/02/2013	18:38	40083	60
View Check	578	EKAW 10 Free Tokens	08/02/2013	18:44	40088	100
View Check	578	EKAW 10 Free Tokens	08/02/2013	18:52	40091	50
View Check	578	EKAW 10 Free Tokens	08/02/2013	18:53	400	
View Check	578	EKAW 10 Free Tokens	08/02/2013	19:56	400	
View Check	578	EKAW 10 Free Tokens	08/02/2013	20:06	400	
View Check	578	EKAW 10 Free Tokens	08/02/2013	20:21	400	
View Check	578	EKAW 10 Free Tokens	08/02/2013	20:32	400	
View Check	578	EKAW 10 Free Tokens	08/02/2013	21:10	400	
View Check	578	EKAW 10 Free Tokens	08/02/2013	21:24	401	
View Check	578	EKAW 5 Free Tokens	08/02/2013	15:08	40004	5
View Check	578	EKAW 5 Free Tokens	08/02/2013	15:16	40010	5
View Check	578	EKAW 5 Free Tokens	08/02/2013	15:51	40026	5
View Check	578	EKAW 5 Free Tokens	08/02/2013	16:34	40051	5

Click On The Transaction To See The Guest Check

Chuck E. Cheese
3141 SILVERLAKE '
(713)340-530

Host: Ismail 08/02/2013
Ismail 18:38
40083

(6) EKAW 10 Free Tokens 0

Subtotal 0.00
Tax 0.00

Total 0.00

---------- END CHECK ----------

Go To The Camera System And See What Happened



Use Analytics & Things That Are Available



Use Analytics & Things That Are Available



Use Analytics & Things That Are Available



Use Analytics & Things That Are Available



Use Analytics & Things That Are Available



Use your EQA To Drive Improvement








Use your EQA To Drive Improvement

bakertilly
now, for tomorrow.

Report of the Independent Validation of the Quality Assessment Review of The University of Texas at Arlington Office of Audit and Consulting Services

Dear David,

I am so proud of you and your team and the results of the Baker Tilly review. It is so wonderful to see what I think about our audit team reflected in the audit report. Thank you for your leadership.

Sincerely,
Deufi Cos



Say yes, please and thank you!

Say yes, please and thank you!











Get creative! – And, Plan For It!



Ben Johnston
Assistant Audit Director



Swapna Reddy
Senior Auditor



Cindy Pittman
Senior Auditor II



Angeliki Marko
Assistant IT Audit Director



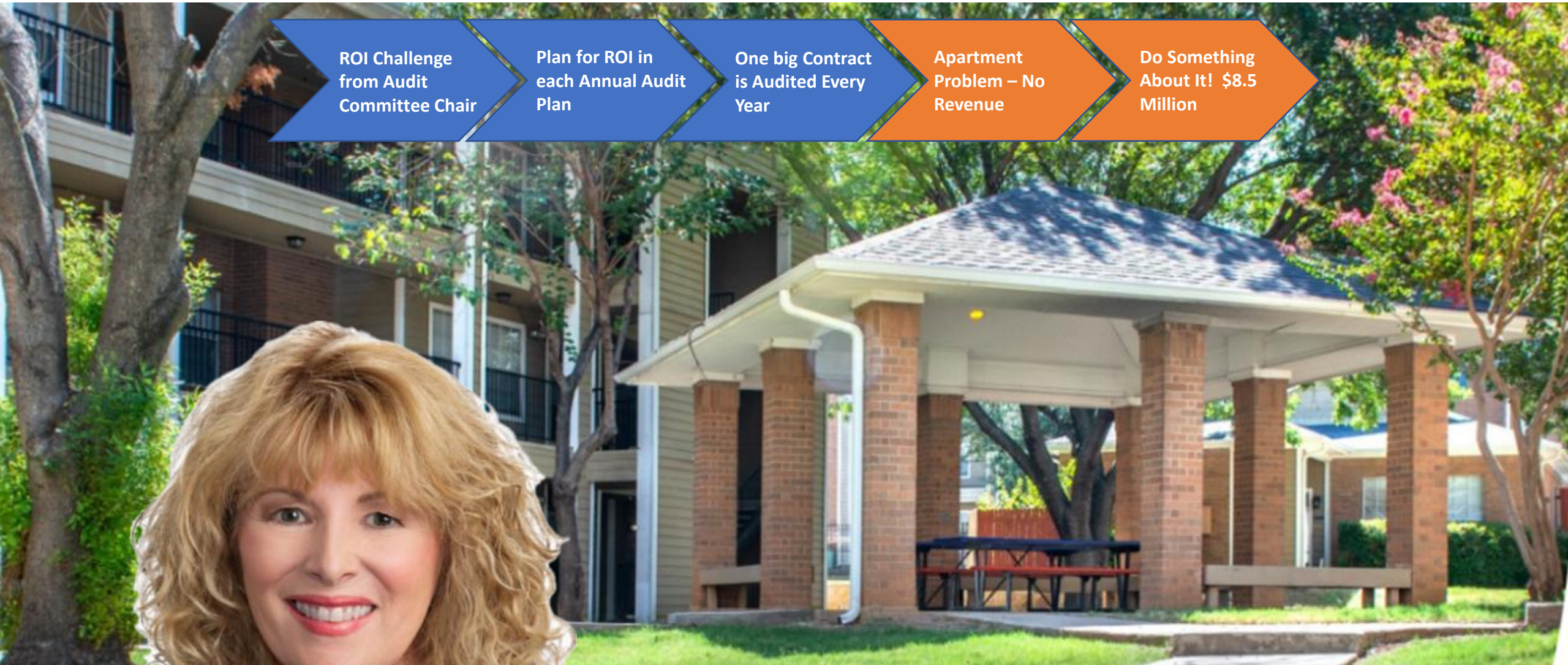
Mayra Martinez
Administrative Specialist



David Price
Chief Audit Executive

Operation Fast Start

Deliver ROI - Plan For It



Deliver ROI - Plan For It

RR DONNELLEY

LSC PRINT SOLUTIONS

QuadGraphics

WORLDCOLOR



Yes, we used bidding… and, there was a clear winner. …and the low bidder won! However, come on… we can't just award all the print business to just one vendor. It's too much. We are the largest four-color printer in the world. Sure, the winner could handle the volume. But, that's just crazy talk. Instead, we round-robin to several vendors for a portion of the business. We do this for paper and printing. ***Savings reported -*** **$14.7 million!**



Strategic Plan – Where You Want To Go?

Principal 9 – The chief audit executive plans strategically to position the internal audit function to fulfill its mandate and achieve long-term success.

The Internal Audit strategic plan must:

- support the institution's strategic objectives
- align with the expectations of leadership and the audit committee

What are we trying to do with a strategic plan?

- accomplish a long-term objective
- guide the internal audit function forward towards the authority, role and responsibilities (internal audit mandate)

What should be included?

- vision
- strategic objectives
- supporting initiatives

What else?

- We'll need to review the internal audit strategic plan with the audit committee and institutional leadership

Step 1: Perform a SWOT (Strengths, Weaknesses, Opportunities and Threats)
Step 2: Come up with a vision statement
Step 3: Define Objectives and Initiatives and measure with KPIs
X Factor: Use QAR recommendations to drive improvements

Vision: Provide UTA with "world class" audit and advisory services.

At UTA, we use the three P's for our goals and we measure and report our KPIs:

1. **Product** Evolution – Aligns with the UTA Strategic 2030 Plan
2. **Process** Improvement – Focus on efficiency, effectiveness, ROI, best practice
3. **People** Development – Improve UTA audit team
4. **X FACTOR** - Use QAR recommendations to drive next level performance

Description	KPI	2020	2021	2022	2023
Percent Annual Plan Completed	Above 95%	94%	93%	96%	91%
Actual Versus Planned Hours	+- 10% of Budgeted Hours	10%	-0.3%	8.5%	-9.0%
CPE Per Auditor	Average 40 per year	Met	Met	Met	Met
Operate Within Financial Budget	Within Budget	Yes	Yes	Yes	Yes
Percent of Audit Team Certified	80%	75%	100%	100%	100%
Average Suvey Score	4.75 on 5.00 Scale	4.20%	4.70%	4.63%	4.70%
Number of Aging Findings	90% within one change	Yes	Yes	Yes	Yes
Staff Turnover	Below 25%	0.0%	12.5%	12.5%	12.5%



Cyber Security – Plan For It - Priority



Don’t Forget Cyber Security

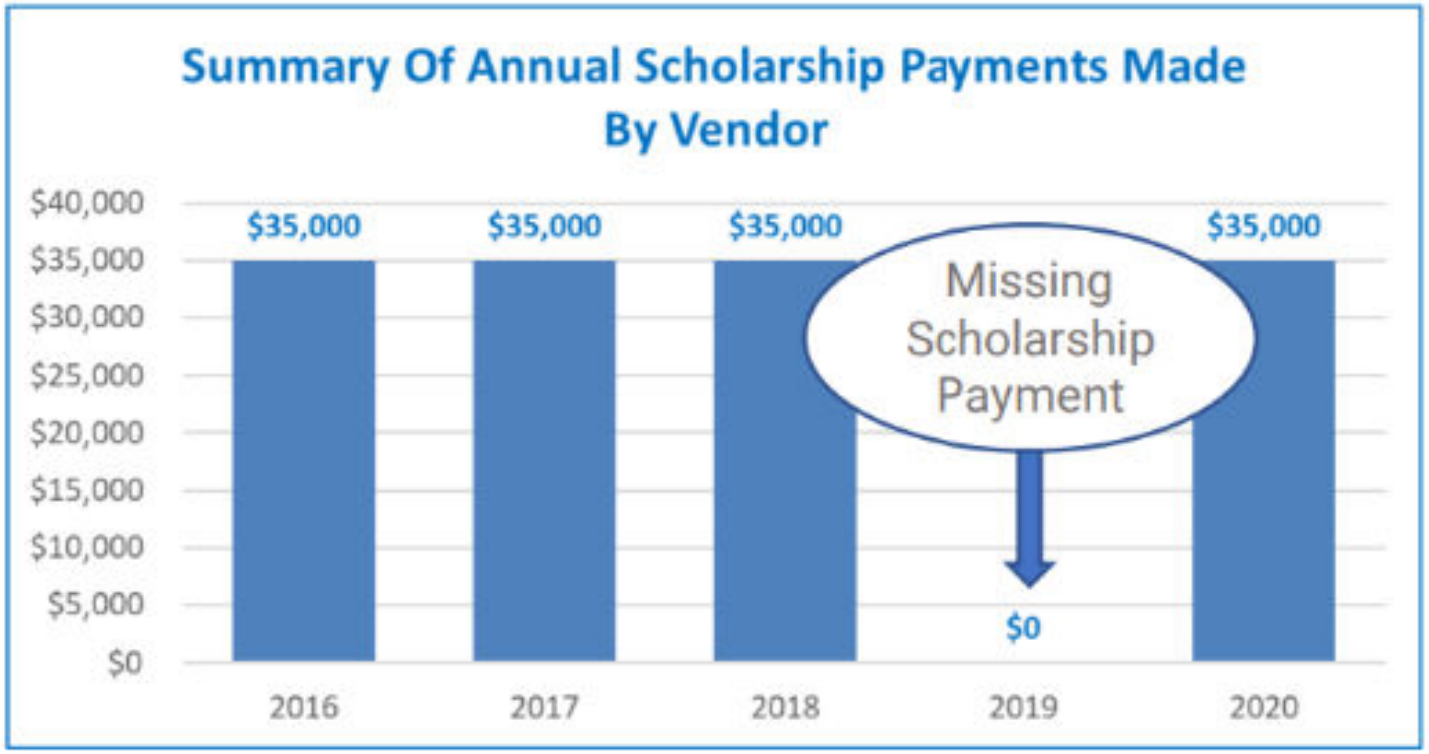
1. Top ERM Risk
2. Annual Planning – Priority



Look for easy wins...



This chart shows the scholarship contributions made by Vendor from 2016 through 2020.



Look for easy wins...

What's in the boxes?

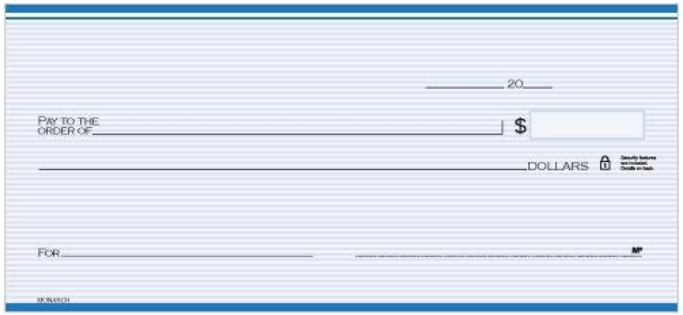




If you want something, build relationships





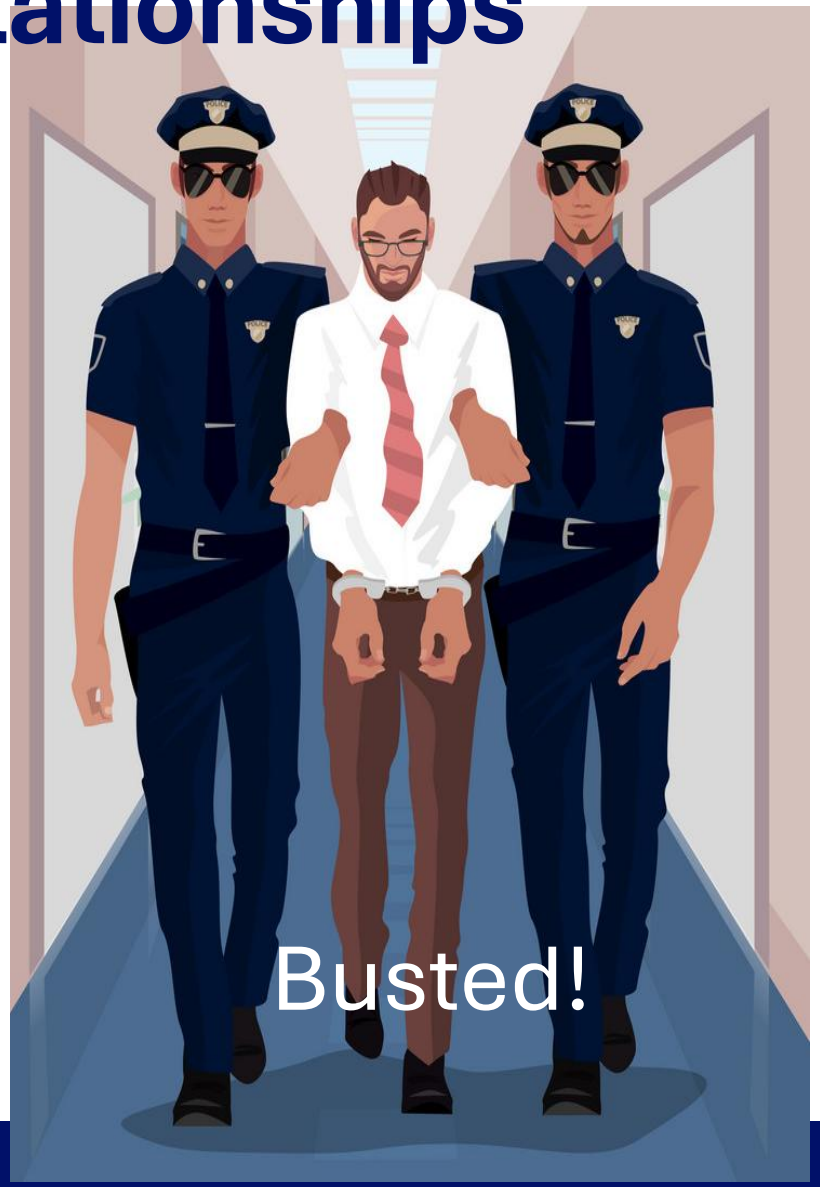


LSU

IRS







If you want something, build relationships



If you want something, build relationships





Give yourself and others grace…

- Try to say yes!
- How would you want to be treated? Most people are trying to do their best.
- Not everything has to be perfect to be valuable - Progress is sustainable; perfection is exhausting.







Thank You!

