



Managing Third-Party Risk

Objective:

Inform attendees about:

- Third-Party Vendor Management - Current Trends and Program Management
- Why Organizations Leverage External Resources
- Phases of Each Relationship
 - Evaluate Options
 - Negotiate Agreement
 - Monitor Service Level Performance
- Case Study Examples
- Internal Audit Focal Points - How to Add Value to Your Organization

Who Should Attend

Personnel from State Agencies, Universities, and Community Colleges

CPE Logistics

CPE Credit: 1.0 hours

Materials: Will be provided before webinar

Teaching Method: Live Webinar

Prerequisites: None

Advance Preparation: None

Level: Basic

Webinar Developer: [Experis](#)

Webinar Sponsor: [NC Office of the State Controller](#)

NOTE: There will be NO site administrator or group registrations for this webinar. During the webinar, participants are required to be individually logged on for no less than 50 minutes of the webinar and respond to three polling questions to receive CPE credit. Your time will be tracked to accurately award 1 hour of CPE credit.

IMPORTANT: There will be NO partial credit given. If you watch this as a group, there will be NO CPE credit awarded.

Speaker - Tim Lietz, Experis Finance
Regional Practice Leader, Risk Advisory Services



Tim is a Regional Practice Leader for Risk Advisory Services. He has over 25 years of experience working both in industry as a Chief Audit Executive and providing professional services relating to Internal Audit, Compliance, Enterprise Risk Management and Corporate Governance. He has expertise in successfully aligning internal audit, enterprise risk management, compliance functions and business operations for Fortune 500, as well as small to mid-size companies.

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Internal Audit and Managing Third Party Risk

Presented By:

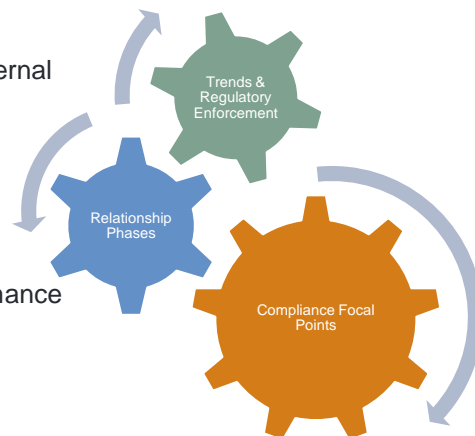
Tim Lietz – Regional Practice Director - Risk Advisory Services

Monday, October 08, 2018

Our Time Today

Managing Third Party Relationships

- Third Party Vendor Management – Current Trends
- Why Organizations Leverage External Resources
- Phases of Each Relationship
 - Evaluate Options
 - Negotiate Agreement
 - Monitor Service Level Performance
- Case Study Examples
- Focal Points for Your Organization



Third Party Relationships – Current Trends

Managing Third Party Relationships

What we're seeing from the regulators

- OCC's Semiannual Risk Perspective
 - Elevated Operational Risk Level is expected to continue; with Reliance on Third Party Service Providers increasing
 - Concentration areas of reliance on third parties could lead to single points of failure without effective oversight
- OCC Bulletin 2017-7: Third-Party Relationships: Supplemental Examination Procedures
 - Assess the institution's Quantity of Risk
 - Assess the institution's Quality of Risk Management

Our Unique Perspective

Kaleidoscope of clients

- Industry: Financial Services, Manufacturing, Government, Not-for-Profit, Insurance, Healthcare, SaaS, Automotive
- Size: Revenues to Head-Count
- Internal Audit Department Footprints
- Regulatory Requirements



What We Are Seeing – 2018

- OCC & Fed – Increased focal points
- CEB – Top 10 Audit Plan Hot Spots of 2018
- Large Carolinas financial services client – 4 people on site performing vendor audits
- Large regulated client – assistance in developing vendor management program and completion of annual audits
- FSI Exchange Conference – hot topic of 2 day event – Sept 2018

What We Are Seeing

Managing Third Party Relationships

25th year of the **Top Technology Initiatives Survey** American Institute of CPAs®

United States

1. Securing the IT environment
2. Managing and retaining data
3. Managing IT risk and compliance
4. Ensuring privacy
5. Enabling decision support and analytics
6. Managing System Implementations
7. Preventing and responding to computer fraud
8. Governing and managing IT investment/spending
9. Leveraging emerging technologies
10. Managing vendors and service providers

Canada

1. Securing the IT environment
2. Managing and retaining data
3. Managing IT risk and compliance
4. Ensuring privacy
5. Enabling decision support and analytics
6. Managing System Implementations
7. Preventing and responding to computer fraud
8. Governing and managing IT investment/spending
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- [25th Anniversary North American Top Technology Initiatives Survey Results](#)

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Managing Third Party Relationships

Recent Trends

- **42%** of companies now describe themselves as highly vulnerable to vendor, supplier, or procurement fraud
- Kroll Global Fraud Survey
- A current survey indicates that **85%** of companies recently suffered at least one supply chain disruption
- Zurich Financial Survey
- **90%** of all FCPA cases involved third-party intermediaries – organizations need to evaluate their understanding of and compliance with statutes such as the FCPA and UK Bribery Act.
- Corporate Executive Board

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Recent Trends - continued

- **Facilitation Payments** – 3rd parties must follow your company's policy – The Biebs Example
- 3rd party service providers handling customer credit card data – storing, processing and transmitting, customer card data
- **COSO 2013 Compliance** – controls over outsourced service providers are a big focal point today. In the past, SOC reviews seemed sufficient, but now more in depth review of controls and monitoring activities are required. Formal, documented controls are being implemented.

Recent Trends - continued

- Controls over information going to/from third parties. More formalization required.
- Increased complexity of supply chains and "opacity" of individual links. Cumulative risk of multiple weaknesses.
- Increased business leader accountability for third-party relationships and risks to business.
- Russia Sanction Compliance – most complex sanctions ever for businesses, especially in energy. OFAC compliance – are your business partners compliant?



Recent Trends - continued

- Vendor Risk Management is definitely getting more attention and demanding maturity
- Executive Boards and Audit Committees regard cybersecurity as a key risk, but maybe not as it relates to VRM!
- Metrics matter – how does your company measure, monitor and report on its vendor footprint?
- VRM – There’s always room for improvement

Polling Question

Polling Question 1:

What percentage of companies with FCPA violations are related to 3rd Party activities/transactions?

- A. 30%
- B. 48%
- C. 70%
- D. 90%

Why Organizations Leverage External Resources

Managing Third Party Relationships

Duke University/CFO Magazine Outlook Survey



Top 10 Concerns for U.S. Businesses

1. Economic Uncertainty
2. Cost of benefits
3. **Attracting and retaining qualified employees**
4. Regulatory requirements
5. Government policy
6. Weak demand for product/services
7. Data Security
8. Employee productivity
9. Employee morale
10. Access to capital

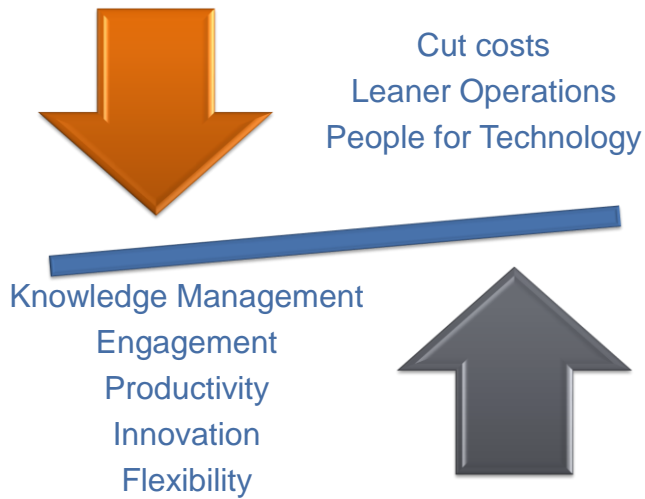


By 2020, there will be
123 million
high-skill, high-pay jobs
available in the U.S., but only
50 million
Americans with the right
education to fill them.

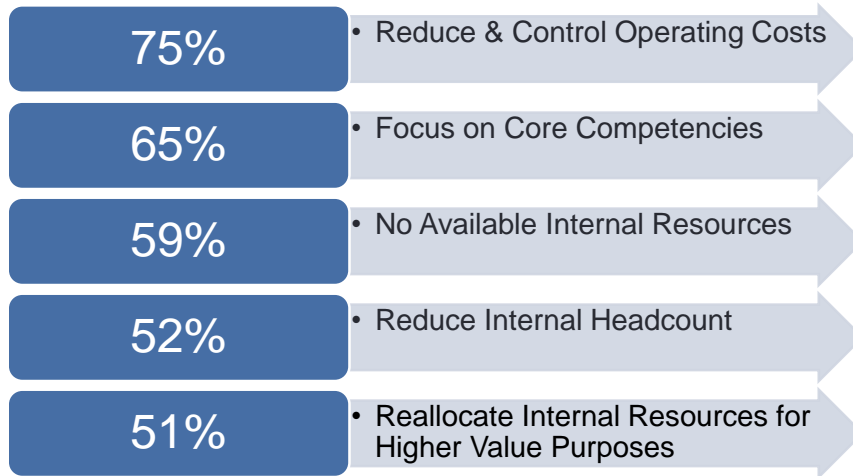
Economist Intelligence Unit

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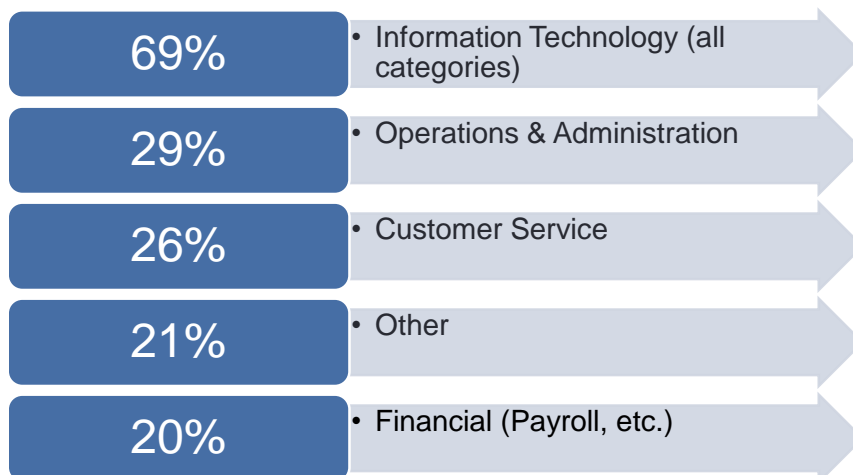
Workplace “Out of” Balance



Top 5 Reasons Organizations Outsource



Top 5 Functions Outsourced



Reliance on Vendors and the Regulatory Impact

Regulators acknowledge the risks associated with vendor relationships and have demanded that leaders monitor and take responsibility for the actions of their vendors through various laws and standards:

- Sarbanes Oxley Act
- Gramm-Leach-Bliley Act
- FCPA
- Health Insurance Portability and Accountability Act,
- Payment Card Industry Data Security Standard (PCI DSS)
- CFPB guidance

Consequently, vendor management is currently at the forefront of organizational risk management priorities.

Polling Question

Polling Question 2:

What is the number 1 function outsourced by organizations today?

- A. Finance
- B. Human Resources
- C. IT
- D. Legal

Phases of the Vendor Relationship

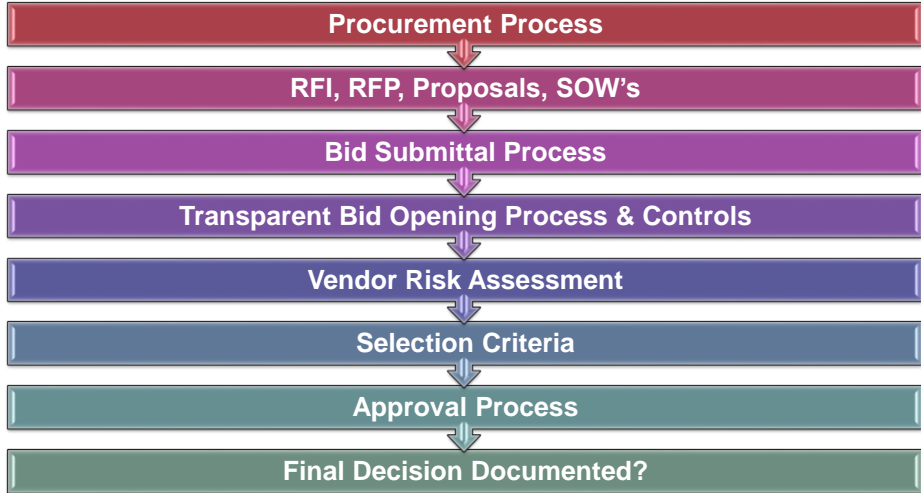
Phases of the Relationship

Managing Third Party Relationships



- Evaluate Options / Vendor Risk Assessment
- Negotiate, Contract & Onboard
- Service Level Monitoring

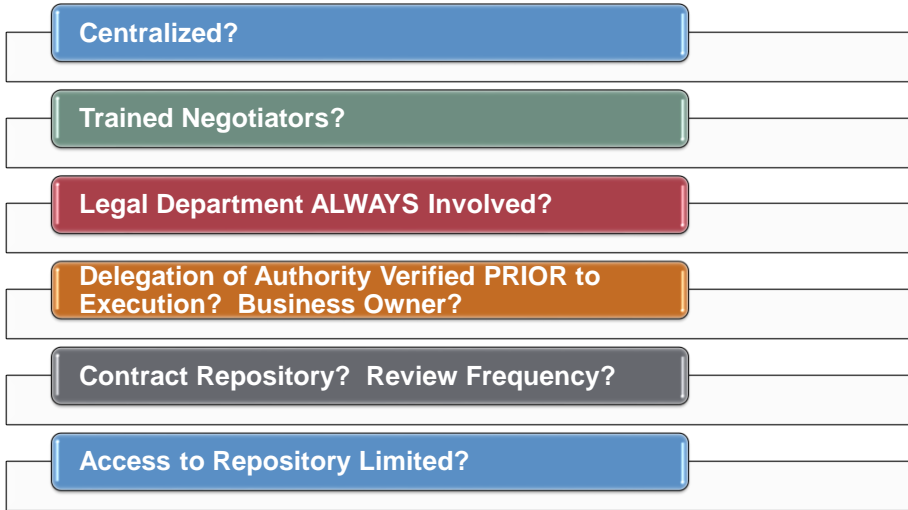
Evaluate Options



Vendor Risk Assessment



Negotiating and Managing Vendor Contracts



Content of the Contract



Contract Structuring & Review – The Obvious

- Management should ensure that the specific expectations and obligations of both parties are outlined in a written contract prior to entering into the arrangement.
- Board approval should be obtained prior to entering into any significant third-party arrangements.
- Legal counsel should review significant contracts prior to finalization.

Oversight of Third-Party Activities

- Management should **periodically review** the Third party's operations to verify that they are consistent with the terms of the written agreement and that risks are being controlled.
- Management should consider **designating a specific officer to coordinate the oversight activities** with respect to significant relationships and, as necessary, involve other operational areas (audit, IT) in the monitoring process.
- An **effective oversight program** will generally include the monitoring of the third party's quality of service, risk management practices, applicable internal controls and reports.

Monitor Performance – Questions to Ask

- **Monitoring adherence** to the agreement – Who performs?
- **Annual scoring of performance** – Are there documented performance statistics for each vendor where appropriate? Who/How scores? Are performance scores shared internally?
- **Renewal process** – How is it coordinated between procurement and process or business owners?

Polling Question

Polling Question 3:

What wording should always be included in executed contracts?

- A. Indemnification
- B. Right to Audit
- C. Dispute Resolution
- D. Business Reputation

Case Studies

Regulatory Enforcements

Managing Third Party Relationships

- Cadbury Limited/Mondelez International - The global snacking business agreed to pay a \$13 million penalty for FCPA violations occurring after Mondelez (then Kraft Foods Inc.) acquired Cadbury and its subsidiaries, including one in India that proceeded to make illicit payments to obtain government licenses and approvals for a chocolate factory in Baddi.



- Anheuser-Busch - The Belgium-based global brewery agreed to pay \$6 million to settle charges that it violated the FCPA by using third-party sales promoters to make improper payments to government officials in India and chilled a whistleblower who reported the misconduct.

Regulatory Enforcements

Managing Third Party Relationships

- **Consulting Firm** – Edward Snowden Incident (Booze Allen) – released top secret info to Wikileaks
- **Layne Christensen**
 - \$5.1 million dollar FCPA fine for paying bribes in Africa during the 2000's.
 - Improper payments to government officials over a 5 year period.
 - Series of payments, *often made by third parties*, made under the guise of "cost of doing business".

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Lessons Learned

Managing Third Party Relationships

- Vendor management has become a core competency
- Increased need for Vendor Risk Management program beginning with an inventory and risk assessment –
- Companies need monitoring processes for on going vendor performance as part of the overall VRM program
- **Be Proactive!**

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Focal Points – Managing Increased Oversight of Vendors and Adding Value

Vendor Management – A Growing Trend

- Issued guidance has been around for years, yet implementation and impact on operations continue to grow.
- Some vendors have indicated that since 2012, the number of audits of their operations have quadrupled.
- Companies have reported growing areas of inquiry & oversight (i.e. PCI, SOC).
- Increased regulatory focus on a vendor's operational compliance.
- Primary responsibility lies with the organization managing the vendor relationship.

Coping with the Onslaught of Review Requirements

The increased frequency of audits, together with the rise in scope, can be daunting for both risk managers and their vendors.



Do you have Right to Audit Vendors? Do Vendors have the right to audit you?

Solution – Vendor Risk Management Program!

Pre-2013 Areas of Audit of a Vendor

Sampling of vendor questionnaires from pre-2013.

Typical areas of inquiry included:

- Basic vendor information
 - Tax identification number
 - State of Organization
 - Business Type
- Financial Information
- Professional licenses
- Insurance Coverage
- Privacy policy/confidentiality of data
- Business continuity

2018 Areas of Audit

Managing Third Party Relationships

- **Business information**
 - Licensing
 - Financial
 - Management
 - Employee qualifications
 - Litigation
 - Regulatory actions
 - Ownership of products
 - System development lifecycles
- **Security**
 - Network
 - Physical
 - Application
 - Hardware
 - Access control
 - Identity access management
- **Privacy/GLBA/PCI**
- **Operations**
 - Policies and procedures
 - Change management
 - Consumer complaints
- **Risk Management**
 - Enterprise risk management program
 - Insurance risk management
 - Information risk management
 - Vendor risk management
- **Compliance**
 - Policies – mine and yours
 - Procedures – mine and yours
 - Applicable laws
 - Records retention
 - Training
 - SOC Attestation
- **Business Continuity Planning**
 - Disaster recovery
 - Pandemic plan
- **Diversity, Environment, Reputation – Corporate Culture**

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Managing Third Party Relationships

Compliance Management: Planning

- Be educated. Whether you are the reviewer or the subject, you must:
 - Know your client/vendor
 - Understand the services
 - Understand your business, including the regulatory oversight
 - Understand your contract
 - Scope of audit provisions
 - Compliance obligations
- Plan in advance:
 - Are the limits to the disclosure of my information? Why?
 - Are there materials available only for onsite review? Why?
 - Are there materials that can be provided in advance?
 - Who grants exceptions?

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Audit Preparation

- Create a library of commonly asked questions (data room)
 - Collect data on commonly asked questions and create acceptable answers in advance
- Set review periods of library to prevent stale answers
 - Employee Handbook – annual
 - Litigation – monthly or quarterly
- Create collateral that can be provided on predictable topics
 - Privacy policy
 - Disaster recovery
 - Records retention

Audit: Execution

Examiners/Auditors

- Set expectations of team members
- Appoint a team lead/project manager
- Define roles
- Require remediation plans

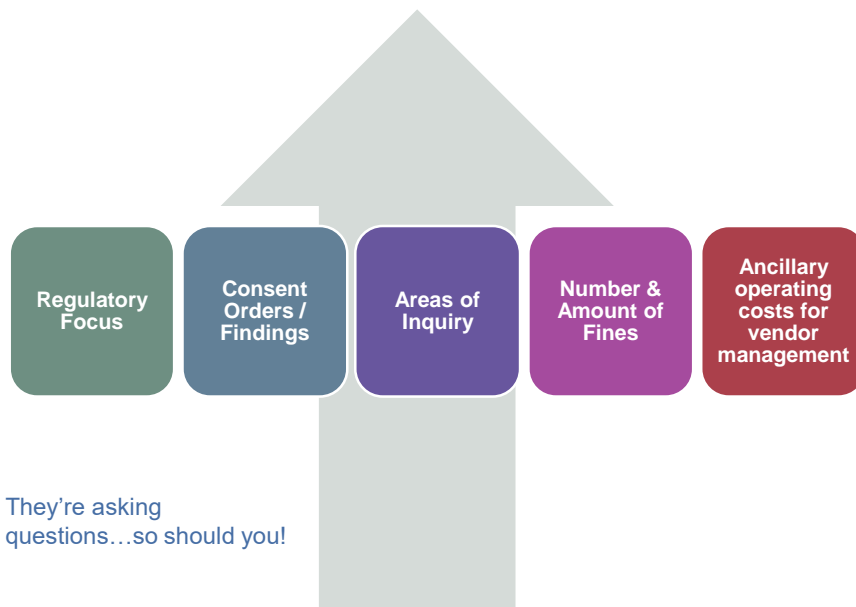
Vendors

- Dedicate a team for managing inquiries
- Centralize communication
- Use standard responses
- Manage timeline
- Build client trust and relationships
- Gather data and spot trends

Audit: Post Mortem

- Save your work!
 - Identify focus areas for next review
 - Reduce time needed to respond to ongoing requests
 - Create collateral for regulatory compliance exam
- Track and communicate results internally
- Act on noted issues
 - Terminate or reduce use of problem vendors
- Test remediation efforts
 - Follow up and request proof of completed remediation
 - Test

VRM is no longer just nice to have....



Lessons Learned

- **Transparency** – a must from start to finish with each vendor!
 - December 2015 IIA Magazine – “The Importance of Auditing for Conflicts of Interest”
 - Hotline Reporting Number on RFP’s?
- **Consistency** – centralized or decentralized environment?
- **Control Environment** - strong or weak?
 - Evaluate the process of monitoring vendor performance

Gaming the System, Ethical Dilemmas or Fraud?

- Inflated “Rack Rates” vs. final “Negotiated Rates” – increased annual bonus tied to cost savings
- CFO Request – split into separate SOW’s to prevent Board Approval
- Inappropriate Relationships -- \$25 million telecomm cabling contract & dual invoicing
- International Locations – further from the Corporate Office, the likelihood for fraud increases.

Theme: One person was involved..no VRM process!

Lessons Learned

- FCPA & UK Bribery Act Compliance
 - payments made through 3rd Parties
 - FCPA fines related to bribes made through third parties
- Right to Audit Clause
- Financial Stability
- Sole Source Providers
- SOC Report Availability
- Background and Drug Screening
- PC & Internet access – start & finish of project (ours vs theirs)
- Equipment and Badges – monitoring them
- Building Access – too liberal? Audit visitor badges!
- Data Access and Retention Policies – do vendors comply?

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Polling Question

Polling Question 4:

What is a certain red flag/high risk situation while negotiating, executing and renewing large dollar contracts?

- A. No Review by Legal
- B. Single Individual Involved
- C. Negotiation Not Done
- D. Vendor Performance Not Monitored
- E. All of the Above

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Control Focal Points

Third-Party Governance Review

Ensure internal procedures regarding the use of third parties are comprehensive and consistently applied. These should cover processes, such as due diligence, contract management, and relationship termination.

Audit Rights Review

Look through contracts to see whether audit rights are included over third-party vendors. As contracts are renegotiated and new relationships are formed, ensure a right to audit clause is included.

- CEB 2016 Audit Plan Hot Spots

Control Focal Points – cont'd

Due Diligence in Selecting Third-Party Relationships:

Assess due diligence process used to select vendors and other partners, including an examination of the third parties' internal control environment, security history, legal compliance (including complaints, litigation, and regulatory actions), and financial status.

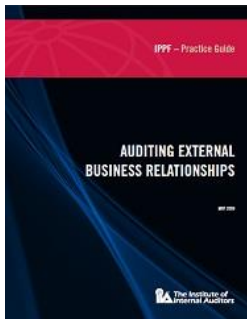
Supply Chain Management Health Check:

Review whether risk management is appropriately integrated into supply chain management—cutting across individual parts, such as procurement, logistics and distribution—and includes a focus on lower likelihood but higher impact risks, such as business continuity, currency crises, and commodity volatility.

- CEB 2016 Audit Plan Hot Spots

CSCMP's Supply Chain [QUARTERLY]

CEB Procurement Strategy Council®



Presented by
Tim Lietz, Regional Practice Leader for Risk Advisory Services, Experis Finance



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**2018 OSC Webinar
Third Party Risk
October 2, 2018**

Attendee by Last Name (154)

Alisha Adams-Health & Human Services
Robert Allen-NCSSM
Lisa Allnutt-Health & Human Services
Derek Allred-Agriculture
Gregory Alvord-Health & Human Services
Lamees Asad-UNC-Chapel Hill
Steve Ayers-East Carolina University
Barbara Baldwin-OSBM
Matt Banko-Alamance CC
Jeannie Betts-Health & Human Services
Krista Bigelow-Department of Public Instruction
Jennifer Blair-UNC Chapel Hill
Leslie Blankenship-Isothermal CC
Judy Blount-Department of Public Instruction
Joyce Boni-UNC System Office
Cory Bowen-Southwestern Community College
Desiree Bowling-East Carolina University
Suzanne Bryson-UNC Asheville
Victor Bullock-Health & Human Services
Samantha Burcher-Health & Human Services
Michelle Burks-Health & Human Services
Terrie Butts-Agriculture
Wynona Cash-Office of the State Controller
Angelika Chafalovitch-Administration
Sherry Chance-UNC Pembroke
Susan Charlton-Public Safety
Dan Chen-Unknown
Stacy Cobb-Commerce
Christin Connor-NC Courts
Adrienne Covington-Nash CC
Marie Daniel-Sivels-Halifax CC
Amanda Danielson-East Carolina University
Angela Davis-UNC-Chapel Hill

Deborah DeBourg-Brown-Health & Human Services
Dawn Drew-NC DHHS Office of the Controller
Ryan Dupree-Department of Public Instruction
Angela Ealey-NC A&T University
Wendy Emerson-Forsyth Technical CC
Megan Fees-UNC Pembroke
Elisa Fernbach-Forsyth Technical CC
AJ Fluker-Health & Human Services
Joan Fontes-Treasurer
Patricia Fritz-ECU Foundation
Chris Garriss-UNC
Derek Gee-Cultural Resources
Tami George-Robeson CC
Kristi Gragg-Appalachian State University
Charles Gullette-East Carolina University
Carol Harris-UNC System Office
Debra Haynes-Treasurer
Elizabeth Haynes-Cultural Resources
Joy Height-Health & Human Services
Simuel Hodges-NC Housing Finance Agency
David Holman-Caldwell CC
Jim Horne-General Assembly
Heather Horton-Commerce
willie Hucks-Revenue
Larry Huffman-Health & Human Services
John Hulmes-Health & Human Services
Michael Jackson-NC A&T University
Corby Johnson-UNC Wilmington
Mary Johnson-Health & Human Services
Christine Jumalon-Fayetteville State University
Sue Kearney-Agriculture
Caroline Kimani-Commerce
Ginger King-UNC Pembroke
Brandon Kornegay-Health & Human Services
William Kraus-East Carolina University
Ariana Kudlats-Housing & Finance
Darlene Langston-Public Safety
Fran Lawrence-Treasurer
Samantha Lederer-DENR

Linda Lejnar-Wake Tech CC
Tracey Lemming-UNC Chapel Hill
Cathy Lively-DIT
Richard Lopez-Treasurer
Frank Lord-Winston-Salem State University
Felecia Lucas-Health & Human Services
Theresa Lynch-Forsyth Technical CC
Karen Main-Appalachian State University
Laura Mantooth-Health & Human Services
Allen Martin-Treasurer
Jo Ann Martin-Health & Human Services
Tonya Massengill-Johnston CC
Darryl McGraw-Johnston CC
Jackie McKoy-Revenue
Kent McLamb-NC Auditor
Heather McLean-Agriculture
Alicia McMillan-Carteret CC
Angela McNeill-DENR
Joel Mercer-Health & Human Services
Courtney Michelle-Office of the State Controller
Laketha Miller-Health & Human Services
Kim Mitchell-Military & Veteran Affairs
Cynthia Modlin-East Carolina University
Kim Moes-Treasurer
John Moody-Health & Human Services
Michelle Moore-Elizabeth City State University
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Landon Perry-DENR
Malinda Peters-Treasurer
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Tina Pickett-Health & Human Services

Wayne Poole-East Carolina University
Lisa Pratt-Health & Human Services
Ashley Price-NC Auditor
Phillip Price-Central Carolina CC
Kathy Qualls-UNC Greensboro
Stephanie Quist-East Carolina University
Carla Reaves-Winston-Salem State University
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Rodney Smith-UNC
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David Steinbicker-Western Carolina University
Gina Steinbicker-Western Carolina University
Joel Stocks-East Carolina University
Shirley Swanson-Catawba Valley CC
Michele Sykes-OSBM
Dawei Tang-UNC at Chapel Hill
Marla Tart-Wake Tech CC
Kathy Tolbert-Office of the State Controller
Prabhavathi Vijayaraghavan-Administrative
Hearings
Sarah Von Stein-East Carolina University
Kyle Watson-Mitchell CC
David Webb-Johnston CC
Keith Westcott-UNC Wilmington
Rex Whaley-DENR

Amber Wilkes-Health & Human Services
Brenda Williams-Treasurer
Susan Williams-UNC System Office
Sharnita Wilson-Parker-Elizabeth City State University
Theresa Wright-Bryant-Military & Veteran Affairs

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Heather McLean-Agriculture
Lori Pfister-Agriculture
Brandy Rodgers-Agriculture
Matt Banko-Alamance CC
Kristi Gragg-Appalachian State University
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Samantha Burcher-Health & Human Services
Michelle Burks-Health & Human Services
Deborah DeBourg-Brown-Health & Human Services
AJ Fluker-Health & Human Services
Joy Height-Health & Human Services
Larry Huffman-Health & Human Services
John Hulmes-Health & Human Services
Mary Johnson-Health & Human Services
Brandon Kornegay-Health & Human Services
Felecia Lucas-Health & Human Services

Laura Mantooth-Health & Human Services
Jo Ann Martin-Health & Human Services
Joel Mercer-Health & Human Services
Laketha Miller-Health & Human Services
John Moody-Health & Human Services
Dan Parker-Health & Human Services
Tina Pickett-Health & Human Services
Lisa Pratt-Health & Human Services
Marie Richters-Health & Human Services
Amber Wilkes-Health & Human Services
Ariana Kudlats-Housing & Finance
Leslie Blankenship-Isothermal CC
Tonya Massengill-Johnston CC
Darryl McGraw-Johnston CC
David Webb-Johnston CC
Kim Mitchell-Military & Veteran Affairs
Theresa Wright-Bryant-Military & Veteran Affairs
Kyle Watson-Mitchell CC
Adrienne Covington-Nash CC
Angela Ealey-NC A&T University
Michael Jackson-NC A&T University
Kent McLamb-NC Auditor
Ashley Price-NC Auditor
Christin Connor-NC Courts
Jordan Samuel-NC Courts
Dawn Drew-NC DHHS Office of the Controller
Simuel Hodges-NC Housing Finance Agency
Robert Allen-NCSSM
Wynona Cash-Office of the State Controller
Courtney Michelle-Office of the State Controller
Jennifer Pacheco-Office of the State Controller
Troy Scoggins-Office of the State Controller
Kathy Tolbert-Office of the State Controller
Barbara Baldwin-OSBM
Chavon Robbins-OSBM
Tarveras Rogers-OSBM
Michele Sykes-OSBM
Jeani Rousseau-Public Instruction
Susan Charlton-Public Safety

Darlene Langston-Public Safety
willie Hucks-Revenue
Jackie McKoy-Revenue
Tami George-Robeson CC
Alison Soles-Southeastern CC
Cory Bowen-Southwestern Community College
Joan Fontes-Treasurer
Debra Haynes-Treasurer
Fran Lawrence-Treasurer
Richard Lopez-Treasurer
Allen Martin-Treasurer
Kim Moes-Treasurer
Maja Moseley-Treasurer
Paul Palermo-Treasurer
Malinda Peters-Treasurer
Monica Reid-Treasurer
Matthew Rish-Treasurer
Laura Rowe-Treasurer
Brenda Williams-Treasurer
Chris Garriss-UNC
Rodney Smith-UNC
Suzanne Bryson-UNC Asheville
Dawei Tang-UNC at Chapel Hill
Jennifer Blair-UNC Chapel Hill
Tracey Lemming-UNC Chapel Hill
Charlene Ryan-UNC Chapel Hill
Kathy Qualls-UNC Greensboro
Sherry Chance-UNC Pembroke
Megan Fees-UNC Pembroke
Ginger King-UNC Pembroke
Joyce Boni-UNC System Office
Carol Harris-UNC System Office
Susan Williams-UNC System Office
Corby Johnson-UNC Wilmington
Keith Westcott-UNC Wilmington
Lamees Asad-UNC-Chapel Hill
Angela Davis-UNC-Chapel Hill
Dan Chen-Unknown
Linda Lejnar-Wake Tech CC

Marla Tart-Wake Tech CC
David Steinbicker-Western Carolina University
Gina Steinbicker-Western Carolina University
Frank Lord-Winston-Salem State University
Carla Reaves-Winston-Salem State University
Kam So-Winston-Salem State University