



EMORY
UNIVERSITY

**Associate Vice President and Chief Audit Officer
Position Description**

[Emory University](#) seeks an experienced leader to serve as Associate Vice President and Chief Audit Officer (AVP/CAO). The next AVP/CAO will bring subject-matter expertise, sound judgment, and a strategic understanding of risk-based audit approaches to their leadership of this important area. They will join a newly reconfigured office that integrates Internal Audit, Enterprise Risk Management, University Ethics and Compliance, Public Safety, and University Data Analytics to inform and advise the University's board of trustees and leadership on its financial integrity, operational efficiency and effectiveness, and regulatory positioning. Through excellence in this enterprise-wide function, the AVP/CAO contributes to Emory's tripartite mission of education, research, and patient care.

Emory University

Emory University, founded in 1836, is one of the country's leading educational and research institutions with over 15,000 undergraduate, graduate, and professional students representing all regions of the United States and more than 100 foreign countries. Emory is recognized internationally for its outstanding liberal arts colleges, graduate, and professional schools, and for supporting one of the Southeast's leading healthcare systems. Emory's campus now covers some 650 acres and is a short distance from downtown Atlanta.

Emory's campus in the suburban Atlanta neighborhood of Druid Hills is home to the undergraduate [Emory College of Arts and Sciences](#) as well as the [Nell Hodgson Woodruff School of Nursing](#), [Goizueta Business School](#), [Rollins School of Public Health](#), [Candler School of Theology](#), [Laney Graduate School](#), the [School of Law](#), and the [School of Medicine](#).

First-year students have two options to begin their Emory experience: Emory College or [Oxford College](#), which is located 38 miles east of Atlanta on Emory's original campus in Oxford, Georgia. This campus, only for first- and second-year students, is a unique opportunity for students to be immersed in a traditional liberal arts environment and close-knit community. As juniors, all Oxford students continue to the Atlanta campus, joining their peers and earning degrees from Emory College, the business school, or the nursing school.

Within the larger Emory University organization, the [Robert W. Woodruff Health Sciences Center](#) encompasses components of Emory University responsible for education of health professionals, research affecting health and illness, patient care (through [Emory Healthcare](#) and other partners such as Grady Health Systems and Children's Healthcare of Atlanta), and policies for prevention and treatment of disease.

Emory is the largest private employer in Atlanta, with a full-time workforce of more than 37,000. In addition to its strong cultural influence, alumni leadership, and academic strengths, Emory has a profound impact on metro Atlanta—\$14.8 billion in 2019—creating thousands of jobs, generating millions in tax revenues, undertaking capital investments, and contributing to communities through health care, research, and civic engagement. The city, in turn, connects Emory faculty and students to opportunities for wider networking and partnerships, jobs, research, service, and learning.

Emory's total operating revenue for the consolidated entity for FY23 was w \$8.3 billion, with EHC operating revenue for FY23 at \$5.8 billion. Emory's FY 2023 research equaled \$1.06 billion and the total endowment as of FY23 is \$7.3 billion.

Emory Healthcare

Established in 2011, Emory Healthcare is the most comprehensive academic health system in the state of Georgia. Made up of 11 hospitals, the Emory Clinic, and more than 490 provider locations, the Emory Healthcare Network is the largest clinically integrated network in Georgia, with more than 28,000 employees and 4,000 faculty (3,450 of which are physicians) concentrating in 70 different subspecialties. System-wide, Emory has nearly 2,800 licensed patient beds.

Emory Healthcare is the only health system in Georgia with four Magnet®-designated hospitals as well as the first and only in Georgia with a Magnet®-designated ambulatory practice. Emory Saint Joseph's Hospital has been recognized as a Magnet hospital since 1995 and earned its sixth straight Magnet designation in 2019, making it the first community hospital in the world to earn six consecutive designations. In 2020, Emory Johns Creek Hospital received its first Magnet designation. Emory University Orthopedics and Spine Hospital received its second Magnet designation in 2021. Emory Clinic received its first Magnet designation in 2022. In 2023, Emory University Hospital received its third Magnet designation. In FY 2022, Emory Healthcare reported operating revenues of \$7.37B.

Institutional Statement on Diversity

The Emory community is open to all who have a commitment to the highest ideals of intellectual engagement, critical inquiry, and integrity. We welcome a diversity of gender identities, sexual orientations, abilities, and disabilities, as well as racial, ethnic, cultural, socioeconomic, religious, national, and international backgrounds, believing that the academic and social energy that results from such diversity is essential to advancing knowledge, addressing society's most pressing issues, and attending to the full spectrum of human needs in service to the common good.

Internal Audit Division

The Internal Audit Division (IAD) team of 11 personnel with an annual budget of \$2.1M supports Emory University's commitment to the highest standards of conduct, integrity, and responsibility in its business practices. The Division helps to ensure that management is fulfilling its responsibilities by using a risk-based, systematic and disciplined approach to evaluating and improving the effectiveness of governance, management of enterprise risks, compliance, organizational ethics, and control processes. The IAD serves both Emory University and Emory Healthcare with independent and objective assurance and advisory

services and is a trusted and essential advisor for Emory's Board of Trustees, executive leadership and operational leaders, providing valuable business insights that help protect and enhance Emory's integrity and reputation.

The Internal Audit Division delivers world-class assurance and advisory services by:

- Aligning and prioritizing its risk-based work efforts to focus on the enterprise's strategic goals
- Attracting, retaining, and leveraging a talented team by sustaining a diverse and inclusive culture that empowers employees to be innovative and guides them towards success
- Building mutually respectful and trusted relationships with colleagues across Emory's schools, business units, and healthcare facilities
- Serving as thought leaders and catalysts for continuous improvement by sharing best practices and standards across the Emory enterprise

IAD is part of a newly integrated function, led by the University's Vice President and Chief Administrative Officer, that also includes Enterprise Risk Management, University Compliance, Public Safety, and University Data Analytics. The Vice President & Chief Administrative Officer reports to the Executive Vice President for Business & Administration, who is also the Chief Financial Officer of the University, the Chief Financial Officer of Emory Healthcare, and the Vice Chair of the Emory Healthcare Board of Directors.

IAD is organized into three main teams: University and Research, Healthcare and Information Technology, and Analytics.

For more on the IAD's vision, mission, and charter, please see [here](#).

The Position

Reporting to the Vice President and Chief Administrative Officer and to the chair of the Audit and Compliance Committee of Emory University's Board of Trustees, the Associate Vice President and Chief Audit Officer (AVP/CAO) oversees execution of the enterprise internal audit strategy and day-to-day operations for the IAD in support of Emory University's and Emory Healthcare's mission and vision. The AVP/CAO has the fiduciary responsibility to generate important insights into Emory's operational, financial, and reputational integrity.

The AVP/CAO partners with the Vice President and Chief Administrative Officer and serves as the Internal audit lead for both Emory University and Emory Healthcare, executing Emory's internal audit strategy within its Enterprise Risk Management (ERM) framework. The AVP/CAO reports results and outcomes to Emory leadership and to the Audit and Compliance Committee (ACC) of the Board of Trustees.

Responsibilities include directing Internal Audit staff, performing an enterprise internal audit risk assessment, executing a risk-based audit approach, maintaining effective relationships with management, writing reports/communicating results and actions plans, and leading assigned special projects, coordinating closely with Emory's Enterprise Risk Management and Compliance offices.

Key Opportunities

The AVP/CAO role presents significant opportunities to drive change and enhance organizational effectiveness across Emory University and Emory Healthcare.

The AVP/CAO will build upon and support existing initiatives towards implementing best practices across the institution, linking them to risk frameworks that cover both the university and academic medical center environments. The AVP/CAO will guide a risk-based approach that responds to rapidly emerging areas, such as privacy, third-party risk, and cybersecurity – all alongside the wide array of challenges always faced by a large, dynamic, decentralized, world-class university and academic medical center. The AVP/CAO will have a direct connection into the mission and activities of Emory. Partnership with key offices, such as Enterprise Risk Management, University and Healthcare Compliance, Research Administration, Public Safety and Information Technology/Digital across the enterprise will be critical to achieve the vision of Internal Audit's support and enabling of a best-in-class institution.

Responsibilities

In conjunction with the Vice President and Chief Administrative Officer and senior management, the AVP/CAO is responsible for:

- Executing the work of the internal audit function enterprise-wide by developing and maintaining a risk-based, systematic, and strategically focused methodology and practice.
- Identifying and evaluating risk and control issues and providing practical recommendations to ensure risks are appropriately managed.
- Executing key advisory projects as part of the annual internal audit plan.
- Partnering with process owners to develop and track the implementation of management actions plans set in response to process and/or control issues identified.
- Developing and implementing annual and long-term audit plans that evaluate and improve risk management, compliance, governance, internal controls and operational effectiveness. The internal audit plan should be based on a comprehensive risk assessment, undertaken at least annually, and be inclusive of executive management and ACC perspectives, concerns, and priorities, and informed by the input of the external auditors.
- Maintaining excellent relationships with the external auditors and the ACC to ensure effective communication of critical issues in a timely manner.
- Actively participating in applicable executive management forums and ACC meetings, advising on emerging risk and control issues.
- Serving as an advisor to the Enterprise Risk Management Council.
- Actively seeking the views of key stakeholders to identify and evaluate risk, control and operational issues. Providing practical recommendations to ensure risks are appropriately managed and promoting the efficiency and effectiveness of stakeholder activities.
- Ensuring timely and transparent communications related to audit issues, control gaps, and potential mitigating actions. Communications include periodic presentations to the ACC on status of audit plan execution.

- Recruiting, training and developing a high performing, high quality internal audit organization. Building and maintaining infrastructure to support this endeavor.
- Designing and managing a program of training and continuous professional development for assigned staff and ensure that the team is appropriately resourced and staffed with qualified individuals.
- Directing the preparation and presentation of internal audit reports and prepare and deliver presentations to stakeholders, as appropriate, tracking management follow-up.
- Maintaining the requisite knowledge of current trends and technical issues impacting the professional practice of internal audit and areas of audit responsibilities, particularly in a university setting.
- Identifying continuing opportunities for value-added improvements to the function. Developing and implement new techniques, methods, and practices to improve enterprise risk management and audit effectiveness and efficiency.

Required Skills and Qualifications

- A Bachelor's degree in Accounting, Finance, or other business-related field from a respected college or university is required; MBA is desirable; CPA, CA and/or CIA preferred.
- The successful candidate will have a thorough knowledge of financial and operational controls, as well as an understanding of best-in-class audit methodologies, having led and executed either internal and/or external audit strategies.
- Proficient in risk and control analysis and audit concepts for a full range of areas and will be skilled at analyzing root causes of problems and anticipating 'horizon' issues.
- Expert knowledge and experience in control theory and professional auditing practices, including the assessment of inherent and residual risk, evaluation of control design, development and execution of audit tests, and the assessment of control deficiencies.
- Extensive experience in providing management with observations and advice to improve business processes, increase operating efficiencies, and reduce operational risk.
- Ability to effectively integrate business, operational, technological, regulatory and financial considerations into the design and execution of enterprise risk management and internal audit work.

Leadership Capabilities

- **Strategic and Entrepreneurial Leadership:** Leadership capabilities to translate vision into execution and to deliver results, with the ability to work within deadlines while still providing a high-quality product. Sound technical skills, analytical ability, good judgment and strong operational focus.
- **Team Builder:** Create a high performance, diverse, and inclusive culture, through the effective recruitment, development and coaching of team members who are driven to exceed agreed objectives. Develop a culture which is underpinned by individual accountability, a shared recognition of the value of diverse perspectives, a focus on the mission of the University and of the Audit function, and a spirit of partnership.

- **Problem-solver:** Understand, analyze and interpret complex problems and utilize appropriate approaches to achieve practical sustainable solutions. Engage team in collaborative problem solving to develop plans or resolve issues.
- **Excellent Communicator:** Listens intently, thinks clearly and responds effectively to inquiries or challenges on a range of subjects. Communicates with appropriate transparency and persuasively presents to both internal and external stakeholders. Possess the ability to use discretion in communicating on office activities given the nature of the Internal Audit work and function.
- **Collaborative Style:** Promotes open dialogue across units and campus to identify and take advantage of best practices and other collaborative opportunities with various stakeholder groups, balancing responsiveness with being appropriately firm when necessary.

Atlanta, Georgia

Atlanta, Georgia is a diverse, cosmopolitan, hospitable, tree-filled city of over 5 million people with seasonal climate suitable for nearly year-round outdoor activities. Atlanta is the capital of Georgia and is a major transportation hub benefitting from the presence of [Hartsfield-Jackson International Airport](#), the world's busiest and most-efficient airport. As a city, Atlanta has long maintained a steady growth in both population and cultural diversity. While cost of living is lower than many other major cities, entertainment options are vast including college and professional sports, arts, museums, theaters, shopping, symphony, the world's largest aquarium, and innumerable restaurant options, including a wealth of ethnic cuisines.

Emory sits at the nexus of Atlanta—six miles from downtown, a 15-minute ride to Buckhead, a center of nightlife and shopping, and five miles to Midtown, where the expansive Piedmont Park as well as the city's cultural center lies. The University is located in the stately, historic neighborhood of Druid Hills, with the small-town charm of Decatur and the kitschy, quirky fun of Little Five Points a quick shuttle or car ride away. Residents find the neighborhoods of Atlanta diverse, welcoming, and never dull.

Atlanta is home to 16 Fortune 500 companies (third-highest in the nation) and organizations such as The Carter Center, the Centers for Disease Control and Prevention, the American Cancer Society, CARE, and the National Center for Civil and Human Rights.

To Apply

Emory University has retained [Opus Partners](#) to support the recruitment of this position. Craig Smith, Partner; Kenna Boyd, Associate Partner; and Chris Stadler, Senior Associate, are leading the search. Applications and nominations should be sent by email to chris.stadler@opuspartners.net. Applications should include a cover letter and resume that should address the candidate's experience related to the responsibilities and qualifications outlined in this position description.

Emory University is dedicated to providing equal opportunities and equal access to all individuals regardless of race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, and veteran's status. Emory University does not discriminate in admissions, educational programs, or employment on the basis of any factor stated above or prohibited under applicable law. Students, faculty, and staff are assured of participation in university programs and in the use of facilities without such discrimination. Emory University complies

with Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veteran's Readjustment Assistance Act, and applicable executive orders, federal and state regulations regarding nondiscrimination, equal opportunity, and affirmative action. Emory University is committed to achieving a diverse workforce through application of its affirmative action, equal opportunity, and nondiscrimination policy in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training. Inquiries regarding this policy should be directed to the Emory University Department of Equity and Inclusion, 201 Dowman Drive, Administration Building, Atlanta, GA 30322. Telephone: 404-727-9867 (V) | 404-712-2049 (TDD). Emory University is committed to providing reasonable accommodations to qualified individuals with disabilities upon request. To request this document in an alternate format or to request a reasonable accommodation, please contact the Department of Accessibility Services at 404-727-9877 (V) | 404-712-2049 (TDD). Please note that one week's advance notice is preferred.