

BUSINESS AND ADMINISTRATION



EMORY UNIVERSITY

Christopher L. Augustini

Executive Vice President, Business and Administration
and Chief Financial Officer

March 7, 2022

Dear Colleagues,

As the landscape of higher education continues to evolve, so does the organizational structure of Business and Administration to advance our operations and to serve and enable Emory's mission. We have identified two critical roles to better streamline and support our work.

First, the environment in which higher education operates has been increasingly complex for a long period of time and is only getting more complex, introducing new and emerging risks to our mission critical operations, financial stability and reputation. It is essential that Emory works to advance the maturity of our assessment and response to risk management.

For over a year, Diana Carter has led Emory's Enterprise Risk Management (ERM) program, and in this role helped to coordinate the work of ERM by creating a framework for university leadership to approach mission-based activities, while methodically identifying, assessing, and preparing for potential risks related to known and emerging issues.

Effective immediately, Carter will assume the role of Vice President for Risk Management. This will formalize the role she has been performing in coordinating Emory University's risk-mitigating functions. As part of her new role, Carter will coordinate work across ERM, University Compliance, Internal Audit, and the Office of Critical Event Preparedness and Response (CEPAR). These areas will report to Carter for day-to-day operations and will continue to report to and have accountability to me as well.

Carter will continue to lead the operations and communications team that supports the Office of Business and Administration in areas such as Board of Trustee planning, communications, strategic projects, and other EVPBA support functions.

Second, it is imperative that we continue to enhance the performance and engagement of our employees—our most precious resource and those that support Emory's mission every day. For this reason, I have asked Wanda Hayes to step into the new role of Talent Management & Executive Development Advisor, reporting directly to me, effective May 1, 2022.

In this new role, Hayes will establish strategy and architecture for Business and Administration talent planning, executive leadership, and team development, with diversity, equity and inclusion

being foundational to this work. She will drive accountability and results through a consistent and integrated focus on all aspects of executive development and ensure that Emory has a talent pool and pipeline of ready leaders. In addition to her role supporting the Business and Administration team, Hayes will serve as a resource to enterprise executives for talent development. Further, she will work across the enterprise to pilot strategic initiatives that lead to new and innovative ways to address talent issues.

Please join me in welcoming both Carter and Hayes into their new roles.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Augostini", with a stylized flourish at the end.

Christopher L. Augostini