

November 19, 2025

*15 minutes after the adjournment of the Committee on Budget and Finance*

Via Videoconference and PBS North Carolina Livestream

UNC System Office

223 S. West Street, Board Room

Raleigh, North Carolina

## AGENDA

### OPEN SESSION

- A-1. Approval of the Open Session Minutes of September 17, 2025 ..... Mark Holton
- A-2. Summary of the Systemwide Fiscal Year 2025 Internal Audit Activities ..... Jennifer Myers
- A-3. Summary of UNC System Fiscal Year 2026 Internal Audit Plan ..... Jennifer Myers
- A-4. Summary Report of Associated Entities ..... Jennifer Myers
- A-5. RTI Partnership with UNC System ..... Jenn Rineer

### CLOSED SESSION

- A-6. Approval of the Closed Session Minutes of September 17, 2025 ..... Mark Holton
- A-7. Confidential Briefing – Cybersecurity ..... Seth Barun  
Shannon Tufts

### OPEN SESSION

- A-8 Adjourn



MEETING OF THE BOARD OF GOVERNORS  
Committee on Audit, Risk Management, and  
Compliance November 19, 2025

## **Closed Session Motion**

### **Motion to go into closed session to:**

- Prevent the disclosure of information that is privileged or confidential under Article 7 of Chapter 126 and § 143-748 of the North Carolina General Statutes, or not considered a public record within the meaning of Chapter 132 of the General Statutes; and
- Consult with our attorney to protect attorney-client privilege.

**Pursuant to:** G.S. 143-318.11(a)(1) and (3).

## MINUTES

September 17, 2025 at 1:45 p.m.  
Via Videoconference and PBS North Carolina Livestream  
UNC System Office  
223 S. West Street, Board Room  
Raleigh, North Carolina

This meeting of the Committee on Audit, Risk Management, and Compliance was presided over by Chair Mark Holton. The following committee members, constituting a quorum, were also present in person or by phone: Woody White, Kirk Bradley, Carolyn Coward, Art Pope, and Kathryn Greeley.

Chancellors participating were Bonita Brown and Keith Hargrove.

Staff members present included Fred Sellers, Jennifer Myers, Samantha Barbusse, Shannon Tufts, and others from the UNC System Office.

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### 1. Call to Order and Approval of OPEN Session Minutes (Item A-1)

The chair called the meeting to order at 1:45 p.m. on Wednesday, September 17, 2025. The open session minutes from the May 14, 2025, meeting were approved by unanimous consent.

### 2. 2024-25 Annual Report of the Committee on Audit, Risk Management, and Compliance (Item A-2)

The 2024-25 CARMC Annual Report of its activities to the Board of Governors was made available to the committee.

**MOTION:** Resolved, that the Committee on Audit, Risk Management, and Compliance approve the 2024-25 Annual Report of the Committee on Audit, Risk Management, and Compliance and submit it to the full Board of Governors.

**Motion:** Woody White

**Motion carried**

### 3. Approval of CARMC and IA Charters Appendix A&B (Internal Audit) (Item A-3)

The CARMC and IA Charters for 2025-26 were made available to the committee.

**MOTION:** Resolved, that the Committee on Audit, Risk Management, and Compliance approve the CARMC and IA Charters for 2025-26 of the Committee on Audit, Risk Management, and Compliance and submit it to the full Board of Governors.

**Motion:** Art Pope

**Motion carried**

#### **4. Approval of FY2026 Annual Internal Audit Plan for the System Office (Item A-4)**

Jennifer Myers presented the Annual Internal Audit Plan for the System Office over the next year. This process involved working closely with Senior Management and Enterprise Risk Management to perform a risk assessment to develop the annual audit plan. Additionally, the plan involved identifying and ranking risks based on current industry and audit trends, prior audit results, financial activity, management input, among other factors.

**MOTION:** Resolved, that the Committee on Audit, Risk Management, and Compliance approve the FY2026 Annual Internal Audit Plan for the System Office and submit it to the full Board of Governors.

**Motion:** Kirk Bradley

**Motion carried**

#### **5. FY2025 Annual Year-End Report from Internal Audit (Item A-5)**

Jennifer Myers also presented on the Internal Audit FY 2025 Year-end Report, which was approved by the committee in September 2024 and identifies the status of those projects on July 31, 2025.

This item was for information only.

#### **6. UNC System Enterprise Risk Management Report (Item A-6)**

Bryan Heckle presented on the Enterprise Risk Management Report which includes top enterprise risks identified by the UNC System Office and the constituent institutions.

This item was for information only.

#### **7. The University of North Carolina's Cybersecurity Evolution (Item A-7)**

Allen Lakomiak and Shannon Tufts presented on the evolution of cybersecurity at UNC. The UNC System has implemented a series of investments, collaborative defenses, and policy frameworks that address multiple cybersecurity risk areas simultaneously, demonstrating both efficiency and broad impact.

This item was for information only.

#### **8. Closed Session**

**MOTION:** Resolved, that the Committee on Audit, Risk Management, and Compliance move into closed session to prevent the disclosure of information that is privileged or confidential under Article 7 of Chapter 126 and § 143-748 of the North Carolina General Statutes, or not considered a public record within the meaning of Chapter 132

of the General Statutes; and pursuant to Chapter 143-318.11(a)(1), (3), and (6) of the North Carolina General Statutes.

**Motion:** Woody White

**Motion carried**

**THE MEETING MOVED INTO CLOSED SESSION AT 2:22 p.m.**

(The complete minutes of the closed session are recorded separately.)

**THE MEETING RESUMED IN OPEN SESSION AT 2:41 p.m.**

**9. Adjourn**

There being no further business, and without objection, the meeting adjourned at 2:42 p.m.

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Art Pope, Secretary

## AGENDA ITEM

A-2. Summary of the Systemwide Fiscal Year 2025 Internal Audit Activities.....Jennifer Myers

**Situation:** Annually, the Committee on Audit, Risk Management, and Compliance (CARMC) reviews a summary of UNC Systemwide internal audit activities from the previous fiscal year.

**Background:** In accordance with the CARMC Charter, the committee reviews an annual summary of the work performed by the internal audit activities overseen by the audit committee of each constituent institution's board of trustees. This summary provides an overview of audits, reviews, investigations, or special assignments completed by the internal audit department at each constituent institution, including the UNC System Office, and notes material reportable conditions and the status of resolution (see *Attachment 1*).

**Assessment:** Audit committees at each constituent institution provide oversight for the work of the internal audit function. Annually, each chief audit officer and audit committee chair confirm to the UNC System Office that the audit committee has met its respective oversight responsibilities. One key responsibility of the chief audit officer is to manage the internal audit activity to ensure it adds value to the institution. Establishing a risk-based internal audit plan, executing the approved plan, and ensuring timely reporting to the audit committee is of paramount importance in meeting the Institute of Internal Auditors' Global Internal Audit Standards.

During the fiscal year, audit plans may require adjustment to meet the changing needs of the institution or to respond to emerging risks or investigative complaints. The chief audit officer responds to those needs and reports significant changes to their internal audit plans to their respective board of trustees' audit committee.

Between July 1, 2024, and June 30, 2025, internal audit departments across the UNC System completed risk assessments, audits, advisory services, audit finding follow-ups, and investigations resulting in 246 completed engagements (see *Attachment 2*). Those internal audit activities produced 207 findings (see *Attachment 3*) for improvements to internal controls. Corresponding management corrective actions were identified and agreed upon by university leadership.

**Action:** This item is presented to the committee for information only.

## Boards of Trustees Audit Committee Activities for the 2025 Fiscal Year

Article 79 of Chapter 143 of the General Statutes requires that each director of internal audit report to a governing board if one exists within the institution. Additionally, professional standards promulgated by the Institute of Internal Auditors require that each chief audit officer report functionally to the Board of Trustees' Audit Committee (*Audit Committee*). Annual internal audit plans are approved by each institution's Audit Committee, and results of completion of those approved plans are discussed with the Audit Committee members at periodic intervals throughout the year. To confirm the annual activities of the Audit Committees, the chair of each Audit Committee, including the chair of the Board of Governors Committee on Audit, Risk Management, and Compliance (*CARMC*), confirms each Audit Committee's compliance with the following:

1. Met with and updated the Audit Committee at least four times this past fiscal year.
2. Attended any scheduled financial audit exit conferences conducted by the North Carolina Office of the State Auditor (*OSA*).
3. If applicable, reviewed and discussed the results of any other audits performed (i.e., investigations, statewide federal compliance audit reports) and reports issued by the *OSA* with either representatives of the State Auditor and/or appropriate institution official.
4. Reported administratively to the chancellor, or designee, with a clear and recognized functional reporting relationship to the chair of the audit committee.
5. Constructed the audit plan in consideration of risk, including information security risk, potential internal control deficiencies, and any audits/emerging issues outlined by the UNC System Office.
6. Strived to ensure that all internal audits were planned, documented, and executed in accordance with professional standards.
7. Forwarded copies of both the approved audit plan and internal audit reports to the North Carolina Council of Internal Auditing in the prescribed format.
8. Provided the UNC System Office with a summary of audit activities performed each fiscal year.
9. Updated the Audit Committee on the completion/status of their audit plan.

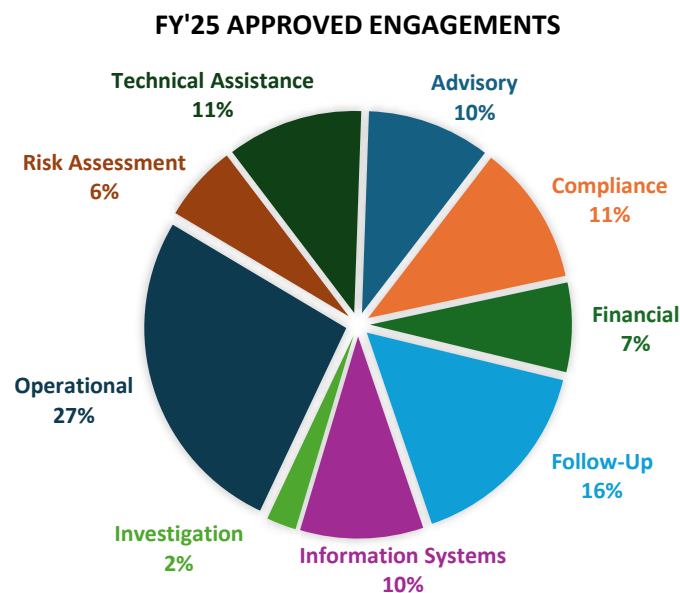
Each Audit Committee further attests:

1. The Audit Committee Charter defines appropriate roles and responsibilities, including the Audit Committee's oversight of the institution's information security program. These responsibilities also include the assurance that the institution is performing self-assessments of operating risks and evaluations of internal controls on a regular basis.

## Planned Engagements by Category for the 2025 Fiscal Year

Annual internal audit priorities align with the institution's objectives and address the risks with the greatest potential to affect the institution's ability to meet those objectives. Once an institution's audit plan is drafted, it is forwarded to the institution leadership for review and approval. Ultimately, the audit plan is presented to and approved by the institution's Audit Committee. As per the CARMC Charter, these plans are then forwarded to the UNC System Office for CARMC to review.

In November 2024, CARMC approved the institutional internal audit plans that included 294 engagements planned for the 2025 fiscal year. Planned engagements ranged from advisory, compliance, financial, follow-up, information systems, investigations, operational, risk assessments, as well as technical assistance. Based on the chart presented below, much of the planned work was around operational audits, followed by follow-ups, and then compliance audits.



*The above graph excludes special projects, other hours, administration hours, and "as requested" items.*

Audit plans are dynamic and new issues and priorities may arise during the year. In addition, investigative work is typically unknown and must be incorporated into the work of internal audit.

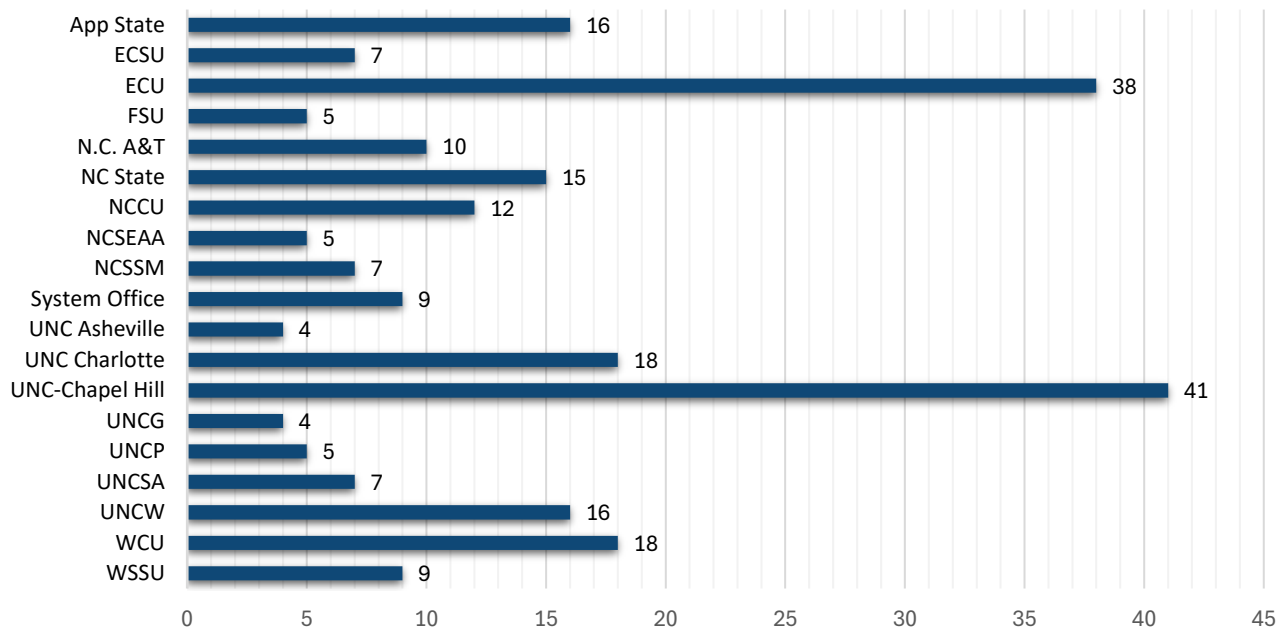


## Audit Report Summary

During fiscal year 2025, the actual audit engagements completed included both planned and unplanned projects. The charts below show the 246 engagements completed by the institutions as well as whether they were included in the original audit plans. The listing of completed engagements is provided as an attachment (see *Attachment 2*).

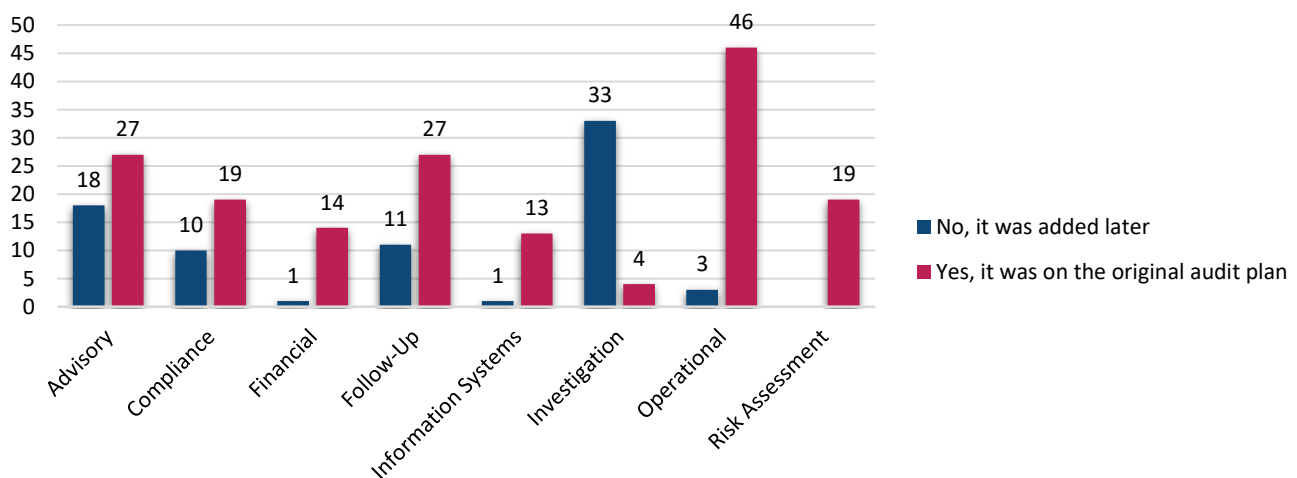
### ENGAGEMENTS COMPLETED IN FY'25

(by institution)

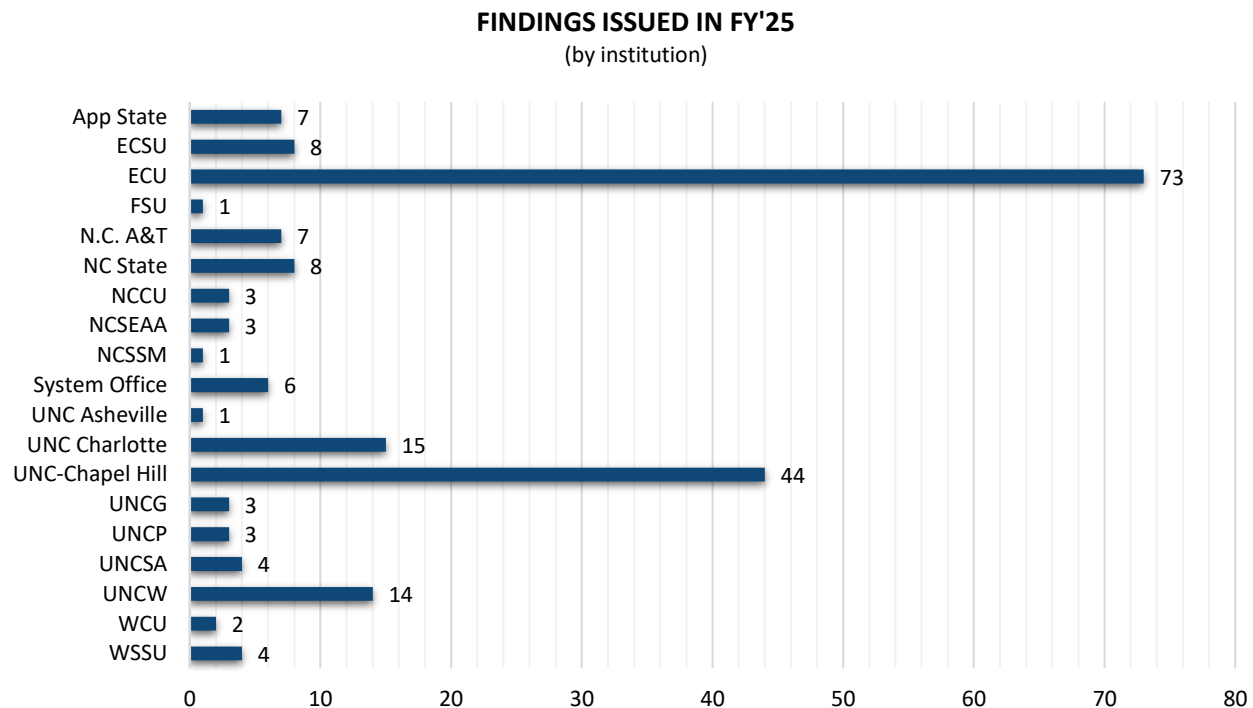


### ENGAGEMENTS COMPLETED IN FY'25

(was engagement on approved audit plan)



The 246 engagements completed in the fiscal year 2025 resulted in 207 audit findings. A summary of these findings is provided as an attachment (see *Attachment 3*).

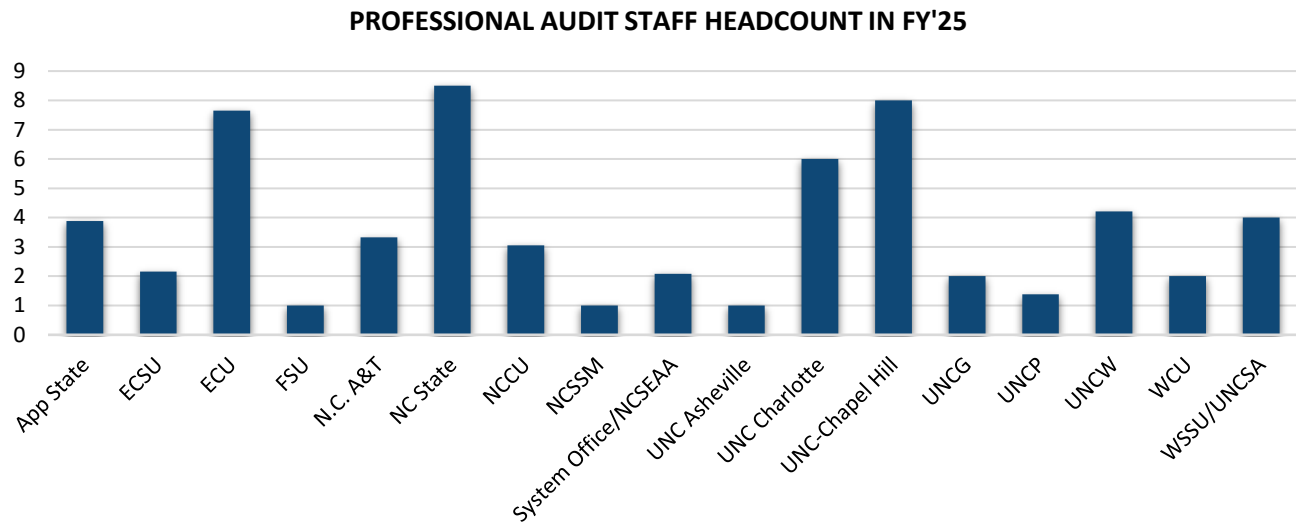


Due to audit process differences, some institutions may have more findings than others. For example, one institution may have six instances of a control weakness and list this as one finding, while another institution may list those six instances as six findings. Additionally, some institutions report on advisory engagements as informational only (typically with no findings), while other institutions include findings for advisory engagements.

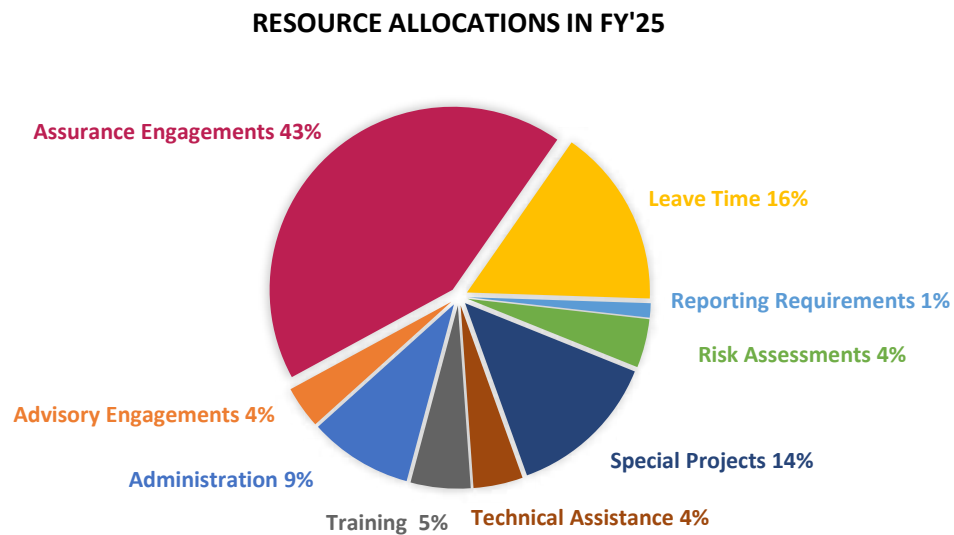
For each finding, the internal audit shops made recommendations to management and management provided a corrective action plan. Each institution's internal audit shop will conduct follow-ups to ensure the corrective action plans are implemented.

## Internal Audit Resources

Total internal audit staff systemwide totaled 61.24 FTE during fiscal year 2025.



Internal audit resources were allocated to the following activities and engagements during fiscal year 2025.



## Engagements Completed (by Institution) in the 2025 Fiscal Year

### **Appalachian State University (16)**

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| <ol style="list-style-type: none"> <li>1. Advisory: Baseball Ticket Revenue</li> <li>2. Advisory: Compliant Storage of I-9 Documents</li> <li>3. Advisory: General Accounting KPIs</li> <li>4. Advisory: Student Accounts KPIs</li> <li>5. Advisory: Women's Basketball Ticket Sales</li> <li>6. Compliance: Gear Up Audit</li> <li>7. Compliance: Student Financial Aid</li> <li>8. Financial: New River Light &amp; Power Company</li> </ol> | <ol style="list-style-type: none"> <li>9. Follow-Up: Asset Control Report</li> <li>10. Follow-Up: Secondary Position Time Tracking</li> <li>11. Investigation: International Trip Reconciliation</li> <li>12. Investigation: Travel Expense Review</li> <li>13. Information Systems: Asset Management</li> <li>14. Information Systems: Cybersecurity in RWE</li> <li>15. Operational: Athletics Ticketing</li> <li>16. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **East Carolina University (38)**

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| <ol style="list-style-type: none"> <li>1. Advisory: Generative AI Policies &amp; Practices</li> <li>2. Advisory: Health Revenue Cycle Integration</li> <li>3. Advisory: HR Leadership Training Team</li> <li>4. Advisory: Office of Institutional Integrity Resourcing</li> <li>5. Advisory: Public Consulting Services</li> <li>6. Advisory: Routine Auditing &amp; Monitoring Analytics</li> <li>7. Advisory: Student Athlete Course Clustering</li> <li>8. Compliance: ProCard Program</li> <li>9. Follow-Up: Campus Safety Systems</li> <li>10. Follow-Up: ECU Transit</li> <li>11. Investigation: Academic Employee Computer Use</li> <li>12. Investigation: Academic Employee Leave Use</li> <li>13. Investigation: Academic Employee Misuse of Time</li> <li>14. Investigation: Academic Employee P-Card Use</li> <li>15. Investigation: Academic Employee Time Reporting</li> <li>16. Investigation: Academic Faculty External Activities #1</li> <li>17. Investigation: Academic Faculty External Activities #2</li> <li>18. Investigation: Academic Faculty Use of Resources</li> <li>19. Investigation: Admin &amp; Finance Employee Time</li> </ol> | <ol style="list-style-type: none"> <li>20. Investigation: Athletics Program Review</li> <li>21. Investigation: School of Medicine Faculty Leave</li> <li>22. Investigation: School of Medicine Related Parties</li> <li>23. Investigation: Import Controls Concerns</li> <li>24. Investigation: Use of University Space</li> <li>25. Information Systems: IT Disaster Resiliency</li> <li>26. Operational: Athletic Facility Security</li> <li>27. Operational: School of Medicine Healthcare Providers</li> <li>28. Operational: Cashier Office</li> <li>29. Operational: Central Reservations Office</li> <li>30. Operational: Emeritus Employee Access to Resources</li> <li>31. Operational: Employee Benefits Processes</li> <li>32. Operational: Financial Aid Data &amp; User Access</li> <li>33. Operational: Lab Safety Program</li> <li>34. Operational: Minges Natatorium</li> <li>35. Operational: Office Space Utilization</li> <li>36. Operational: Research Related Systems</li> <li>37. Operational: Student Emergency Response Process</li> <li>38. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **Elizabeth City State University (7)**

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| <ol style="list-style-type: none"> <li>1. Compliance: Asset Management (Motor Fleet)</li> <li>2. Compliance: Financial Aid Federal Disclosure</li> <li>3. Compliance: Gramm-Leach-Bliley Act</li> <li>4. Financial: Vending Commissions</li> </ol> | <ol style="list-style-type: none"> <li>5. Follow-Up: Admissions Operations</li> <li>6. Investigation: Police Dept. Violation of On Call Pay</li> <li>7. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **Fayetteville State University (5)**

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| <ol style="list-style-type: none"> <li>1. Advisory: P-Card Compliance</li> <li>2. Advisory: Student Mental Health &amp; Well-Being</li> <li>3. Investigation: Academic Advising</li> </ol> | <ol style="list-style-type: none"> <li>4. Information Systems: IT Asset Management</li> <li>5. Risk Assessment &amp; Audit Planning</li> </ol> |
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## Engagements Completed (by Institution) in the 2025 Fiscal Year

### **NC State University (15)**

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| <ol style="list-style-type: none"> <li>1. Follow-Up: Campus Enterprises AR Collections</li> <li>2. Follow-Up: Campus Enterprises Rave! Catering</li> <li>3. Follow-Up: College of Agriculture Internal Controls</li> <li>4. Follow-Up: College of Agriculture NC Cooperative Ext.</li> <li>5. Follow-Up: College of Sciences P-Card Misuse</li> <li>6. Follow-Up: Federal Safeguards Rule</li> <li>7. Follow-Up: Finance &amp; Admin Environmental Health</li> <li>8. Follow-Up: Textile Protection &amp; Comfort (College)</li> </ol> | <ol style="list-style-type: none"> <li>9. Follow-Up: Textile Protection &amp; Comfort (University)</li> <li>10. Investigation: College of Agriculture Operations</li> <li>11. Information Systems: College of Sciences IT Controls</li> <li>12. Operational: Asset Management Internal Controls</li> <li>13. Operational: Textile Protection &amp; Comfort (College)</li> <li>14. Operational: Textile Protection &amp; Comfort (University)</li> <li>15. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **North Carolina A&T State University (10)**

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| <ol style="list-style-type: none"> <li>1. Advisory: P-Card Usage</li> <li>2. Advisory: Verification of Year-End Inventories</li> <li>3. Compliance: NCAA Audit</li> <li>4. Follow-Up: Travel Reimbursements</li> <li>5. Follow-Up: Employment Eligibility Verification</li> </ol> | <ol style="list-style-type: none"> <li>6. Investigation: Educational Leave</li> <li>7. Investigation: Hiring Practices</li> <li>8. Investigation: Human Resources</li> <li>9. Investigation: Misuse of State-Owned Vehicle</li> <li>10. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **North Carolina Central University (12)**

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| <ol style="list-style-type: none"> <li>1. Advisory: Procurement Regulation Review</li> <li>2. Advisory: SOPs &amp; Position Responsibilities Summary</li> <li>3. Follow-Up: Band Review</li> <li>4. Follow-Up: Cash Audit</li> <li>5. Follow-Up: Financial Audit</li> <li>6. Follow-Up: Human Resources</li> </ol> | <ol style="list-style-type: none"> <li>7. Follow-Up: Review of State Audit Findings</li> <li>8. Follow-Up: Secondary Employment</li> <li>9. Follow-Up: State Financial Audit</li> <li>10. Follow-Up: UNIV 1100 Course Instructors</li> <li>11. Investigation: Integrated Biosciences Ph.D. Program</li> <li>12. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **North Carolina School of Science and Mathematics (7)**

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| <ol style="list-style-type: none"> <li>1. Advisory: AICFR Committee</li> <li>2. Advisory: Morganton AdOps Wiki Review</li> <li>3. Advisory: P-Card Regulation</li> <li>4. Advisory: Robotics Operations</li> </ol> | <ol style="list-style-type: none"> <li>5. Advisory: Textbook Procedures</li> <li>6. Operational: SCSSI Review</li> <li>7. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **North Carolina State Education Assistance Authority (5)**

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| <ol style="list-style-type: none"> <li>1. Advisory: PII Security Practices</li> <li>2. Follow-Up: Follow-Up Audit</li> <li>3. Operational: ACH Banking Processes</li> </ol> | <ol style="list-style-type: none"> <li>4. Operational: Fiscal Agent Programs</li> <li>5. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **University of North Carolina Asheville (4)**

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| <ol style="list-style-type: none"> <li>1. Advisory: P-Card Oversight</li> <li>2. Compliance: I-9 Compliance Review</li> </ol> | <ol style="list-style-type: none"> <li>3. Follow-Up: I-9 Compliance Review</li> <li>4. Risk Assessment &amp; Audit Planning</li> </ol> |
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## Engagements Completed (by Institution) in the 2025 Fiscal Year

### University of North Carolina at Chapel Hill (41)

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| 1. Advisory: Auditors Association Conference Host        | 22. Financial: Tango Card                                    |
| 2. Advisory: Generative AI Use in Academics              | 23. Investigation: Misuse of Gift Cards in Clinical Research |
| 3. Advisory: QAR Self-Assessment Validation              | 24. Investigation: Theft of Chemicals & Equipment            |
| 4. Advisory: Top Five Enterprise Risks                   | 25. Information Systems: IT Contingency Planning             |
| 5. Compliance: Alcohol Policy                            | 26. Information Systems: IT Endpoint Configuration           |
| 6. Compliance: Animal Research Protocol                  | 27. Information Systems: IT Inventory Management             |
| 7. Compliance: Annual Student Learning Reporting         | 28. Information Systems: Use of Lansweeper                   |
| 8. Compliance: Clinical Trials                           | 29. Operational: Administrative Space Utilization            |
| 9. Compliance: IIA Audit Standards Self-Assessment       | 30. Operational: Campus Infrastructure                       |
| 10. Compliance: International Programs (Study Abroad)    | 31. Operational: Carolina One Card                           |
| 11. Compliance: Massey Endowment Review                  | 32. Operational: Employee Separation                         |
| 12. Compliance: OSBM I-9 Practicum                       | 33. Operational: Facilities Health & Safety                  |
| 13. Compliance: Reconciliation of Active P-Cardholders   | 34. Operational: Faculty Workload                            |
| 14. Compliance: Research Security                        | 35. Operational: Family Medical Leave Act Management         |
| 15. Compliance: Undergraduate Grade Change Request       | 36. Operational: Fleet Services                              |
| 16. Financial: Athletics Travel Expense                  | 37. Operational: Strategic Enrollment Planning               |
| 17. Financial: College of Medicine Grant Subrecipient #1 | 38. Operational: Student Athlete Tutoring Services           |
| 18. Financial: College of Medicine Grant Subrecipient #2 | 39. Operational: Student Housing Access & Security           |
| 19. Financial: Certara Grant Closeout                    | 40. Operational: Website Communications                      |
| 20. Financial: GiveUNC Financial Audit                   | 41. Risk Assessment & Audit Planning                         |
| 21. Financial: School of Public Health Expense           |  |

### University of North Carolina at Charlotte (18)

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| 1. Advisory: Emergency Management Accreditation        | 10. Information Systems: IT Project Prioritization      |
| 2. Advisory: Passport Services Processing              | 11. Operational: College of Arts Administrative Review  |
| 3. Compliance: Internal Quality Assessment             | 12. Operational: College of Computing Grants            |
| 4. Compliance: NCAA Student Athlete Grades             | 13. Operational: Environmental Health Laboratory Safety |
| 5. Compliance: P-Card Verification                     | 14. Operational: Facilities Deferred Maintenance        |
| 6. Financial: Internal Controls Testing                | 15. Operational: Faculty Workload Plans                 |
| 7. Investigation: History Department                   | 16. Operational: Financial Aid Audit                    |
| 8. Information Systems: Criminal Justice Compliance    | 17. Operational: HR EHRA Reclass & Leave Conversion     |
| 9. Information Systems: Data Security Plans Compliance | 18. Risk Assessment & Audit Planning                    |

### University of North Carolina at Greensboro (4)

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| 1. Follow-Up: Employee Eligibility                  | 3. Operational: Weatherspoon Arts Museum Inventory |
| 2. Operational: Departmental Expense & P-Card Audit | 4. Risk Assessment & Audit Planning                |

### University of North Carolina at Pembroke (5)

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| 1. Advisory: HUB Consulting        | 4. Operational: Emergency Notification System |
| 2. Advisory: NCAA Vendor Selection | 5. Risk Assessment & Audit Planning           |
| 3. Compliance: P-Card Review       |   |

## Engagements Completed (by Institution) in the 2025 Fiscal Year

### **University of North Carolina School of the Arts (7)**

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| <ol style="list-style-type: none"> <li>1. Advisory: Talent Management</li> <li>2. Compliance: P-Card &amp; T-Card Regulation</li> <li>3. Follow-Up: Internal Audit Monitoring Report</li> <li>4. Investigation: Faculty Hiring Process</li> </ol> | <ol style="list-style-type: none"> <li>5. Information Systems: Third Party Systems</li> <li>6. Operational: Enrollment Operations</li> <li>7. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **University of North Carolina System Office (9)**

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| <ol style="list-style-type: none"> <li>1. Advisory: P-Card Compliance Review (PBS NC)</li> <li>2. Advisory: P-Card Compliance Review (System Office)</li> <li>3. Advisory: Generative AI Policies</li> <li>4. Compliance: ACH Banking Processes</li> <li>5. Compliance: IT Contracting (PBS NC)</li> </ol> | <ol style="list-style-type: none"> <li>6. Follow-Up: Follow-Up Audit</li> <li>7. Operational: Campus Data Quality Audit</li> <li>8. Operational: IT Contracting (System Office)</li> <li>9. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **University of North Carolina Wilmington (16)**

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| <ol style="list-style-type: none"> <li>1. Advisory: Vehicle Allowance Review</li> <li>2. Compliance: Minors on Campus Program Review</li> <li>3. Compliance: P-Card Program Review</li> <li>4. Financial: Friends of UNCW</li> <li>5. Follow-Up: Campus Safety</li> <li>6. Follow-Up: Housing &amp; Residence Life</li> <li>7. Follow-Up: IT Change Management</li> <li>8. Follow-Up: Targeted Expense</li> </ol> | <ol style="list-style-type: none"> <li>9. Follow-Up: Title IX</li> <li>10. Follow-Up: Vehicle Allowance</li> <li>11. Investigation: Fundraising</li> <li>12. Investigation: Motor Pool</li> <li>13. Investigation: Project Management</li> <li>14. Information Systems: IT Change Management Review</li> <li>15. Operational: Disability Resource Center Review</li> <li>16. Risk Assessment &amp; Audit Planning</li> </ol> |
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### **Western Carolina University (18)**

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Advisory: Contract Incentives Review</li> <li>2. Advisory: Degree Works</li> <li>3. Advisory: Incentives Review #1</li> <li>4. Advisory: Incentives Review #2</li> <li>5. Advisory: IT Closed Risk Register Issues</li> <li>6. Advisory: IT Risk Register SOPs</li> <li>7. Advisory: Western Carolina Power</li> <li>8. Financial: P-Card Review</li> <li>9. Financial: Program Fees &amp; Tuition Differential Fees</li> </ol> | <ol style="list-style-type: none"> <li>10. Follow-Up: P-Card Review</li> <li>11. Investigation: Personnel Issue</li> <li>12. Investigation: Student Residency</li> <li>13. Investigation: University Property</li> <li>14. Operational: Athletics Box Office</li> <li>15. Operational: Bardo Performing Art Center Box Office</li> <li>16. Operational: Capital Projects Construction Admin</li> <li>17. Operational: Ramsey Center Ticket Office</li> <li>18. Risk Assessment &amp; Audit Planning</li> </ol> |
|---|--|

### **Winston-Salem State University (9)**

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Compliance: P-Card &amp; T-Card Regulation</li> <li>2. Financial: Budget Process</li> <li>3. Financial: P-Card &amp; T-Card Analytics</li> <li>4. Follow-Up: Institutional Aid (Title III) - OSA 90 Days</li> <li>5. Follow-Up: Internal Audit Monitoring Report</li> </ol> | <ol style="list-style-type: none"> <li>6. Investigation: Advancement Gift Cards</li> <li>7. Investigation: Improper Use of State Vehicle</li> <li>8. Investigation: Non-Grant Payment</li> <li>9. Risk Assessment &amp; Audit Planning</li> </ol> |
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## Summary of Audit Findings Issued in the 2025 Fiscal Year

Institution Name	Engagement Title	Engagement Type	Final Date of Engagement	# of Findings
Appalachian State University	Confirmation of Compliance: General Accounting KPIs	Advisory	11/19/2024	1
Appalachian State University	Asset Management Audit	Information Systems	8/29/2024	1
Appalachian State University	Cybersecurity in RWE	Information Systems	6/12/2025	3
Appalachian State University	Travel Expense Review	Investigation	7/30/2025	2
East Carolina University	Generative AI Policies & Practices	Advisory	3/26/2025	1
East Carolina University	Health Revenue Cycle Integration	Advisory	2/24/2025	1
East Carolina University	Office of Institutional Integrity Resourcing	Advisory	2/24/2025	1
East Carolina University	Public Consulting Services	Advisory	10/18/2024	1
East Carolina University	Academic Affairs: Employee Misuse of Time	Investigation	6/27/2025	1
East Carolina University	Academic Affairs: Employee P-Card Use	Investigation	9/25/2024	1
East Carolina University	Academic Affairs: Employee Time Reporting	Investigation	9/23/2024	2
East Carolina University	Academic Affairs: Faculty External Activities (Report #1)	Investigation	8/28/2024	1
East Carolina University	Academic Affairs: Faculty External Activities (Report #2)	Investigation	6/27/2025	2
East Carolina University	Academic Affairs: Faculty Member Use of Resources	Investigation	3/26/2025	2
East Carolina University	Administration & Finance: Employee Misuse of Time	Investigation	5/13/2025	1
East Carolina University	Brody School of Medicine: Faculty Leave Records	Investigation	10/24/2024	1
East Carolina University	Brody School of Medicine: Related Parties	Investigation	2/28/2025	2
East Carolina University	Use of University Space	Investigation	4/3/2025	1
East Carolina University	Athletic Facility Security	Operational	6/19/2025	3
East Carolina University	Brody School of Medicine: Healthcare Provider Comp Plan	Operational	7/30/2024	2
East Carolina University	Cashier Office	Operational	9/20/2024	9
East Carolina University	Central Reservations Office	Operational	6/30/2025	6
East Carolina University	Emeritus Employees Access to Resources	Operational	9/27/2024	3
East Carolina University	Employee Benefits Processes	Operational	8/30/2024	5
East Carolina University	Financial Aid Data & User Access	Operational	2/28/2025	4
East Carolina University	Lab Safety Program	Operational	6/25/2025	3
East Carolina University	Minges Natatorium	Operational	1/28/2025	5
East Carolina University	Office Space Utilization	Operational	1/30/2025	7
East Carolina University	Research Related Systems	Operational	11/22/2024	4



## Summary of Audit Findings Issued in the 2025 Fiscal Year

Institution Name	Engagement Title	Engagement Type	Final Date of Engagement	# of Findings
East Carolina University	Student Emergency Response Process	Operational	1/13/2025	4
Elizabeth City State University	Asset Management (Motor Fleet)	Compliance	2/13/2025	3
Elizabeth City State University	Gramm-Leach-Bliley Act	Compliance	6/13/2025	1
Elizabeth City State University	Vending Commissions	Financial	10/11/2024	2
Elizabeth City State University	Admissions Operations	Follow-Up	2/14/2025	1
Elizabeth City State University	ECSU Police Department: Violation of On Call Pay	Investigation	8/6/2024	1
Fayetteville State University	IT Asset Management	Information Systems	7/31/2025	1
NC State University	College of Agriculture & Life Sciences: Business Operations	Investigation	3/20/2025	2
NC State University	Asset Management Processes & Internal Controls	Operational	9/13/2024	1
NC State University	Textile Protection & Comfort Center (College)	Operational	9/13/2024	4
NC State University	Textile Protection & Comfort Center (University)	Operational	9/13/2024	1
North Carolina A&T State University	P-Card Usage	Advisory	3/18/2025	1
North Carolina A&T State University	Travel Reimbursements	Follow-Up	4/28/2025	1
North Carolina A&T State University	University's Employment Eligibility Verification	Follow-Up	3/21/2025	1
North Carolina A&T State University	Alleged Misuse of State-Owned Vehicle	Investigation	9/26/2024	1
North Carolina A&T State University	Educational Leave	Investigation	5/27/2025	1
North Carolina A&T State University	Hiring Practices	Investigation	10/14/2024	1
North Carolina A&T State University	Human Resources Allegations	Investigation	2/26/2025	1
North Carolina Central University	Integrated Biosciences Ph.D. Program	Investigation	5/14/2025	3
North Carolina School of Science and Mathematics	SCSSI Review	Operational	9/10/2024	1
North Carolina State Education Assistance Authority	ACH Audit	Operational	9/6/2024	2
North Carolina State Education Assistance Authority	Fiscal Agent Programs	Operational	7/16/2025	1
University of North Carolina Asheville	I-9 Compliance Review	Compliance	8/14/2024	1
University of North Carolina at Chapel Hill	Alcohol Policy	Compliance	6/27/2025	4
University of North Carolina at Chapel Hill	Annual Student Learning Outcomes Reporting	Compliance	6/30/2025	2
University of North Carolina at Chapel Hill	Clinical Trials	Compliance	7/15/2024	1
University of North Carolina at Chapel Hill	IIA Global Internal Audit Standards Self-Assessment	Compliance	9/3/2024	4
University of North Carolina at Chapel Hill	International Programs UNC Study Abroad Office	Compliance	12/19/2024	4
University of North Carolina at Chapel Hill	Undergraduate Grade Change Request	Compliance	3/11/2025	2

## Summary of Audit Findings Issued in the 2025 Fiscal Year

Institution Name	Engagement Title	Engagement Type	Final Date of Engagement	# of Findings
University of North Carolina at Chapel Hill	GiveUNC Financial Audit	Financial	3/18/2025	3
University of North Carolina at Chapel Hill	Tango Card	Financial	5/19/2025	5
University of North Carolina at Chapel Hill	Administrative Space Utilization	Operational	7/25/2024	3
University of North Carolina at Chapel Hill	Carolina One Card	Operational	10/21/2024	1
University of North Carolina at Chapel Hill	Employee Separation	Operational	3/11/2025	2
University of North Carolina at Chapel Hill	Facilities Health & Safety	Operational	6/30/2025	3
University of North Carolina at Chapel Hill	Faculty Workload	Operational	6/24/2025	2
University of North Carolina at Chapel Hill	Fleet Services	Operational	10/21/2024	4
University of North Carolina at Chapel Hill	Student Athlete Tutoring Services	Operational	5/12/2025	1
University of North Carolina at Chapel Hill	Student Housing Access & Security	Operational	12/11/2024	2
University of North Carolina at Chapel Hill	Website Communications	Operational	1/29/2025	1
University of North Carolina at Charlotte	Data Security Plans Compliance	Information Systems	7/22/2025	2
University of North Carolina at Charlotte	History Department	Investigation	3/31/2025	4
University of North Carolina at Charlotte	College of Arts & Architecture Administrative Review	Operational	12/19/2024	3
University of North Carolina at Charlotte	College of Computing & Informatics Post-Award Grants	Operational	11/12/2024	3
University of North Carolina at Charlotte	Environmental Health Laboratory Safety	Operational	6/23/2025	1
University of North Carolina at Charlotte	Human Resources EHRA Reclassification & Leave Conversion	Operational	3/24/2025	2
University of North Carolina at Greensboro	Employee Eligibility	Follow-Up	6/30/2025	1
University of North Carolina at Greensboro	Departmental Expense & P-Card Audit	Operational	5/29/2025	2
University of North Carolina at Pembroke	P-Card Review	Compliance	12/31/2024	3
University of North Carolina School of the Arts	Talent Management	Advisory	6/30/2025	1
University of North Carolina School of the Arts	Third Party Systems	Information Systems	6/19/2025	1
University of North Carolina School of the Arts	Faculty Hiring Process	Investigation	11/21/2024	1
University of North Carolina School of the Arts	Enrollment Operations	Operational	11/20/2024	1
University of North Carolina System Office	ACH Banking Processes	Compliance	11/7/2024	1
University of North Carolina System Office	IT Contracting & Vendor Management Audit (PBS NC)	Compliance	11/6/2024	2
University of North Carolina System Office	IT Contracting & Vendor Management Audit (System Office)	Operational	8/9/2024	3
University of North Carolina Wilmington	Vehicle Allowance Review	Advisory	9/24/2024	3
University of North Carolina Wilmington	Minors on Campus Program Review	Compliance	3/14/2025	5

## Summary of Audit Findings Issued in the 2025 Fiscal Year

Institution Name	Engagement Title	Engagement Type	Final Date of Engagement	# of Findings
University of North Carolina Wilmington	IT Change Management Review	Information Systems	9/27/2024	1
University of North Carolina Wilmington	Project Management	Investigation	3/31/2025	1
University of North Carolina Wilmington	Disability Resource Center Review	Operational	12/16/2024	4
Western Carolina University	P-Card Review	Financial	8/16/2024	2
Winston-Salem State University	Budget Process	Financial	12/23/2024	1
Winston-Salem State University	Advancement Gift Cards	Investigation	6/11/2025	1
Winston-Salem State University	Improper Use of State Vehicle	Investigation	6/11/2025	1
Winston-Salem State University	Non-Grant Payment	Investigation	7/8/2025	1

## AGENDA ITEM

A-3. Summary of the UNC System Fiscal Year 2026 Internal Audit Plan .....Jennifer Myers

**Situation:** Annually, the Committee on Audit, Risk Management, and Compliance (CARMC) is presented with the UNC Systemwide Internal Audit Plans for review.

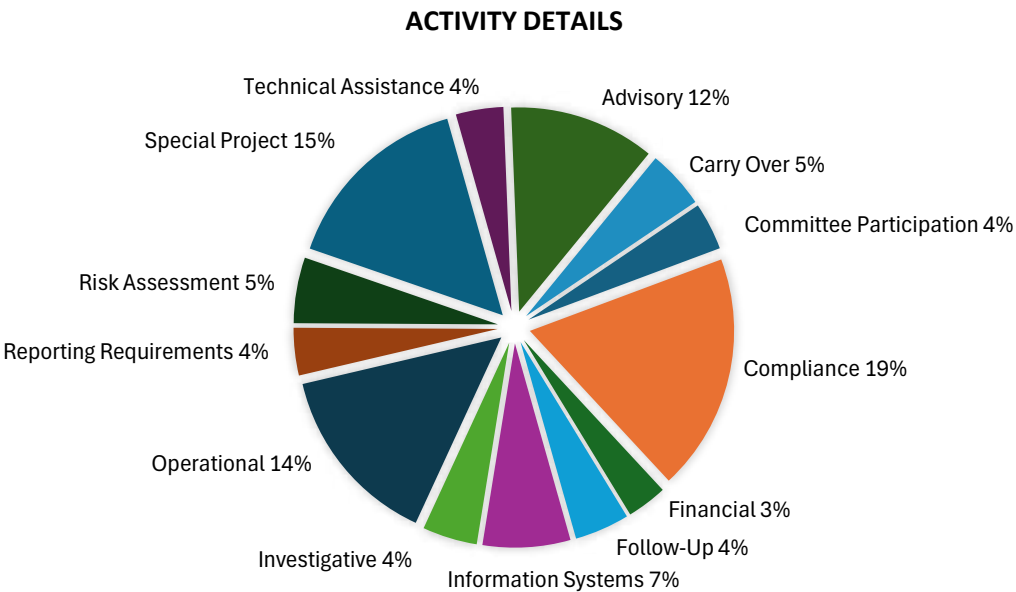
**Background:** Section 301 of *The Code, The Standing Committees' Jurisdiction*, requires this committee to review a summary of the Internal Audit Plans of the constituent institutions. As part of the policy, each constituent institution is to submit its Internal Audit Plan as approved by the institution's board of trustees. The CARMC Charter requires that this committee review an annual summary of the Internal Audit Plans submitted by each constituent institution and the UNC System Office.

**Assessment:** A summary and individual institution Internal Audit Plans are attached for the committee's review (see *Attachments 1 and 2*).

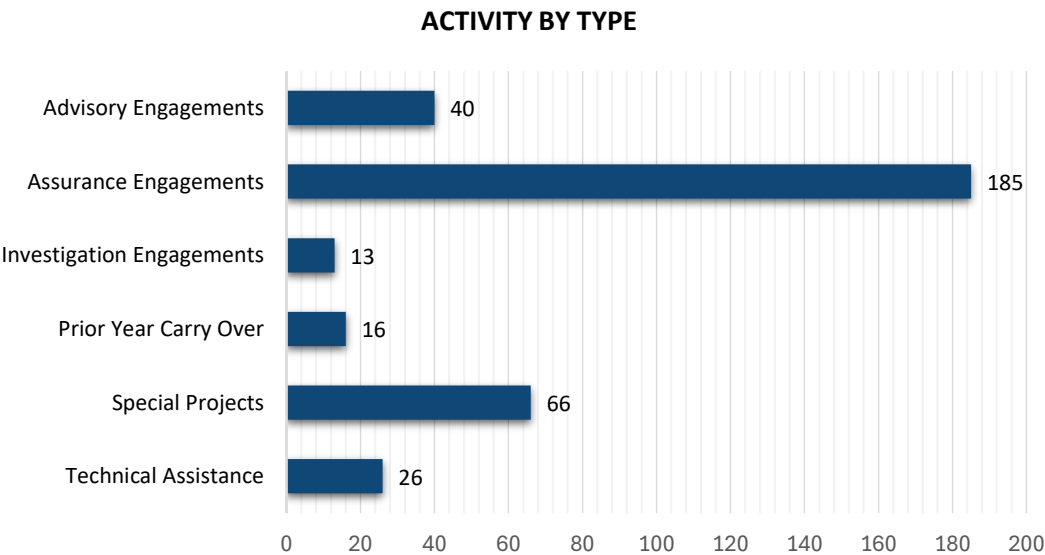
**Action:** This item is presented to the committee for information only.

Internal Audit Efforts Planned for the 2026 Fiscal Year

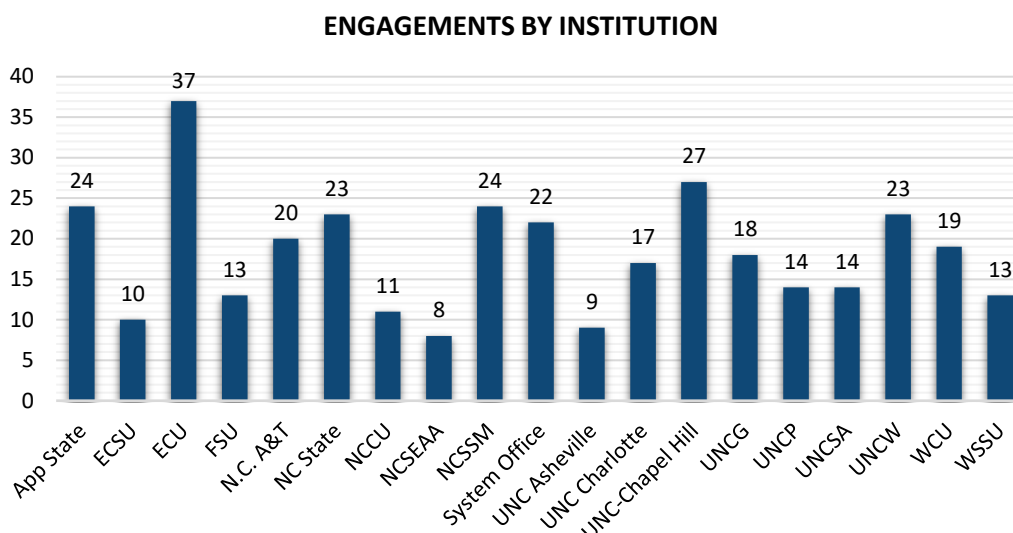
Annual Internal Audit Plans are developed at each institution from a comprehensive risk-based analysis of specific institutional operations. Responses to current risks are reflected in these plans. The plans are then reviewed and approved by the institution’s board of trustees. We have summarized the internal audit efforts planned for the 2026 fiscal year, which includes operational audits, compliance audits, information system audits, advisory engagements, follow-ups on prior recommendations, special projects, and technical assistance. Based on the approved institutional Internal Audit Plans, the chart below shows the breakdown of activities by type across the UNC System.



The chart below shows the total number of engagements by type for the 2026 fiscal year.

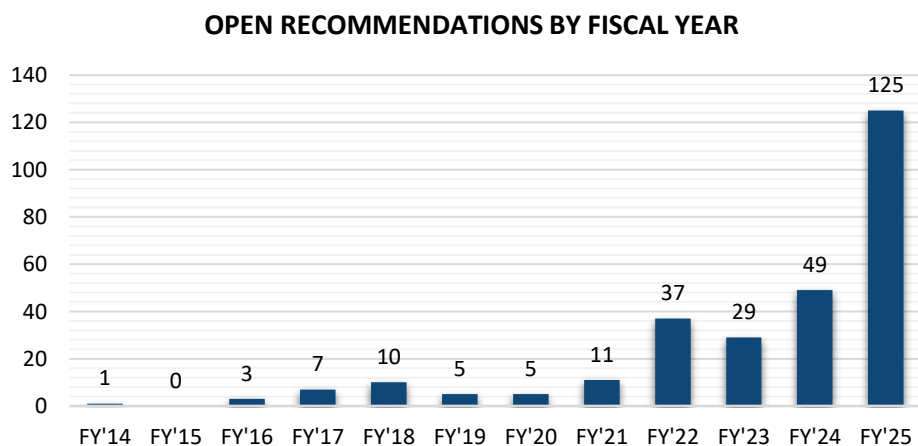


The chart below shows the total number of engagements by institution for the 2026 fiscal year.



### Open Audit Recommendations

As of June 30, 2025, there were a total of 282 open recommendations from prior fiscal years that will be followed up on across the UNC System. Follow-up engagements are conducted to assess the implementation and effectiveness of corrective actions taken by management due to prior audit engagements. The chart below breaks down each open recommendation by the corresponding fiscal year it was originally reported in. In some cases, open audit recommendations can be implemented quickly while other recommendations may involve long-term actions such as system changes or implementing new systems. In addition, once a change is implemented, Internal Audit will often need to allow the processes to operate for a period of time before they can assess whether the actions resolved the identified underlying issues. The System Office will be following up with the institutions on those items that are older to see if any of these are high risk and if there are issues preventing these from being closed.



## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

Appalachian State University
<b>Prior Year Carry Over</b>
Access Controls (Identity Access Management Phases I & 2)
Business Continuity & Disaster Recovery Programs
Domestic Travel with Non-Travel Expenditures
New River Light & Power (FY'25 Short Year)
New River Light & Power Cybersecurity & IT Infrastructure
<b>Assurance Engagements</b>
Annual P-Card Compliance Audit
Appalachian Police Department
Campuswide Tech Redundancies & Excess Applications
GEAR UP Grants (FY'25)
Hazardous Waste Storage Compliance
Impacts on Research Funding
Institute of Internal Auditors (IIA) Cyber Security Topical Requirement
Regulation on Campus Emergency Communication & Alert Systems
Risk Assessment & Audit Plan Development
Youth Protections & Compliance
<b>Advisory Engagements</b>
Athletic Coaches' Ticket Incentive Requests
Unplanned/As Requested
<b>Follow-Up Engagements</b>
Various Follow-Ups (7)
<b>Investigation Engagements</b>
Unplanned/As Requested
<b>Special Projects</b>
Internal Control Certification (FY'26)
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
Quality Assurance Review (QAR)
UNCAA Fall 2025 Conference (Plan & Host)
<b>Technical Assistance</b>
Various Committee Participation (17)

East Carolina University
<b>Prior Year Carry Over</b>
<i>None</i>
<b>Assurance Engagements</b>
Accounts Payable
Admissions Process Compliance
Annual P-Card Compliance Audit
Aramark Contract Monitoring
Athletics Team Policies
Club Sports
Copier/Scanner Controls & Contract
Employee Separation Process
End User Data Collection & Signature Applications

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

Expense Review for External Sponsor (Climate Grant)
Finance Data & User Access
Gift Card Purchases & Controls
Personnel Records Practices
Regulation on Campus Emergency Communication & Alert Systems
Research Security
Risk Assessment & Audit Plan Development
SGA Funds Allocation Process
Sponsored Programs Data Management Plans
Travel Expense Analytics Review
Web Accessibility Controls
<b>Advisory Engagements</b>
Accounts Payable Transactions (Routine Analytics)
All Other Routine Analytics
Employee Eligibility Processes
Minors on Campus
ProCard Transactions (Routine Analytics)
Research Hub Operations
Student Athlete Course Clustering
Unplanned/As Requested
<b>Follow-Up Engagements</b>
Various Follow-Ups (2)
<b>Investigation Engagements</b>
Investigative Reviews (Details Not Included)
Unplanned/As Requested
<b>Special Projects</b>
Audit Software Admin & Maintenance
Fraud Risk Assessment
Other Routine Tasks
Quality Assurance & Improvement Program (QAIP)
Quality Assurance Review (QAR)
<b>Technical Assistance</b>
Various Committee Participation (2)

Elizabeth City State University	
<b>Prior Year Carry Over</b>	
None	
<b>Assurance Engagements</b>	
Annual P-Card Compliance Audit	
Banner Access Audit	
Program & Tuition Differential Fees	
Regulation on Campus Emergency Communication & Alert Systems	
Risk Assessment & Audit Plan Development	
<b>Advisory Engagements</b>	
Unplanned/As Requested	



## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

<b>Follow-Up Engagements</b>
Various Follow-Ups (6)
<b>Investigation Engagements</b>
<i>None</i>
<b>Special Projects</b>
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
Outreach & Training (Internal Control)
Quality Assurance Review (QAR)
<b>Technical Assistance</b>
<i>None</i>

Fayetteville State University
<b>Prior Year Carry Over</b>
<i>None</i>
<b>Assurance Engagements</b>
Annual P-Card Compliance Audit
Fixed Asset Inventory
Human Resources
Regulation on Campus Emergency Communication & Alert Systems
Risk Assessment & Audit Plan Development
Teams, OneDrive, & SharePoint Controls
<b>Advisory Engagements</b>
External Audit Assistance
Unplanned/As Requested
<b>Follow-Up Engagements</b>
Various Follow-Ups (1)
<b>Investigation Engagements</b>
Unplanned/As Requested
<b>Special Projects</b>
Internal Control Questionnaire
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
Quality Assurance & Improvement Program (QAIP)
<b>Technical Assistance</b>
<i>None</i>

NC State University
<b>Prior Year Carry Over</b>
Campus Operations & Maintenance Investigation (Office of Finance & Administration)
IT General Controls: IT Backup & Recovery (Office of Information Technology)
IT General Controls: Security Incident Response (University-Wide)
Operational Processes & Internal Controls (Accounts Receivable)
<b>Assurance Engagements</b>
Active P-Card Holders Review (Procurement & Business Services)
Annual P-Card Compliance Audit

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

Licensing & Commercialization Processes (Office of Research & Commercialization)
Proposal Development Unit Support Processes (Office of Research & Innovation)
Risk Assessment & Audit Plan Development
Salary Supplements for 12 Month Employees (University-Wide)
Security Controls Over Transfer of Enterprise Systems Data into Storage (Office of Information Technology)
Small Construction Projects, Renovations, & Repairs (Facilities)
University IT Governance Structure (Office of Information Technology)
University Security Over Application Programming Interfaces (API)
WolfTime Overtime (Human Resources)
<b>Advisory Engagements</b>
OSA Financial Statement Audit (FY'25)
Project & Research Enterprise Database Implementation (Enterprise Research Administration)
Verizon Contract Management (Facilities)
<b>Follow-Up Engagements</b>
Various Follow-Ups (12)
<b>Investigation Engagements</b>
Unplanned/As Requested
<b>Special Projects</b>
Quality Assurance & Improvement Program (QAIP)
<b>Technical Assistance</b>
Unplanned/As Requested
Various Committee Participation (12)

North Carolina A&T State University	
Prior Year Carry Over	
None	
Assurance Engagements	
Annual P-Card Compliance Audit	
Banner Access Audit	
IT Security Framework (1400.1)	
Network Closets – Physical Security & Access	
Regulation on Campus Emergency Communication & Alert Systems	
Risk Assessment & Audit Plan Development	
Advisory Engagements	
Research Gift Cards	
Unplanned/As Requested	
Verification of Year-End Inventories	
Follow-Up Engagements	
Various Follow-Ups (6)	
Investigation Engagements	
Investigative Reviews (Details Not Included)	
Unplanned/As Requested	
Special Projects	
Assessment of Internal Controls over Financial Reporting	
Global Internal Audit Standards Implementation	
Internal Audit Manual, Templates & SOP Updates	

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
Quality Assurance & Improvement Program (QAIP)
Quality Assurance Review (QAR)
System Office – Monitoring Visit/KPI Dashboard – Business Process Compliance
<b>Technical Assistance</b>
Various Committee Participation (5)

North Carolina Central University
<b>Prior Year Carry Over</b>
<i>None</i>
<b>Assurance Engagements</b>
Annual P-Card Compliance Audit
Budget & Financial Planning
Business System Analyst
Eagle Card Compliance
Regulation on Campus Emergency Communication & Alert Systems
Risk Assessment & Audit Plan Development
Sponsored Research
<b>Advisory Engagements</b>
Unplanned/As Requested
<b>Follow-Up Engagements</b>
Various Follow-Ups (4)
<b>Investigation Engagements</b>
Unplanned/As Requested
<b>Special Projects</b>
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
<b>Technical Assistance</b>
<i>None</i>

North Carolina School of Science and Mathematics
<b>Prior Year Carry Over</b>
<i>None</i>
<b>Assurance Engagements</b>
Accessibility Services Operations
Annual P-Card Compliance Audit
Motor Fleet Compliance (FY'25)
Regulation on Campus Emergency Communication & Alert Systems
Risk Assessment & Audit Plan Development
<b>Advisory Engagements</b>
Conflict of Interest Policy Revision
Market Analysis Assistant for Teaching, Learning & Curriculum
Summer Research & Innovation Program Operations
<b>Follow-Up Engagements</b>
Various Follow-Ups (2)

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

<b>Investigation Engagements</b>
Unplanned/As Requested
<b>Special Projects</b>
Annual Charter Review
Assessment of Internal Controls over Financial Reporting
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
Quality Assurance & Improvement Program (QAIP)
<b>Technical Assistance</b>
Business Office & Human Resources External Review (Audit Liaison)
Cybersecurity Frameworks & Maturity Model
Departmental Inventory Process
HR Policy & Procedures Review
NCSSM Foundation Audit & Compliance Services
Service Learning Operations
Student Conduct Process Review
Summer Ventures Policies Review
Unplanned/As Requested
Various Committee Participation (5)

North Carolina State Education Assistance Authority
<b>Prior Year Carry Over</b>
<i>None</i>
<b>Assurance Engagements</b>
Risk Assessment & Audit Plan Development
<b>Advisory Engagements</b>
Children of Wartime Vets Transition
MyPortal K12 ACH Controls
MyPortal K12 ACH Policies & Procedures Review
Unplanned/As Requested
<b>Follow-Up Engagements</b>
Various Follow-Ups (1)
<b>Investigation Engagements</b>
Unplanned/As Requested
<b>Special Projects</b>
<i>None</i>
<b>Technical Assistance</b>
Various Committee Participation (1)

University of North Carolina Asheville
<b>Prior Year Carry Over</b>
<i>None</i>
<b>Assurance Engagements</b>
Annual P-Card Compliance Audit
Policy Governance & Oversight

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

Risk Assessment & Audit Plan Development
University Owned Vehicles
<b>Advisory Engagements</b>
<i>None</i>
<b>Follow-Up Engagements</b>
<i>None</i>
<b>Investigation Engagements</b>
<i>None</i>
<b>Special Projects</b>
Assessment of Internal Controls over Financial Reporting
Monitor Enterprise Risk Management (ERM)
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
Quality Assurance Review (QAR)
<b>Technical Assistance</b>
Various Committee Participation (1)

University of North Carolina at Chapel Hill	
Prior Year Carry Over	
Various FY'25 Carry-Over Work	
Assurance Engagements	
Access Controls Over Key System Administrators	
Accounts Payable Vendor Management	
Annual P-Card Compliance Audit	
Collection Resource Management & Inventory (Library)	
Compliance Reporting	
Contract & Vendor Agreements	
Data Integrity Review	
Dental School Admissions Audit	
Employee Background Checks	
Facilities Work Order System	
Financial Management (School Civic Life & Leadership)	
Financial Management (School of Social Work)	
Foreign Degree Verifications	
Graduate Student Fellowships & Stipends	
Grant-Sponsored Travel & P-Card Expenditures	
Honors Carolina Audit	
IT Vendor Management Compliance	
Payroll Operations Timecard Completions & Approvals	
Procure-to-Pay Life Cycle	
Regulation on Campus Emergency Communication & Alert Systems	
Regulations, Contracts, & Billing Compliance	
University Parking	
University Revenue Collection	
Advisory Engagements	
Out-of-State/Country Teleworking Engagement	
Testing Minimum IT Security Standards with IT Audit Services	

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

<b>Follow-Up Engagements</b>
<i>None</i>
<b>Investigation Engagements</b>
<i>None</i>
<b>Special Projects</b>
Unplanned/As Requested
<b>Technical Assistance</b>
<i>None</i>

University of North Carolina at Charlotte	
<b>Prior Year Carry Over</b>	
IT Procurement (49er Mart)	
<b>Assurance Engagements</b>	
Admin Review (College of Science)	
Admin Review (Student Affairs)	
Annual Internal Control Testing	
Annual P-Card Compliance Audit	
Centers & Institutes	
Cybersecurity (Vulnerability Management)	
Gifts & Donations (Advancement)	
NCAA Compliance (Governance & Coach Regulations)	
Risk Assessment & Audit Plan Development	
Regulation on Campus Emergency Communication & Alert Systems	
UNC System Equality Policy Compliance Review	
urbanCORE	
<b>Advisory Engagements</b>	
NIST 800-171 Gap Analysis	
<b>Follow-Up Engagements</b>	
<i>None</i>	
<b>Investigation Engagements</b>	
Unplanned/As Requested	
<b>Special Projects</b>	
Quality Assurance Review (QAR)	
<b>Technical Assistance</b>	
Various Committee Participation (1)	

University of North Carolina at Greensboro	
<b>Prior Year Carry Over</b>	
<i>None</i>	
<b>Assurance Engagements</b>	
Annual P-Card Compliance Audit (FY'25)	
Annual P-Card Compliance Audit (FY'26)	
Facilities Asset Management Audit	
Financial Aid Audit	

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

Inventory Audit (WAM FY'25)
Inventory Audit (WAM FY'26)
ITS Inventory Audit
Regulation on Campus Emergency Communication & Alert Systems (FY'25)
Regulation on Campus Emergency Communication & Alert Systems (FY'26)
Risk Assessment & Audit Plan Development
Surplus Warehouse Management Audit
Time & Effort Reporting Review
<b>Advisory Engagements</b>
Unplanned/As Requested
<b>Follow-Up Engagements</b>
Various Follow-Ups (2)
<b>Investigation Engagements</b>
None
<b>Special Projects</b>
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
Quality Assurance & Improvement Program (QAIP)
Quality Assurance Review (QAR)
Unplanned/As Requested
<b>Technical Assistance</b>
None

University of North Carolina at Pembroke	
<b>Prior Year Carry Over</b>	
None	
<b>Assurance Engagements</b>	
Annual P-Card Compliance Audit	
Regulation on Campus Emergency Communication & Alert Systems	
Travel Cards Compliance	
Review of Cybersecurity Controls (Outsourced)	
Risk Assessment & Audit Plan Development	
<b>Advisory Engagements</b>	
Unplanned/As Requested	
<b>Follow-Up Engagements</b>	
Various Follow-Ups (2)	
<b>Investigation Engagements</b>	
Unplanned/As Requested	
<b>Special Projects</b>	
Assessment of Internal Controls over Financial Reporting	
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs	
Quality Assurance & Improvement Program (QAIP)	
Quality Assurance Review (QAR)	
<b>Technical Assistance</b>	
Various Committee Participation (5)	
Unplanned/As Requested	

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

University of North Carolina School of the Arts	
<b>Prior Year Carry Over</b>	
Culture Review	
<b>Assurance Engagements</b>	
Annual P-Card & T-Card Compliance Audit	
Minors on Campus	
Regulation on Campus Emergency Communication & Alert Systems	
Risk Assessment & Audit Plan Development	
<b>Advisory Engagements</b>	
University's Strategic Plan	
Unplanned/As Requested	
<b>Follow-Up Engagements</b>	
Various Follow-Ups (2)	
<b>Investigation Engagements</b>	
None	
<b>Special Projects</b>	
Internal Audit Manual, Templates & SOP Updates	
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs	
Quality Assurance & Improvement Program (QAIP)	
Quality Assurance Review (QAR)	
<b>Technical Assistance</b>	
Unplanned/As Requested	
Various Committee Participation (4)	

University of North Carolina System Office	
<b>Prior Year Carry Over</b>	
None	
<b>Assurance Engagements</b>	
Annual P-Card Compliance Audit (PBS NC)	
Annual P-Card Compliance Audit (System Office)	
Blackbaud Reconciliation Audit (PBS NC)	
Campus Billing Processes Audit	
Campus Data Quality Audit (Chancellor Incentives)	
Risk Assessment & Audit Plan Development	
<b>Advisory Engagements</b>	
IT Policy Requirements (Pre-OSA IT Audit)	
Student Complaint Portal Policy Review	
Travel Expense Policy Review (Materiality)	
Unplanned/As Requested	
<b>Follow-Up Engagements</b>	
None	
<b>Investigation Engagements</b>	
Unplanned/As Requested	
<b>Special Projects</b>	
Annual MOU Review	
CAO Retreat (Prep & Attend)	



## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

Hotline Management & Reporting
Internal Audit Manual, Templates & SOP Updates
OSA 90-Day Follow-Ups
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
Quality Assurance & Improvement Program (QAIP)
Quality Assurance Review (QAR)
Unplanned/As Requested
<b>Technical Assistance</b>
Unplanned/As Requested
Various Committee Participation (4)

University of North Carolina Wilmington	
<b>Prior Year Carry Over</b>	
Athletics	
Scholarship Administration & Awarding	
<b>Assurance Engagements</b>	
Americans with Disabilities Act (ADA) Program	
Annual P-Card Compliance Audit	
Center for Marine Science (CMS)	
Decentralized IT System Controls Review (System Access Management)	
Disaster Recovery Planning	
Friends of UNCW Financial Audit	
Regulation on Campus Emergency Communication & Alert Systems	
Risk Assessment & Audit Plan Development	
Sponsored Programs & Research Compliance (Post-Award Activities)	
Supplemental Pay Compliance	
<b>Advisory Engagements</b>	
Unplanned/As Requested	
<b>Follow-Up Engagements</b>	
Various Follow-Ups (3)	
<b>Investigation Engagements</b>	
Unplanned/As Requested	
<b>Special Projects</b>	
Campus Outreach	
Compliance Assurance Mapping	
Data Analytics Enhancements	
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs	
Other Routine Tasks	
Quality Assurance & Improvement Program (QAIP)	
Quality Assurance Review (QAR)	
<b>Technical Assistance</b>	
Various Committee Participation (1)	

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

Western Carolina University
<b>Prior Year Carry Over</b>
IT Security Framework (1400.1)
Title IX
<b>Assurance Engagements</b>
Annual P-Card Compliance Audit
Check Handling & Payments Sent to Financial Aid Office
Clery Act Compliance
Financial Account Reconciliations (Western Carolina Power)
Inventory Management (Bookstore)
IT Assets (Computers)
McKee Assessment & Psychological Services Clinic
Regulation on Campus Emergency Communication & Alert Systems
Risk Assessment & Audit Plan Development
Travel Cards Compliance
<b>Advisory Engagements</b>
AD Incentives (Athletics)
<b>Follow-Up Engagements</b>
Various Follow-Ups (1)
<b>Investigation Engagements</b>
<i>None</i>
<b>Special Projects</b>
Hotline Management & Reporting
OSBM Mandatory Reporting: Attestations, SAMM, Productivity Tool, Annual Report, KPIs
Quality Assurance & Improvement Program (QAIP)
Quality Assurance Review (QAR)
<b>Technical Assistance</b>
Various Committee Participation (7)

Winston-Salem State University
<b>Prior Year Carry Over</b>
<i>None</i>
<b>Assurance Engagements</b>
Annual P-Card & T-Card Compliance Audit
Athletics Department Overview
Enrollment Management - Retention
Fundraising
Human Resources Department Overview
IT Department Overview
Regulation on Campus Emergency Communication & Alert Systems
Risk Assessment & Audit Plan Development
Student Mental Health Services
Talent Management Audit
User Access Audit
<b>Advisory Engagements</b>
<i>None</i>

## Approved Audit Plans (by Institution) for the 2026 Fiscal Year

<b>Follow-Up Engagements</b>
Various Follow-Ups (3)
<b>Investigation Engagements</b>
HERD Reporting Investigation
<b>Special Projects</b>
<i>None</i>
<b>Technical Assistance</b>
<i>None</i>

*“Various” indicates the total number that an institution has in that activity category.*

## AGENDA ITEM

A-4. Summary Report of Associated Entities ..... Jennifer Myers

**Situation:** The Committee on Audit, Risk Management, and Compliance (CARMC) annually reviews a summary of the university's associated entities' annual financial audit reports.

**Background:** Associated entities are private organizations that support the constituent institution and other units of the institution. Associated entities engage in activities that are critical to align with the mission, goals, and objectives of the constituent institutions and institutional units with which they are associated. A "special purpose entity" is an associated entity that: (1) is established by an approving institution or is controlled by an approving institution; (2) undertakes a specified activity for the approving institution as its sole purpose (i.e., constructing or managing facilities, research development, or intellectual property management); and (3) does not engage in fundraising activities.

Under Section 600.2.5.2[R] of the UNC Policy Manual, *Regulation on Required Elements of University-Associated Entity Relationship*, associated entities of the UNC System and its constituent institutions must provide copies of the audit report management letters and responses to management letters to the chancellor of the approving institution. The chancellor then distributes these materials to the governing board of the approving institution and the president of the UNC System, who in turn distributes the materials to the Board of Governors. One of the responsibilities of the CARMC is to review a summary of the annual financial audit reports of the university's associated entities.

**Assessment:** As of June 30, 2024, there were 105 associated entities subject to the reporting requirements in Section 600.2.5.2[R] of the UNC Policy Manual. The associated entities are required to receive opinions from audit firms that were in good standing with the NC State Board of CPA Examiners. Out of the 105 associated entities, the following was noted:

- 101 entities received a clean opinion<sup>1</sup>
- Two (2) entities had no activity during FY'24
- One (1) entity provided an Audit Exemption Letter
- One (1) entity's audit is in process

See *Attachment 6* for additional details.

**Action:** This item is presented to the committee for information only.

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<sup>1</sup> The auditors concluded that the financial statements are presented fairly, are free from material misstatements, and comply with laws and governance principles.

Associated Entity Report for the 2024 Fiscal Year

SBA A-4, Attachment 1

Institution Name	Associated Entity Name	Operating Expenditures	Assets/Net Position	Name of Audit Firm or Independent Auditor	Unmodified Audit Opinion	Reporting Status
Appalachian State University	App State Foundation, Inc.	\$ 33,669,939	\$ 228,884,243	Williams Overman Pierce, LLP	Yes	Blended
Appalachian State University	App State Real Estate Development Corporation	\$ 5,711,891	\$ 24,376,576	Blackburn Childers Stegall	Yes	Blended
Appalachian State University	Endowment Fund of App State	\$ 3,673,257	\$ 44,587,845	NC State Auditor	Yes	N/A
East Carolina University	ECU Educational Foundation, Inc.	\$ 13,484,596	\$ 54,438,982	Bernard Robinson & Company, LLP	Yes	N/A
East Carolina University	ECU Foundation, Inc.	\$ 14,002,286	\$ 231,583,608	Bernard Robinson & Company, LLP	Yes	Discretely Presented
East Carolina University	ECU Innovation Foundation, LLC	\$ 545,641	\$ 85,359	Bernard Robinson & Company, LLP	Yes	Discretely Presented
East Carolina University	ECU Medical & Health Sciences Foundation, Inc.	\$ 7,216,312	\$ 84,469,134	Bernard Robinson & Company, LLP	Yes	N/A
East Carolina University	ECU Real Estate Foundation, Inc.	\$ 218,799	\$ 1,979,103	Bernard Robinson & Company, LLP	Yes	Discretely Presented
East Carolina University	Green Town Properties, Inc.	\$ 891,671	\$ (1,985)	Bernard Robinson & Company, LLP	Yes	Discretely Presented
Elizabeth City State University	ECSU Foundation	\$ 1,934,779	\$ 2,776,085	Cherry Bekaert	Yes	Blended
Elizabeth City State University	ECSU National Alumni Association, Inc.	\$ 123,756	\$ 235,170	Murphy & Company, P.C.	Yes	Discretely Presented
Fayetteville State University	FSU Development Corporation	\$ -	\$ 1,548,348	Sharpe Patel, CPA	Yes	Discretely Presented
Fayetteville State University	FSU Foundation	\$ 1,240,673	\$ 19,172,386	Sharpe Patel, CPA	Yes	Blended
Fayetteville State University	FSU Housing Foundation	\$ 985,715	\$ 3,075,945	Sharpe Patel, CPA	Yes	Blended
Fayetteville State University	FSU National Alumni Association	\$ 249,274	\$ 103,193	Sharpe Patel, CPA	Yes	Discretely Presented
Fayetteville State University	FSU Research Corporation	\$ -	\$ -	Sharpe Patel, CPA	N/A	N/A
Fayetteville State University	FSU Student Housing Corporation	\$ 32,749	\$ 987,814	Sharpe Patel, CPA	Yes	Blended
NC State University	NC Agricultural Foundation, Inc.	\$ 25,980,443	\$ 261,584,734	Williams Overman Pierce, LLP	Yes	Discretely Presented
NC State University	NC State Alumni Association, Inc.	\$ 5,313,007	\$ 69,532,420	Williams Overman Pierce, LLP	Yes	N/A
NC State University	NC State College of Sciences Foundation, Inc.	\$ 2,520,066	\$ 44,742,288	Williams Overman Pierce, LLP	Yes	N/A
NC State University	NC State Engineering Foundation, Inc.	\$ 18,484,413	\$ 182,709,019	Williams Overman Pierce, LLP	Yes	N/A
NC State University	NC State Foundation, Inc.	\$ 52,220,961	\$ 746,363,864	Williams Overman Pierce, LLP	Yes	Discretely Presented
NC State University	NC State Investment Fund, Inc.	\$ 7,867,017	\$ 2,176,422,689	Williams Overman Pierce, LLP	Yes	Blended
NC State University	NC State Natural Resources Foundation, Inc.	\$ 3,539,494	\$ 62,180,035	Williams Overman Pierce, LLP	Yes	N/A
NC State University	NC State Partnership Corporation & Affiliates	\$ 14,231,082	\$ 21,201,836	Williams Overman Pierce, LLP	Yes	Blended
NC State University	NC State Student Aid Association, Inc.	\$ 31,005,442	\$ 84,936,688	James Moore & Co.	Yes	N/A
NC State University	NC State University Club	\$ 5,932,302	\$ 17,527,391	Batchelor, Tillery & Roberts, LLP	Yes	N/A
NC State University	NC Textile Foundation, Inc.	\$ 4,746,406	\$ 92,404,577	Williams Overman Pierce, LLP	Yes	N/A
NC State University	NC Veterinary Medical Foundation, Inc.	\$ 12,330,032	\$ 143,742,217	Williams Overman Pierce, LLP	Yes	N/A
North Carolina A&T State University	Aggie Athletic Foundation	\$ 1,658,448	\$ 2,337,424	The Wesley Peachtree Group	Yes	Discretely Presented
North Carolina A&T State University	N.C. A&T Foundation, Inc.	\$ 8,736,213	\$ 41,649,626	Murphy & Company, P.C.	Yes	Discretely Presented
North Carolina A&T State University	N.C. A&T Investment Foundation, Inc.	\$ 430,532	\$ 194,513,086	NC State Auditor	Yes	Blended
North Carolina A&T State University	N.C. A&T Real Estate Foundation, Inc.	\$ 24,985,662	\$ 23,783,866	The Wesley Peachtree Group	Yes	Discretely Presented
North Carolina Central University	NCCU Alumni Association, Inc.	\$ 474,734	\$ 1,255,553	McConnel & Jones, LLP	Yes	Blended
North Carolina Central University	NCCU Educational Advancement Foundation "Eagle Club"	\$ -	\$ -	Thomas & Gibbs, CPA	N/A	N/A
North Carolina Central University	NCCU Foundation, Inc.	\$ 18,052,442	\$ 2,592,974	Balance & Strategy Advisors, CPA	Yes	Discretely Presented
North Carolina Central University	NCCU Real Estate Foundation	\$ 1,654,685	\$ 4,591,491	Balance & Strategy Advisors, CPA	Yes	Blended
North Carolina Central University	Rural Health Hub	\$ 4,805,541	\$ 4,160,775	Novogradac & Company	Yes	Blended
North Carolina School of Science and Mathematics	NCSSM Foundation	\$ 8,977,720	\$ 42,161,945	Williams Overman Pierce, LLP	Yes	Discretely Presented
North Carolina School of Science and Mathematics	NCSSM Student & Constituent Support Services, Inc.	\$ 40,434	\$ 262,998	N/A - Exempt	N/A	Blended
University of North Carolina Asheville	UNC Asheville Foundation, Inc.	\$ 8,955,800	\$ 56,383,668	Burleson & Earley, P.A.	Yes	Discretely Presented
University of North Carolina at Chapel Hill	Carolina Angel Network, LLC	\$ 518,520	\$ 7,551	Williams Overman Pierce, LLP	Yes	N/A
University of North Carolina at Chapel Hill	Carolina for Kibera, Inc.	\$ 1,808,546	\$ 5,822,002	Maddison & Caison, LLP	Yes	N/A
University of North Carolina at Chapel Hill	Carolina Research Ventures, LLC	\$ 114,678	\$ (1,222,474)	Balance & Strategy Advisors, CPA	Yes	Blended
University of North Carolina at Chapel Hill	Chapel Hill Foundation Real Estate Holdings, Inc.	\$ 14,840,058	\$ 21,197,316	KPMG, LLP	Yes	Blended
University of North Carolina at Chapel Hill	General Alumni Association	\$ 8,031,363	\$ 144,619,578	Bernard Robinson & Company, LLP	Yes	N/A
University of North Carolina at Chapel Hill	Granville Towers, LLC	\$ 13,645,987	\$ 3,349,492	KPMG, LLP	Yes	Blended
University of North Carolina at Chapel Hill	HVPV Holdings, LLC	\$ 406,170	\$ 2,935,451	Balance & Strategy Advisors, CPA	Yes	Blended
University of North Carolina at Chapel Hill	Medical Air, Inc.	\$ 1,571,621	\$ 4,852,618	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	Morehead-Cain Scholarship Fund	\$ 10,526,559	\$ 59,412,458	Batchelor, Tillery & Roberts, LLP	Yes	N/A
University of North Carolina at Chapel Hill	Readdi, Inc.	\$ 1,244,392	\$ 1,574,363	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	School of Government Service & SOG DFI, LLC	\$ 6,971,888	\$ 311,539	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	The Botanical Garden Foundation, Inc.	\$ 2,442,907	\$ 12,917,061	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	The Dental Foundation of North Carolina, Inc.	\$ 4,382,160	\$ 115,041,734	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	The Educational Foundation Scholarship Endowment Trust	\$ 16,076,002	\$ 423,089,958	Batchelor, Tillery & Roberts, LLP	Yes	Discretely Presented
University of North Carolina at Chapel Hill	The Educational Foundation, Inc.	\$ 49,637,691	\$ 111,905,322	Batchelor, Tillery & Roberts, LLP	Yes	N/A
University of North Carolina at Chapel Hill	The Kenan-Flagler Business School Foundation	\$ 17,305,692	\$ 282,202,600	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina at Chapel Hill	The School of Government Foundation, Inc.	\$ 6,532,514	\$ 57,199,655	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	UNC Eshelman School of Pharmacy Foundation	\$ 4,619,590	\$ 84,281,522	Dean Dorton Allen Ford, PLLC	Yes	N/A

Associated Entity Report for the 2024 Fiscal Year

Attachment 6

Institution Name	Associated Entity Name	Operating Expenditures	Assets/Net Position	Name of Audit Firm or Independent Auditor	Unmodified Audit Opinion	Reporting Status
University of North Carolina at Chapel Hill	UNC Global Projects, LLC	\$ 853,822	\$ -	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	UNC Health Foundation Inc.	\$ 69,688,933	\$ 623,952,236	KPMG, LLP	Yes	Discretely Presented
University of North Carolina at Chapel Hill	UNC Hussman School of Journalism & Media Foundation	\$ 3,282,189	\$ 50,152,140	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	UNC Law Foundation, Inc.	\$ 5,769,754	\$ 104,977,504	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	UNC Management Company, Inc.	\$ 29,438,159	\$ 31,586,646	KPMG, LLP	Yes	Blended
University of North Carolina at Chapel Hill	UNC-Chapel Hill Arts & Sciences Foundation, Inc.	\$ 27,637,494	\$ 576,499,382	Balance & Strategy Advisors, CPA	Yes	Discretely Presented
University of North Carolina at Chapel Hill	UNC-Chapel Hill Foundation Investment Fund, Inc.	\$ 55,775,937	\$ 5,589,192,957	KPMG, LLP	Yes	Blended
University of North Carolina at Chapel Hill	UNC-Chapel Hill Foundation, Inc.	\$ 52,870,802	\$ 670,463,785	KPMG, LLP	Yes	Blended
University of North Carolina at Chapel Hill	UNC-Chapel Hill Public Health Foundation, Inc.	\$ 5,218,360	\$ 97,076,829	Balance & Strategy Advisors, CPA	Yes	N/A
University of North Carolina at Chapel Hill	WUNC Public Radio, LLC	\$ 16,061,253	\$ 31,334,074	Balance & Strategy Advisors, CPA	Yes	Blended
University of North Carolina at Charlotte	The Athletic Foundation of UNC Charlotte	\$ 8,158,293	\$ 41,884,215	RSM US, LLP	Yes	N/A
University of North Carolina at Charlotte	The Foundation of UNC Charlotte, Inc.	\$ 35,237,427	\$ 271,914,610	RSM US, LLP	Yes	Discretely Presented
University of North Carolina at Charlotte	The UNC Charlotte Investment Fund	\$ 1,235,399	\$ 344,487,266	RSM US, LLP	Yes	Blended
University of North Carolina at Charlotte	UNC Charlotte Student Legal Services	\$ 238,614	\$ 78,514	RSM US, LLP	Yes	N/A
University of North Carolina at Greensboro	Capital Facilities Foundation, Inc.	\$ 567,372	\$ 4,838,155	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina at Greensboro	Spartan Strategies, Inc.	\$ 7,289,559	\$ 864,077	Bernard Robinson & Company, LLP	Yes	Discretely Presented
University of North Carolina at Greensboro	UNCG Excellence Foundation, Inc.	\$ 7,720,500	\$ 219,379,844	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina at Greensboro	UNCG Investment Fund, Inc.	\$ -	\$ 430,165,437	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina at Greensboro	Weatherspoon Art Museum Council	\$ -	\$ 28,453,278	UNCG Internal Auditor	Yes	N/A
University of North Carolina at Pembroke	UNCP Foundation, Inc.	\$ 3,669,529	\$ 21,582,283	Dean Dorton Allen Ford, PLLC	Yes	Blended
University of North Carolina at Pembroke	UNCP Student Housing Foundation, LLC	\$ 9,350	\$ 1,825,234	Dean Dorton Allen Ford, PLLC	Yes	Blended
University of North Carolina at Pembroke	UNCP University Foundation, LLC	\$ 2,021,000	\$ 5,016,415	Dean Dorton Allen Ford, PLLC	Yes	Blended
University of North Carolina School of the Arts	RiverRun International Film Festival	\$ 882,930	\$ 295,502	Butler & Burke, LLP	Yes	N/A
University of North Carolina School of the Arts	The Semans Art Fund, Inc.	\$ 165,651	\$ 5,439,449	Forvis, LLP	Yes	N/A
University of North Carolina School of the Arts	Thomas S. Kenan Institute for the Arts Supporting Organization	\$ 1,954,187	\$ 2,043,051	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina School of the Arts	UNCSA Foundation, Inc.	\$ 7,094,753	\$ 112,001,689	Forvis, LLP	Yes	Discretely Presented
University of North Carolina School of the Arts	UNCSA Housing Corporation	\$ 617,809	\$ 3,890,355	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina School of the Arts	UNCSA Program Support Corporation	\$ 21,604	\$ 1,145,090	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina System Office	Project Kitty Hawk	\$ 20,447,635	\$ 39,624,817	Frazier & Deeter	Yes	N/A
University of North Carolina System Office	University of North Carolina Foundation, Inc.	\$ 3,376,541	\$ 11,534,807	Sharpe Patel, CPA	Yes	Blended
University of North Carolina Wilmington	Alumni Association of UNCW	\$ 230,263	\$ 1,036,882	Bernard Robinson & Company, LLP	Yes	N/A
University of North Carolina Wilmington	Donald R. Watson Foundation, Inc.	\$ 85,831	\$ 1,537,302	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina Wilmington	Foundation of UNCW, Inc.	\$ 311,058	\$ 10,923,812	Bernard Robinson & Company, LLP	Yes	N/A
University of North Carolina Wilmington	Friends of UNCW, Inc.	\$ 13,285	\$ 10,976	Bernard Robinson & Company, LLP	Yes	N/A
University of North Carolina Wilmington	UNCW Corporation	\$ 4,346,492	\$ -	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina Wilmington	UNCW Corporation II	\$ 76,534	\$ 1,908,707	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina Wilmington	UNCW Research Foundation	\$ 693,147	\$ 648,349	Bernard Robinson & Company, LLP	Yes	Blended
University of North Carolina Wilmington	UNCW Student Aid Association	\$ 2,411,380	\$ 4,048,668	Bernard Robinson & Company, LLP	Yes	N/A
Western Carolina University	Corporation for Entrepreneurship & Innovation, LLC	\$ 142,997	\$ 12,852	Sharpe Patel, CPA	Yes	Blended
Western Carolina University	Forest Stewards, Inc.	\$ 144,168	\$ 55,582	Sharpe Patel, CPA	Yes	Blended
Western Carolina University	The North Carolina Arboretum Society	\$ 6,181,428	\$ 2,465,699	Carter, CPA	Yes	Blended
Western Carolina University	WCU Foundation	\$ 2,912,807	\$ 90,561,618	Sharpe Patel, CPA	Yes	Blended
Western Carolina University	WCU Research & Development Corporation	\$ 391,012	\$ 5,370,248	Sharpe Patel, CPA	Yes	Blended
Winston-Salem State University	S.G. Atkins Community Development Corporation	\$ 1,072,000	\$ 2,940,859	DMJPS	Yes	N/A
Winston-Salem State University	WSSU Foundation, Inc.	\$ 12,601,251	\$ 70,674,683	The Wesley Peachtree Group	Yes	N/A
Winston-Salem State University	WSSU National Alumni Association	\$ 123,616	\$ 271,899	Butler & Burke, LLP	Pending	N/A

Reporting Status Definitions

Blended: Shows the component & the primary as one entity on financial statements  
Discretely Presented: Shows the component & primary as separate entities on financial statements  
N/A: The entity's financial information is not included in the primary's financial statements at all

## AGENDA ITEM

A.5 RTI Partnership with UNC System .....Jenn Rineer

**Situation:** The purpose of this item is to provide the Committee on Audit, Risk Management, and Compliance (CARMC) with an overview that reflects nationally, over 70 of law enforcement agencies report that recruiting new officers is more difficult now than five years ago. The crisis is not limited to large departments; it affects agencies of all sizes, from rural towns to major metropolitan areas. The root causes of the crisis include changing public perception, a competitive job market, and a shift in the labor market.

**Background:** The law enforcement community, specifically campus police departments, must continue innovating ways to attract and retain quality officers while maintaining high standards for public safety. This includes modernizing recruitment strategies via the use of basic social media campaigns, and more advanced tactics such as data-driven advertising and geotargeting. Law enforcement communities have also had success with assigning experienced mentors to new hires during their first years on the force to improve retention rates while others reported that investing in stress management, therapy services, and physical wellness initiatives can help prevent officer burnout.

**Assessment:** The University of North Carolina System, which includes 17 institutions each with an on-campus police department, is pursuing an ambitious new effort to develop the next generation of public safety professionals, including assessing “potential” career pathways that better link the 250,000 students enrolled across UNC institutions with careers in law enforcement and associated professions. RTI has strong relationships with leaders of professional organizations like the International Association of Campus Law Enforcement Administrators (IACLEA), whose expertise, resources, and reach in partnership with the UNC System can find innovative ways to maximize effectiveness and impact of campus law enforcement. RTI and its partners working with the UNC System campuses can develop different training and development programs or modules to help with recruiting, retaining, and developing the next generation of public safety professionals within the UNC System.

**Action:** This item is for information only.

# UNC System Public Safety Workforce Initiative

Presentation to the Committee on Audit, Risk  
Management, and Compliance (CARMC)

November 19, 2025

Jenn Rineer, PhD





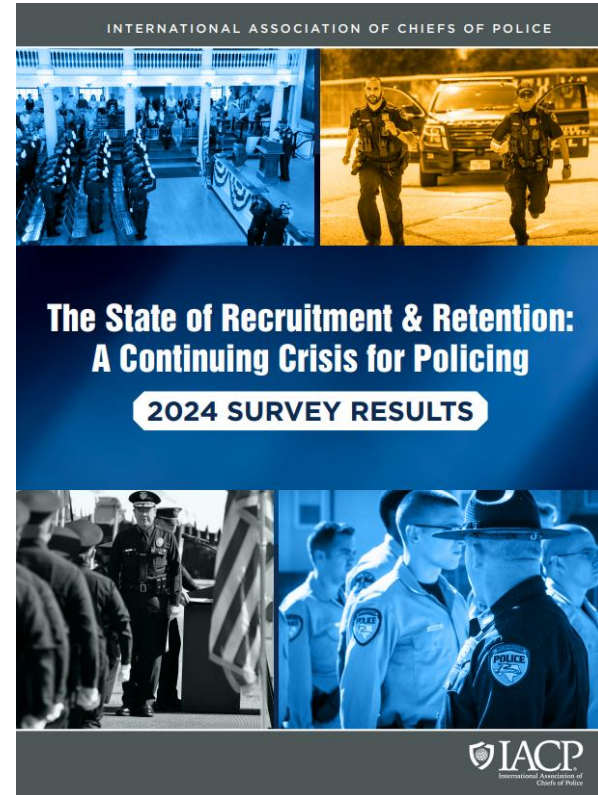
# Overview

- Partnership between UNC/RTI on UNC System Public Safety Workforce Initiative – background, opportunity, progress to date, next steps
- About RTI International
  - Independent, scientific research institute dedicated to improving the human condition. RTI has decades of experience conducting research, evaluation, and consulting in:
    - Law enforcement
    - Public safety
    - Education
    - Workforce development
  - Long history of connection to the UNC System of universities



# Background: Public Safety Workforce Needs

- Understaffing remains top challenge in law enforcement agencies throughout North Carolina and nationally
- Effective recruitment and retention are critical for officer wellbeing and performance, and public/campus safety
- Law enforcement has evolved and expanded significantly, highlighting need to re-envision and better communicate roles for sworn and non-sworn personnel



# Need for Expanded Capacity (Sworn & Non-Sworn Roles)

- The field is increasingly looking to non-sworn positions to fill critical needs and improve efficiency of agencies
- Many skills and backgrounds are needed to fill a broad array of non-sworn positions, including:
  - Victim advocates
  - Crime scene investigators
  - Clergy compliance reporting officers
  - Forensic and operational analysts
  - Community service officers
  - Drone pilots
  - Police psychologists
  - Public information officers
- RTI assessment can inform how agencies can best staff these and other roles



**NATIONAL ASSOCIATION  
OF PROFESSIONAL STAFF  
IN PUBLIC SAFETY**

# UNC System Institutions: Tremendous Opportunity for Addressing Public Safety Needs While Benefitting Students



- Students increasingly want to pursue careers where they can help society but often have limited knowledge of the variety of career pathways in public safety
- RTI's research has shown that criminal justice majors and other undergraduates have very little knowledge about what jobs in police agencies really look like
  - But once they learn, their interest in the profession increases
- Universities and law enforcement agencies benefit from evidence-based guidance on how to communicate and provide support for these career possibilities



# Status of the UNC/RTI Partnership

Goal: Develop expanded programming that connects more students to the dynamic and fulfilling career pathways in public safety

## Key Objectives of Expanded UNC Public Safety Training Initiative:

- Measure and communicate the impact of the current UNC system-wide Basic Law Enforcement Training (BLET) Program, which grew out of the Appalachian State Police Officer Development Program
- Identify opportunities for growth and enhanced impact



# Status of the UNC/RTI Partnership Cont.

## Key Objectives of Expanded UNC Public Safety Training Initiative (Cont.):

- Explore new training and learning opportunities for students and public safety professionals focused on varied law enforcement career pathways (including non-sworn positions)
- Increase coordination across UNC campus public safety agencies
- Use the initiative as a model to generate evidence/best practices in public safety recruiting, training, and retention for national dissemination
- Team is conducting initial outreach to UNC System stakeholders for input

# Summary & Next Steps

- Initiative will benefit UNC system students, faculty and staff, and campus public safety, as well as law enforcement agencies throughout North Carolina and nationally
- Project will establish the UNC System and North Carolina as a leader in public safety, community wellbeing, and workforce development
- UNC/RTI team to connect with additional stakeholders to inform next steps in planning and implementation
- Contact Jenn Rineer ([jriner@rti.org](mailto:jrineer@rti.org)) or Kevin Strom ([kstrom@rti.org](mailto:kstrom@rti.org)) at RTI with follow-up questions or ideas related to this partnership





Thank you