



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF INTERNAL AUDIT
HILL COMMERCIAL BUILDING
CAMPUS BOX 1050
CHAPEL HILL, NC 27599-1050
919.962.7883

Memorandum

To: Lee H. Roberts, Chancellor

From: Dean Weber, Chief Audit Officer

Date: December 17, 2025

RE: Management Letter – Campus Emergency Communications & Alert System Audit
Report Number: 14-2026

The Campus Emergency Communications & Alert System Audit was completed by the Office of Internal Audit as a project supporting the Fiscal Year 2026 Internal Audit Work Plan, evaluating compliance with UNC System Policy 1300.7.3[R], *Regulation on Campus Emergency Communication and Alert Systems*. Included with this communication are both an Executive Summary and a Final Report on project activity.

This engagement was conducted in conformance with the Institute of Internal Auditors' *Global Internal Audit Standards*. We sincerely appreciate the professional courtesy and assistance extended to us by the Emergency Management and Planning personnel throughout this audit.

University of North Carolina Chapel Hill Board of Trustees

| | |
|------------------------------|-----------------------|
| Malcolm K. Turner (Chair) | Perrin W. Jones, MD |
| Ramsey R. White (Vice Chair) | Vimal P. Kolappa |
| W. M. Kotis, III (Secretary) | Jennifer Lloyd |
| William B. C. Allen | Ralph W. Meekins, Sr. |
| Richard E. Allison, Jr. | Vinal B. Patel |
| Patrick Ballantine | John P. Preyer |
| James Blaine II | Adolfo Alvarez |
| Robert P. Bryan, III | |

University of North Carolina at Chapel Hill

James W. Dean, Jr., Interim, Executive Vice Chancellor and Provost
Christi Hurt, Chief of Staff
Dean Stoyer, Vice Chancellor for Communications
Christopher D. McClure, Board of Trustees Assistant Secretary
Paul R. Newton, Vice Chancellor and General Counsel
Derek Kemp, Associate Vice Chancellor for Campus Safety and Risk Management
Nathan L. Knuffman, Vice Chancellor for Finance and Operations
Brian James, UNC Chief of Police
Darrell Jeter, Director of Emergency Management and Planning

External Entities

Council of Internal Audit, State of North Carolina (Redacted)



Executive Summary

Internal Audit Results

Based on internal audit work conducted, the Emergency Management and Planning Department has demonstrated that an effective emergency communications and alert system process exists and complies with UNC System policy. However, one area for improvement was identified to meet policy compliance. It is recommended that leadership ensure designated campus emergency alert authorities receive annual training in accordance with the policies of the University and System Office.

Background

It is the goal of the University of North Carolina System to ensure that its constituent institutions have established policies and protocols in place that facilitate timely warnings and emergency notifications to their campus communities in the event of significant criminal incidents, severe weather, major loss of utilities, environmental impacts, or other circumstances that may substantially impact the health and safety of campus constituents. UNC System Policy 1300.7.3[R], *Regulation on Campus Emergency Communication and Alert System*, establishes a process for the timely and safe interventions directed at faculty, staff, and students who may pose credible potential threats of harm to the community or may disrupt or impede the lawful activities and educational processes of the University.

Engagement Objectives

To provide required assurance that UNC Chapel Hill employs an emergency and alert communication system and related processes that align with UNC System Policy 1300.7.3[R] and to identify any specific context that may need to be modified or added.

Engagement Scope

The scope period encompassed processes and reflective data from the Policy's adoption on February 26, 2025, to the present.

Audit Recommendation

Leadership should ensure designated campus emergency alert authorities receive annual training on the timely warning and emergency notification requirements of the Clery Act and document the training completion as evidence of compliance with the Regulation.

Management Response (condensed)

The Office of Emergency Management and Planning will initiate a training program that aligns with applicable Clery Act requirements and includes an annual training schedule for designated campus Alert Carolina System authorities.




The University of North Carolina at Chapel Hill

OFFICE OF INTERNAL AUDIT

Campus Emergency Communication & Alert System Final Report

December 17, 2025

**Report Number
14-2026**



Drew Baker, Audit Supervisor



Dean Weber, Chief Audit Officer

Table of Contents

| Topic | Page |
|---|------|
| Background..... | 2 |
| Work Performed | 3 |
| Conclusion | 4 |
| Audit Finding | |
| Annual Training on the Timely Warning and Emergency Notification Requirements was not conducted..... | 5 |
| Final Report Distribution List..... | 6 |

Background

UNC System Policy 1300.7.3[R], *Regulation on Campus Emergency Communication and Alert Systems*, Section XI, *Audit Oversight*, indicates, “Each institution’s chief audit officer shall at least annually evaluate its institution’s compliance with this regulation. The chief audit officer, or his or her designee, shall report the findings of their campus emergency communication and alert system’s compliance to the institution’s board of trustees’ audit committee on at least an annual basis.” The Regulation was adopted by the UNC System Board of Governors on February 26, 2025.

It is the goal of the University of North Carolina System to ensure that its constituent institutions have established policies and protocols in place that facilitate timely warnings and emergency notifications to their campus communities in the event of significant criminal incidents, severe weather, major loss of utilities, environmental impacts, or other circumstances that may substantially impact the health and safety of campus constituents. This regulation establishes a process for the timely and safe interventions directed at faculty, staff, and students who may pose credible potential threats of harm to the community or may disrupt or impede the lawful activities and educational processes of the University.

The University of North Carolina at Chapel Hill recognizes that planning for different risks, as well as local, regional, and national disasters and events, is critical to protecting its constituents, neighbors, environment, and resources. Emergency Management and Planning plans for emergencies such as pandemic influenza, natural hazards, and numerous other threats to the health and safety of the University. Emergency Management and Planning works to build a campus culture of preparedness and resilience by fostering activity before, during, and after disasters that protect our campus from the adverse effects of threats and hazards. The Alert Carolina Emergency Notification System communicates in multiple ways with students, faculty, and staff, as well as visitors, local residents, parents, and the news media in the event of an emergency or dangerous situation.

Objective and Scope

The objective of the audit was to provide required assurance that UNC Chapel Hill employs an emergency and alert communication system and related processes that align with UNC System Policy 1300.7.3[R] and to identify any specific context that may need to be modified or added.

The scope period encompassed processes and reflective data from the Policy’s adoption on February 26, 2025, to the present.

Completed as part of this engagement, the internal audit planning process included (when and/or where applicable) reviewing for compliance with the *UNC System Equality Policy*, as applicable to the engagement’s defined objective and scope, with any identified opportunity for continued improvement communicated to the engagement client. No exceptions to this Policy were identified in the completion of the above objectives for the defined audit scope period.

Work Performed

| Key Focus Areas | Work Performed |
|---|--|
| Designation of campus emergency alert authority | <ul style="list-style-type: none"> Reviewed designation documentation for the appointed principal responsible party and ensured no less than 2 additional individuals were designated as a principal backup. |
| Emergency Alert System | <ul style="list-style-type: none"> Documented that the alert system supports multiple modalities and tested each alert modality for functionality. Reviewed centralized communication logs for the scope period. Evaluated approval workflows. |
| Text Messaging Capabilities | <ul style="list-style-type: none"> Sample tested mobile number accuracy. Reviewed opt-out requests (Total registered student phone numbers are 33,644. There are 2,111 (6.27%) active students who do not have a phone registered within AlertCarolina. However, they are not required, and they cannot opt out of email communications. |
| System Redundancy | <ul style="list-style-type: none"> Reviewed redundancy plans. Inspected test logs and results. |
| Clery Compliance | <ul style="list-style-type: none"> Compared the university's emergency communication policy with the language outlined in the Clery Act and Section VI of UNC Policy 1300.7.3 to ensure alignment and consistency. Cross-checked incident logs with alert records. |
| Annual Training | <ul style="list-style-type: none"> Evaluated training content and updates. Reviewed training records for designated officials. |
| Emergency Communications Council | <ul style="list-style-type: none"> Reviewed meeting minutes and attendance. (At the time of this audit, the Council did not record any minutes nor provide recommendations.) |
| Emergency Alert System Testing | <ul style="list-style-type: none"> Inspected test schedules and results for quarterly compliance. (At the time of the audit, 3 tests had been completed.) Verified reporting to UNC System VP. |
| Emergency Alert Message Recordkeeping | <ul style="list-style-type: none"> Reviewed message repository. Tested retrieval and reporting capabilities. |

Conclusion

Based on internal audit work conducted, the Emergency Management and Planning Department has demonstrated that an effective emergency communications and alert system process exists and complies with UNC System policy. However, one area for improvement was identified to meet policy compliance. It is recommended that leadership ensure designated campus emergency alert authorities receive annual training in accordance with the policies of the University and System Office.

Engagement activities indicate the governance, risk management, and internal controls of Emergency Management and Planning appear to be sufficient in meeting compliance with NC System Policy 1300.7.3[R], *Regulation on Campus Emergency Communication and Alert Systems*.

The engagement was completed in conformance with the Institute of Internal Auditors' *Global Internal Audit Standards*. Aligned with Standard 14.3, *Evaluations of Findings*, project outcomes detailed in the following pages of the report are listed in order of significance based on the auditor's opinion. The OIA appreciates the time and support provided by Emergency Management and Planning personnel in the completion of this engagement.

Audit Finding

Annual Training on the Timely Warning and Emergency Notification Requirements was not conducted.

Objective Designated officials receive annual training in compliance with policy.

Finding At the time of our review, annual training on the timely warning and emergency notification requirements had not been conducted for designated campus emergency alert authorities. Additionally, Emergency Management and Planning does not have any training scheduled. The last training that was conducted was in November 2022. However, Emergency Management and Planning has prepared training materials that are available to use for annual training.

The Regulation states, "All designated campus emergency alert authorities as set forth in Section II of this regulation shall be required to participate in annual training on the timely warning and emergency notification requirements of the Clery Act and any other emergency communications-related topics as may be required by the UNC System vice president for campus safety and risk management."

The university has not yet deployed the mandated annual training prescribed by the UNC System for campus emergency alert authorities. The lack of training may lead to untrained personnel and outdated training materials.

Recommendation Leadership should ensure designated campus emergency alert authorities receive annual training on the timely warning and emergency notification requirements of the Clery Act and document the training completion as evidence of compliance with the Regulation.

Management's Response In response to the audit's finding and recommendation, the Office of Emergency Management and Planning will initiate a training program that aligns with applicable Clery Act requirements and includes an annual training schedule for designated campus Alert Carolina System authorities. This will be initiated in fiscal year 2025-26.

Emergency Management and Planning Director, Darrell Jeter, will implement the training program by June 30, 2026.

Final Report Distribution List

University of North Carolina Chapel Hill Board of Trustees

| | |
|------------------------------|-----------------------|
| Malcolm K. Turner (Chair) | Perrin W. Jones, MD |
| Ramsey R. White (Vice Chair) | Vimal P. Kolappa |
| W. M. Kotis, III (Secretary) | Jennifer Lloyd |
| William B. C. Allen | Ralph W. Meekins, Sr. |
| Richard E. Allison, Jr. | Vinal B. Patel |
| Patrick Ballantine | John P. Preyer |
| James Blaine II | Adolfo Alvarez |
| Robert P. Bryan III | |

University of North Carolina Chapel Hill

Lee H. Roberts, Chancellor
James W. Dean, Jr., Interim, Executive Vice Chancellor and Provost
Christi Hurt, Chief of Staff
Dean Stoyer, Vice Chancellor for Communications
Christopher D. McClure, Board of Trustees Assistant Secretary
Paul R. Newton, Vice Chancellor and General Counsel
Derek Kemp, Associate Vice Chancellor for Campus Safety and Risk Management
Nathan L. Knuffman, Vice Chancellor for Finance and Operations
Brian James, UNC Chief of Police
Darrell Jeter, Director of Emergency Management and Planning

External Entities

Council of Internal Audit, State of North Carolina (Redacted)