

The University of North Carolina at Chapel Hill
Faculty Athletics Committee
Minutes of Meeting: May 9, 2017

Present: **Committee Members:** Lissa Broome, Bev Foster, Daryhl Johnson, Josefa Lindquist, Andrew Perrin, John Stephens, Deborah Stroman, Kim Strom-Gottfried

Advisors: Michelle Brown (Director, ASPSA), Bubba Cunningham (Athletics)

Guests: Robbi Pickeral Evans (Athletics), Anna Rose Medley (Chancellor's Office), Karen Moon (Media Relations), Jeff Spang (School of Medicine)

I. Welcome and Introductions

Committee members and guests introduced themselves. The minutes of the April meeting were approved with one minor change. Final minutes for all meetings this year will be updated in the next few weeks, posted on Sakai, and on the committee's webpage on the Faculty Governance website.

The committee's newly elected members are William Sturkey (History), Erika Wilson (School of Law), and Jeffrey Spang (School of Medicine). David Guilkey (Economics) was elected to a second term. Jeff Spang was in attendance and introduced himself. Dr. Spang is an orthopaedist who works in Sports Medicine through Campus Health.

Chair John Stephens reported on behalf of Debbi Clarke that the Process Review Group would continue to meet in the fall and would be discussing housing, Honor Court, student-athlete development, and supporting non-participating student-athletes.

II. Committee on Collegiate Sports and UNC

John Stephens presented a resolution to change the end date for the work of the Committee on Collegiate Sports from June 30, 2017, to December 31, 2017 (attached). Faculty Secretary Vin Steponaitis advised that since the Faculty Council instructed FAC to form this committee, the committee's charter and its work may be determined by FAC. The motion was seconded by Bev Foster and adopted by unanimous vote.

Josefa Lindquist will continue to serve on the Committee on Collegiate Sport even though her FAC term ends June 30. The Committee hopes to hold a forum in the fall on mental health issues and student-athletes. The Committee plans to invite Dr. Brian Hainline, the NCAA's Chief Medical Officer, to speak on this subject sometime during October. Committee members suggested that the optimal October timing would be after the October 19-20 fall break. The University Campaign kickoff (October 6-7) and University Day (October 12) likely preclude another event prior to fall break.

III. Athletic Director's Remarks

Athletics Director Bubba Cunningham commented on two recent events highlighting the talents of student-athletes -- the Academic Awards luncheon and the Rammy's. The Rammy's showcased athletic excellence, community service recognition, and had talent features that highlighted the many skills of some of our student-athletes. At the Academic Awards luncheon, a number of student-athletes were recognized for excellence in the classroom, including 34 students who earned 4.0s in the last two semesters.

The NCAA will release Academic Progress Rate (APR) data tomorrow. Overall, our teams are doing well with several teams at a perfect 1000 score reflecting points for eligibility and retention (or graduation).

Athletically, our student-athletes had a great weekend recently with three ACC Championships (Men's and Women's Lacrosse, and Women's Tennis), the baseball team sweeping Clemson, six football players being drafted by the NFL, and six teams in NCAA tournament play.

The ACC digital network is already up and running, but a channel will be available on cable TV beginning in August 2019. Mr. Cunningham said that the ACC Commissioner and the head of ESPN (the network partner for the ACC Network) recently reasserted ESPN's commitment to the network, notwithstanding ESPN's recent staff reductions.

The ACC spring governance meetings are scheduled for mid-May. Ezra Baeli-Wang will be one of the five student-athletes in attendance, along with the Athletic Directors, Senior Woman Administrators, and Faculty Athletics Representatives from each school. Legislation that has recently been adopted will be discussed along with proposed legislation for the Autonomy conferences and for Division I schools.

The NCAA infractions case is proceeding. The Educational Foundation just approved financing for a number of new athletics facilities that have previously been presented to FAC. In addition to the indoor football practice facility and practice fields, there will be a new soccer/lacrosse stadium, a new field hockey stadium, a new track, and new practice fields at Finley. In the SAAC focus groups with FAC, some track student-athletes mentioned the need to consider transportation for student-athletes to their practice and competition facilities. The expectation is to make the indoor football practice facility and practice fields at Finley available for use by Campus Recreation.

The Athletics Department will roll out its new strategic plan this fall.

IV. Conference Networks and Impact on Missed Class Time

John Stephens presented a chart that was part of a paper prepared by Eugene Tee for Professor Nels Popp in Exercise and Sports Science (attached) about the impact on scheduling of selected sports pre- and post-PAC 12 Network. The committee discussed concerns about whether the rollout of the ACC linear network in August 2019 would increase the number of school week contests and result in increased missed classes from travel and competition. The committee agreed that the ACC should be asked to track data now on weekday contests as well as develop a process for the network scheduling that will consider prioritizing academics and minimizing

missed class time as core principles. This is a topic that could be discussed at the May ACC meetings.

V. Faculty Athletics Representative Update

Lissa Broome reviewed the Update to FAC (attached), highlighting discussion points for the ACC meetings among the FARs and the 8 UNC teams receiving APR Public Recognition for earning 4-year APRs in the top 10% of their sport in Division:

- Women's Fencing (all 12 years)
- Women's Golf (all 12 years)
- Volleyball (11 years)
- Gymnastics (8th consecutive year)
- Men's Cross Country
- Men's Tennis
- Women's Tennis
- Men's Soccer

VI. FAC Members – Reflections

FAC members discussed their reflections on the committee's work this past year and priorities for next year. Some members submitted their reflections in writing in advance of the meeting and others offered their reflections at the meeting. These thoughts are collected in the attachment.

VII. Student-Athlete Participation in Certain Majors

In her reflections, Bev Foster highlighted the efforts that Nursing had made to accommodate student-athletes in its program. She noted that her program has certain requirements and that athletic team participation has certain requirements, but that it was possible -- after all affected sat down together to negotiate a compromise – for student-athletes to pursue a Nursing degree. Although there has been publicity about this in the Nursing program, Lissa Broome suggested that this relationship be featured more broadly to members of the University community, perhaps in the University Gazette. This might help other majors to become available to student-athletes. There has also been discussion about encouraging student-athletes to pursue careers in the health profession. Examining and overcoming barriers for student-athlete participation in certain majors may be an area of continuing focus for FAC.

VII. Academics Subgroup

Deb Stroman reported for the Academics Subgroup. The group met on May 4 with Michelle Brown and Michael Harris from ASPSA and Chris Faison, the Coordinator of Men of Color Engagement in the Center for Student Success and Academic Counseling, about the gap between the credentials of some incoming minority students and their subsequent performance. The group will focus first on football and on the top seven majors for football student-athletes. How can we encourage more professors to complete the academic progress reports sent out by ASPSA? The group hopes to meet with position coaches and wants to understand how the athletics department supports the holistic development of student athletes. One area of special interest for the group is to help ensure that student-athletes do not identify themselves solely by their athletic careers, but also identify themselves as students working towards a degree. The

group may try to meet with a faculty member from each of the seven departments to learn more about these issues, including understanding the student-athlete experience and resources available on campus to help student-athletes be successful. The group would like to understand how to help student-athletes with their public speaking skills and increase their confidence in speaking in class and with a professor during office hours.

Professor Stroman suggested that FAC members consider watching two films on Netflix – “Last Chance U” and “At all Costs.” She also reported on a program held on April 21 on philanthropy by black athletes and a November 3rd program on women in sport business.

The academic subgroup will present its analysis of clustering data next fall.

VIII. SAAC Focus Groups

Themes and edited notes will be compiled and sent out to FAC members soon and then shared with the Athletics Department and ASPSA.

VIII. Additional Items

Chair John Stephens thanked everyone for their hard work this year. The FAC expressed its appreciation to Professor Stephens for his leadership this semester and its thanks to Professors Stephens, Foster, and Lindquist whose service on FAC ends on June 30.

The meeting adjourned at 5:30PM

Minutes respectfully submitted by Lissa Broome with assistance from Anna Rose Medley.

Attachments

- Resolution on Committee on Collegiate Sports
- PAC-12 Network Chart
- FAR Update
- FAC Reflections

To extend the deadline to Dec31-Future-Collegiate-Sports

Motion: To change the end date for the work of the Committee on Collegiate Sports and UNC: Implications and Insights from June 30, 2017 to December 31, 2017.

Action: Amends the guidance from Faculty Council Resolution 2015-6; Section 3. This resolution is effective upon passage. The committee shall complete its work by June 30, 2017.

Background: Guidance from, Dr. Vin Steponaitis, Faculty Secretary.

Faculty Council instructed FAC to form this committee, so your special committee's charter really comes from FAC. I see no reason why FAC can't choose to continue this committee and its work, even after the deadline set by Faculty Council 's sunset provision.

Prepared by John Stephens, May 1, 2017

Selected Findings – Student Research conducted by Eugene Tee (Supervisor: Dr. Nels Popp)

Changes in Competitions on Weekdays – Pre- and Post- PAC-12 Network

Increase in weekday games for volleyball 64%

Increase in weekday games for men’s soccer increased 181%.

Decrease in weekday women’s basketball games 25%

Virtually no change in weekday men’s basketball games (increase of 5%).

	Pac 12 Women's Volleyball		Pac 12 Women's Basketball		Pac 12 Men's Basketball		Pac 12 Men's Soccer	
	Weekday Gms	Weekend Gms	Weekday Gms	Weekend Gms	Weekday Gms	Weekend Gms	Weekday Gms	Weekend Gms
Per-year average in 3 seasons prior to network launch	3.75	28.80	10.82	21.61	16.57	17.03	1.44	17.28
Per-year average in 3 seasons after network launch	6.14	26.60	8.08	25.05	15.72	17.63	4.05	16.00
Net Change	2.39	-2.20	-2.74	3.44	-0.85	0.60	2.61	-1.28
% Change	63.7%	-7.6%	-25.3%	15.9%	-5.1%	3.5%	181.3%	-7.4%

At minimum, I think this warrants further investigation. Again, these findings are limited to only a couple of sports in one conference. However, it does provide evidence to suggest there is a very real possibility that the addition of an ACC Network could dramatically increase the number of weekday contests for certain sports.

Nels Popp, Assistant Professor – Sport Administration - University of North Carolina-Chapel Hill
 919-445-9364 (office) nelspopp@email.unc.edu [@NelsPopp](https://www.facebook.com/NelsPopp) www.uncsportadministration.com

**Update to FAC from the Faculty Athletics Representative
May 9, 2017**

NCAA

1. Autonomy Conference representative met in late April
 - a. To be discussed at ACC May meeting
2. Legislation for upcoming Division I cycle
 - a. To be discussed at ACC May meeting

ACC

1. Meetings next week
 - a. FAR Agenda
 - i. FAR engagement in time management plan preparation and review at end of year
 - ii. Review ACC eligibility rule
 - iii. Maximize student-athlete engagement in conference meetings
 - iv. Share best practices on student-athlete surveys and exit interviews
 - b. Joint Agendas
 - i. Autonomy update
 - ii. NCAA Council update
 - iii. ACC bylaw change to add SWA rep to Council of Presidents meeting
 - iv. Sport specific proposals

UNC

1. Top 10% APR Release
 - a. 8 squads in the top 10% of their sport in APR; 2 recognized as among the 93 programs nationwide that earned this recognition in each of the last 12 years
 - i. Women's Fencing (all 12)
 - ii. Women's Golf (all 12)
 - iii. Volleyball (11)
 - iv. Gymnastics (8th consecutive)
 - v. Men's cross country
 - vi. Men's tennis
 - vii. Women's tennis
 - viii. Men's soccer
2. Remaining APR data to be released 1 p.m. on May 10

Reflections on 2016-17 – UNC-Chapel Hill Faculty Athletics Committee

FAC-Reflections-May25-2017

The following are reflections from Faculty Athletics Committee (FAC) members and liaisons in connection with the May 9, 2017 FAC meeting. Some reflections were written by members (Mosley, Stephens, Geil and Foster) and the others were made orally in the meeting. Thanks to Lissa Broome and Anna Rose Medley for creating this compilation

John Stephens, FAC Chair, May 25, 2017

From Layna Mosley

(Written submission)

FAC should give attention to the Admissions process for student-athletes (special talent committee process): how effective the PGPA formula is at evaluating students; how the use of a formula might change (positive or negative!) recruitment practices; link between the admission process and student athletes' performance and experiences once at UNC.

The special talent committee has a formula for sorting potential student athletes into categories (Levels 1, 2 and 3), based on their SAT/ACT scores, HS core GPAs and gender (although we rarely talk about the latter one). That formula, based on data from 7 or 8 previous years, predicts first year GPA (and the levels are then based on varying cutoffs, e.g. Level 1 is PGPA of 2.3 or lower).

It is worth noting that it explains perhaps 30 percent of the variation in performance — so there is a lot left for more qualitative evaluation (which is true of admissions generally, of course). And it's also worth noting that, given the confidence intervals around the estimates, the lines between groups (Level 1 versus Level 2, for instance) should not be treated as bright ones. Of course, now that the coaches have, and have internalized the formula, the categories have probably come to be treated as more hard and fast than we would like — both in terms of how much of the variation the parameters predict, and in terms of how confident we can be in the distinctions between categories. Procedurally, students that are Level 2 or 3 are not evaluated by the full special talent committee (we'd never have time to look at all cases), but evaluated by the admissions office.

One could imagine therefore wanting to:

- a) Find out about academic performance of students (once at UNC) who are admitted through the special talent process, with specific attention to Level 1 AND Level 2 students; and with attention to comparing how the top half of Level 1 compares to the bottom half of Level 2, for instance (so, acknowledging that the lines may not be that bright, and making sure that we shouldn't change the thresholds, so that more applicants fall into Level 1, perhaps). The joint FAC/Undergrad Admissions Advisory committee meeting has been great the last couple of years, because we have been given very specific information not only about grade outcomes, but also about course selection.

- b) Consider the incentives created by bright lines between categories. Many times, I've heard coaches say, "but if Candidate X does well for the rest of the year, or gets XXX on their next SAT test, she will be a Level 2 and so won't count against us." On the one hand, it's great if these categories encourage students to apply themselves to their senior year coursework; or if the need to take the SAT again to satisfy UNC sends the signal that we are serious about academics. But on the other hand, it seems that this might also create incentives around course selection, or put pressure on high school teachers to give certain year end grades, and we don't want that.

Again, we've spent time on this in FAC, and in the Undergraduate Advisory Committee, and I don't want to beat a dead horse. But, if we have students with high levels of risk, we have to provide resources (through ASPSA) for those students, and we need to worry about their progress toward degree, their graduation rates, their course and major selection, etc. So thinking holistically about how the early part of the process matters for later parts seems an important thing to continue to do.

Finally, related to all of this is the subject of January matriculation by student athletes. We know that this is a growing trend, here and at UNC, and some data suggests that these students do no worse academically (and may do better) than those who start in summer or fall. My concern, as it relates to admissions, is somewhat procedural: we often do not have these students brought to the special talent committee until very late in the fall semester, and they are planning to enroll in January. This creates practical problems and uncertainties for students (who may not know, even in December, whether they've been admitted), but it also puts the Special Talent committee in a tough position (not having time to render a decision, or not having sufficient information for doing so). The coaching staff seems to sometimes hold back on bringing a student to the committee, perhaps because they are waiting to get a commitment, or perhaps because they are hoping that another round of testing or another quarter of grades will improve the picture (and perhaps push a student to Level 2 — see above); I understand their incentives. But, again, procedurally, we need to be sure that we are doing the best we can to evaluate candidates for admission.

From John Stephens

(Written submission)

I offer a couple big picture thoughts to help FAC consider how to assess and have influence in two areas of academic-athletics.

1. ACC Network: risks to integrity of academics

Premises

1. Cable sports networks thrive on live programming. It is essential to draw an audience

Reflections on 2016-17 – UNC-Chapel Hill Faculty Athletics Committee

FAC-Reflections-May25-2017

2. Missing classes is heightened if competitions are scheduled for Sunday night through Thursday night.

Two possible responses, per some trends

1. Arrange for live video or recorded lectures to provide access to students [OK under many circumstances for certain kinds of teaching]
2. Have ASPSA counselor travel with the team to provide needed support, especially if away Sunday-Thursday

Weekday competition and the above possible responses can lead to diminished quality of academics for student-athletes and a risk to academic integrity

Risks

- a) Less time on campus, thus more student-athlete isolation from general student body
- b) More pressure/difficulty of doing assignments
- c) ASPSA counselor under pressure to provide support

In this envisioning, we are building the dominos which can undermine academic integrity.

FAC potential action – points for discussion

- a) Set a limit of one competition per week in the Sunday night through Thursday night timeframe [e.g., avoiding a Sunday-Tuesday Boston College – Syracuse swing]
- b) Rotate ASPSA counselors who travel with a team

Final thought: The problem is the pressures of the financial “bottom line.” Anticipated revenue will continue to be under pressure due to declining subscribers to ESPN. Thus, more pressure will be on marketing and gaining viewers and thus live broadcasts including moving more football and men’s basketball games to Sunday evening – Thursday evening.

2. To reform: one and done system for men’s basketball

- a) How much a student-athlete fulfills her/his student expectations is likely to be undermined by only one year at a university before going pro
- b) Baseball has worked out a system of “Draft and go” or “Three years in college” prior to signing a professional contract
- c) A similar system should be negotiated with the NBA and other professional basketball leagues
- d) The NBA Development League, and other non-major professional leagues, are options for developing a professional career without going to college

Near-term steps:

Reflections on 2016-17 – UNC-Chapel Hill Faculty Athletics Committee

FAC-Reflections-May25-2017

- a) Study of all ACC athletes who left for professional contracts short of graduation
 - i. Pick a long time period to provide aggregate/anonymized data
 - ii. Can cover all sports offered by ACC schools (but some analysis needs to be done by sport)
 - iii. Compare these student-athlete's academic performance to relevant groups
 - iv. How many returned (or enrolled elsewhere) and graduated?

- b) Raise the issue for discussion among ACC Presidents/Chancellors, Athletic Directors, SWAs, and FARs
 - i. Explore “two and done” or “three and done” options
 - ii. What are the carrots and sticks to assure academic commitment and integrity for student-athletes who have strong pro potential prior to matriculation up through four semesters of course work?

Bigger picture: I understand that any significant action requires buy-in from the Power Five conferences.

From Melissa Geil

(Written submission)

In advance of tomorrow's FAC meeting, here are a couple of things that I think we might think about continuing to discuss for next year with the FAC.

- 1) I think that perhaps it is important to figure out exactly what we are doing at FAC. I have learned so much this past year, but am not quite sure how we are helping students or helping faculty. I know that listening and providing feedback is important, but is that all we do? Perhaps revisiting and making sure we know what the FAC's mission is would be helpful.

- 2) I think that we really need to work with career services to figure out ways to get our student athletes internships if they want them. Their schedules make it nearly impossible to take an entire summer for a full time internship, but they also are much less likely to find a job without professional experience. Just something I think we need to look into more for next year.

- 3) Also, I think you (John Stephens) have a really solid point about the ACC network. Even now, with the teams being spread so far apart, the travel times are interfering even more with the students' schedule. I can only imagine scheduling will become more challenging when trying to work with broadcasting times as well.

From Andy Perrin

I have learned an incredible amount. Even though this is my fifth year on FAC, I find the learning curve is steep. Athletics is one of the most complex sections of the University. Grasping

Reflections on 2016-17 – UNC-Chapel Hill Faculty Athletics Committee

FAC-Reflections-May25-2017

it is difficult. The FAC leadership has been outstanding, has focused well, and asked the right questions. I appreciate the close working relationships with ASPSA and the Athletics Department. I recommend that we spend our time at FAC thinking about “pinch points” where things could go wrong, instead of celebrating successes. The improvements in admissions have been outstanding.

From Kim Strom-Gottfried

I agree that there is a steep learning curve. There is great value in the variety of data points we receive. I think the sport liaison role is effective and provides an opportunity for depth as well as breadth. I value the meetings we have with coaches and hope they will continue on an annual basis. They help break down barriers. There are actionable items that have come up repeatedly in focus groups and I want us to make some movement on some of those things, which may include advising and mental health.

From Josefa Lindquist

It is important to keep working with ASPSA and the Athletics Department. Some faculty members don't know how to help student-athletes. We need to be sure that student-athletes don't fall through the cracks. FAC members can be helpful in guiding their colleagues to reach out to Michelle Brown in ASPSA when students are having academic difficulties or need to access other support resources on campus.

From Daryhl Johnson

FAC is like a marriage counselor for athletics and academics. I also hope that we can make some movements on some of the things we hear repeatedly in our focus groups with student-athletes. FAC needs to make some specific recommendations to address these issues. We engage a lot with student-athletes. Are we engaging enough with faculty? What are best practices from our peer institutions?

From Lissa Broome

We could interact more with faculty by reinstating the open faculty forums held each semester for faculty to come discuss issues on their minds. We need to be sure that we don't lose good things we have done before. Reviewing the minutes from the past few years would be a good idea. I agree we should focus on pinch points. The Academic Subgroup participates in the clustering analysis and some new rigor is being brought to that process. Michelle Brown and I will work over the summer on developing a standard template to report out on academic metrics for student-athletes.

From Bev Foster

(Written submission) What have I learned after two terms on FAC?

1. Sports on college campuses are an essential part of campus, community and university life. It is one facet of community life, however, and it must be viewed in balance with other campus priorities.
 - a. Appreciate and seek to understand the complexity.
 - b. Monitor at all levels. Be vigilant to the potential consequences of actual or proposed change. Don't let monitoring "slip" when the environment becomes less volatile.
 - c. Provide input through appropriate channels to promote change in order to develop an equitable balance between sports and academics.
 - i. Develop these communication channels if they do not already exist.
 - ii. Promote collaboration to strengthen the impact of these channels.
 - iii. Stay in touch with multiple stakeholders: athletes, faculty, coaches, counseling and support staff, admissions staff, the registrar, etc. The list is long and always developing!!
 - iv. Be assertive as a group if there is a concern. Do not be silent!
 - d. Providing a campus environment where student athletes are also students and can fully participate in other aspects of student life, including a wide array of majors, involves give and take on all sides. Practice schedules and class schedules can both be modified through compromise! My discipline, nursing, never had student athletes because "the nursing schedule was too tough". Through compromise on both sides we now have quite a few, and two are on the winning women's lacrosse team (even if they did beat my alma mater SU)!
2. Maintaining contact with student athlete life via focus groups, FAC members, student leadership groups, annual queries, etc. is important. I am dubious that the time spent by FAC members with any particular team is an effective way to do this.
 - a. Build relationships between small groups of FAC members and student leadership groups.
 - b. Develop similar relationships with the academic counselors that serve the athletes to effectively learn what is current and needed.
 - c. Develop stronger relationships with coaches and coaching staff as a group, again with FAC membership building and maintaining these bridges. Our image as a university that seeks recruits who can complete the curriculum, are persons of integrity and are great athletes with promise should be our goal.
 - d. Maintain contact with other campus services that serve athletes as necessary.
3. While the majority of the FAC are elected faculty members, I have felt our ties to the sentiments and needs of the faculty as a whole are less strong than those with our athletes. We have tried several strategies which have been modestly effective in times of

Reflections on 2016-17 – UNC-Chapel Hill Faculty Athletics Committee

FAC-Reflections-May25-2017

“crisis” but have not developed one that works effectively over time to “stay in touch”. I think this is a challenge ahead of FAC.

- a. FAC has to maintain viable relationships with university administration, athletic services and faculty; and understand the dynamics of the athletic environment external to the University. A challenge!
 - b. Stay neutral, open to listening to all sides and avoid real or apparent conflicts of interest. This is hard to do and at the same time correct misinformation and misperceptions.
4. Athletes are students and on many occasions when we discovered an “athlete problem” we discovered on further investigation that it was a concern for all our students. FAC prompted other appropriate committees on campus of the concern and often assisted in the development of a resolution plan.

From Deb Stroman

I am ending my fourth year on the committee. My observations are:

1. It takes new FAC members awhile to become knowledgeable. It is good, however, to have fresh eyes. An onboarding packet for new members would be helpful.
2. At the Football National Championship game I observed and was moved by the spirit at Clemson of being “all in” (#allin) in supporting the program. We are not there yet at UNC, but we need students, faculty, staff, and alums to all be engaged in and allies of athletics.
3. We need to be advocates for black student-athletes and help ensure that they have a holistic experience at UNC.
4. We appropriately celebrate scholar athletes, but we need to identify a way to also celebrate those student-athletes that have had greater academic success than might have been predicted when they enrolled.

Michelle Brown (ASPSA)

I welcome the opportunity to work with FAC as liaisons to the faculty. You can help us find better ways to build partnerships between ASPSA academic counselors and faculty.

Bubba Cunningham (Athletics)

Continued vigilance by FAC is good. I also want to continue to work with FAC on building positive relationships with coaches through an annual meeting with coaches. I am hopeful that once the NCAA enforcement action is resolved, we can rebuild trust on campus.