

**The University of North Carolina at Chapel Hill**  
**Faculty Athletics Committee**  
**Minutes of Meeting: November 8, 2016**

**Present:**       **Committee Members:** Lissa Broome, Beverly Foster, Melissa Geil, David Guilkey, Steven Knotek, Josefa Lindquist, Layna Mosley, Darin Padua, Andrew Perrin, John Stephens, Kim Strom-Gottfried

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

**Liaison from the Student-Athlete Advisory Council:** Ezra Baeli-Wang

**Guests:** Greg Beatty (ASPSA), Andrea Caldwell (Academic Advising), Debbi Clarke (Consultant to Provost, Process Review Group), Chris Faison (CSSAC – Minority Male Mentoring & Engagement), Garry Locklear (CSSAC), Lee May (Academic Advising), Celia Mcrae (DTH), Karen Moon (Media Relations), Nicki Moore (Athletics), Joy Renner (Department of Radiologic Sciences), Spencer Wellborn (Academic Advising)

**I. Welcome and Administrative Matters**

Layna Mosley, committee chair, called the meeting to order and asked everyone in the room, including guests, to introduce themselves.

The minutes from the October meeting were approved.

**II. Student-Athlete Exit Survey**

Nicki Moore, Senior Associate Athletic Director, discussed the latest version of the student-athlete exit survey that will be given to student-athletes who have completed their athletic eligibility. There were only minor changes in substance from last year's survey instrument. The survey will be delivered online. For fall sports, the survey will be distributed on December 1 with reminders on January 1 and January 15. The survey will close on February 1. For winter sports, the survey will be distributed on March 1, with reminders on April 1 and April 15. The winter sport student-athlete survey will close on May 1. For spring sport student-athletes, the survey will open on May 1, with reminders sent on June 1 and June 15. This survey will close on July 1. The number of respondents has been 50 (2013-14), 45 (2014-15), and 79 (not all complete, 2015-16). The FAC topic experts should work with Nicki to review results that relate to their topic areas.

The sport administrator for each sport will also try to interview student-athletes who have completed their eligibility using an interview template. The information they gather from the interviews is not compiled, but is used to look for trends over time.

### III. Athletic Director's Remarks

Athletic Director Bubba Cunningham discussed his decision to add each school's logo to the Victory Bell (the prize that goes to the winner of the Carolina-Duke football game). The tradition has been for the winning school to paint the bell with that school's colors. Cunningham has received a great deal of feedback and has reconsidered his decision. The winner will be allowed to paint the bell.

For the December FAC meeting, Ken Cleary from Athletics will discuss the ACC Network with the committee.

### IV. Faculty Athletics Representative's Update

Lissa Broome reviewed her written update to FAC, focusing on NCAA proposed legislation. One set of proposals is legislation that will be considered only by the 5 autonomy conferences, which includes the ACC. This legislation will be considered at the NCAA annual convention in January and UNC will be able to cast an individual vote. There will be 65 school votes and 15 student-athlete votes (with 3 student-athletes from each of the 5 conferences casting their own vote). Comments regarding selected autonomy proposals are set forth below.

1. 2016-139 – Prohibit off-campus practice during a vacation during during the nonchampionship segment/spring football practice period (addresses Michigan spring football practice week in Florida during spring break)
  - a. May have unintended consequence of limiting semester/spring break trips to warm climates by other teams.
2. 2016-129 – No missed class time for media activities outside the playing and practice season
  - a. The ACC and NCAA should consider missed class times for required media activities associated with conference and NCAA championships.
3. 2016-134 – increase opportunities for an institution to provide actual and necessary expenses for a student-athlete's participation in elite national and international events
  - a. Concern about containing the definition of "elite."
4. 2016-133 – permit team entertainment outside the playing and practice season
  - a. Might be more comfortable with this is entertainment was changed to educational enrichment.
  - b. There is a tension here with notion that we want student-athletes to have their own leisure time that is not focused on team activities.

A second category of legislative proposals will be voted on by the Division I Council. A few will be voted on by the Council in January, but most will be considered in April. The ACC has one representative on the Council who casts a weighted vote. Conference representatives have a conference call in early December to discuss the Conference's position on these proposals. One area of focus is curbing early recruiting – making commitments to students who are freshman or sophomores in high school, and sometimes even those who are in middle school. One issue is whether some of these proposals are enforceable. Some of the proposals would prohibit athletic department staff members from talking to prospective student-athletes who are visiting campus on an unofficial visit.

## V. Academic Advising

Beverly Foster and Melissa Geil led the discussion of Academic Advising. Lee May, Andrea Caldwell, and Spencer Wellborn from the Academic Advising Program in the College of Arts and Sciences (AAP) attended to discuss their role in assisting student-athletes in selecting courses and majors and in exploring careers. In addition, ASPSA Director Michelle Brown and ASPSA Academic Counselor Greg Beatty talked about the partnership between ASPSA and the AAP in supporting student-athletes. This is the fourth year of the partnership between the two groups. The student-athletes that are now on campus have always known this partnership and the AAP and ASPSA representatives noted the culture change that has taken place. A chart describing the partnership and the respective roles and functions was discussed and is attached. There is cross-training between the two groups – curriculum developments are shared by AAP with ASPSA and new AAP counselors receive training from ASPSA about special issues related to working with student-athletes.

Beginning in 2013-14, every student-athlete enrolled in the College of Arts and Sciences is required to meet at least one time per year with an AAP advisor. Currently, 98-99% of Arts and Sciences student-athletes fulfill this requirement. The AAP staff works hard to make these meetings value-added for the students instead of just a requirement that the student must meet. Five AAP advisors focus on student-athletes and have office hours in Loudermilk, where ASPSA is housed. Student-athletes may continue to have appointments in Steele Building and may consult with advisors outside of this core group of five. Loudermilk also provides space for advisors from the Business School to meet with student-athletes and for representatives of University Career Services.

The AAP and ASPSA representatives also discussed a handout summarizing their points of emphasis with student-athletes related to majors and career initiatives, detailing the progressive focus of these conversations during the student's time at Carolina. That handout is also attached. Ezra Baeli-Wang noted that student-athletes sometimes wait too late to work on a resume and cover letter.

Both groups work together in supporting students with special challenges such as a concussion or a mental health issue. There are often support teams that include a coach, AAP, ASPSA, Compliance, a doctor, and sometimes the student to plan on how to deal with the student's special challenges.

ASPSA continues to refine the programming that it offers for student-athletes when they matriculate whether it is in the summer or in January. This programming is intended to supplement the orientation sessions offered by the University.

AAP personnel also work closely with former student-athletes returning to complete their degrees in the Complete Carolina program.

A continued focus area is working to assist student athletes with study abroad and internship opportunities.

The meeting adjourned at 5:30.

Minutes respectfully submitted by Lissa Broome

Attachments

Update to FAC from the Faculty Athletics Representative

Partnership Between AAP and ASPSA

Summary of Major and Career Initiatives for Student-Athletes

**Update to FAC from the Faculty Athletics Representative  
November 8, 2016**

**NCAA**

1. NCAA Legislation --Autonomy Conferences -- Time Balance (one school, one vote)
  - a. Timeline
    - i. Sponsors can adjust their own proposals through November 18 provided the changes are germane to the concept of the original proposal
    - ii. Amendments to all proposals (provided they do not expand the scope of the original proposal) may be proposed by November 18
    - iii. Final official legislative language published on December 1
    - iv. ACC Legislative meeting on December 7
    - v. Membership comment period on proposals ends December 15
    - vi. NCAA Autonomy Legislative Session on January 20
      1. Amendments that do not expand the scope of the original proposal may be submitted prior to or during the autonomy business session
  - b. Gathered feedback on time balance concepts (see pages 3-5)
    - i. FAC (9/15)
    - ii. UNC Head Coaches (9/27)
    - iii. UNC SAAC (9/27)
    - iv. ASPSA Academic Counselors (10/4)
  - c. Discussed at ACC meeting (10/5 - 10/6)
  - d. Time balance proposals
    - i. 2016-135 – 8 hour period with no RARA between 9 p.m. and 6 a.m.
    - ii. 2016-136 – no RARA for 7-day period at conclusion of championship segment and 14 additional days off throughout the academic year
    - iii. 2016-137 – require annual development of a time management plan
  - b. Other Autonomy Proposals (see attached chart)
    - i. 2016-138 – limits on CARA and require days off during vacation period (i.e., preseason practice and/or holiday breaks)
    - ii. 2016-139 – Prohibit off-campus practice during a vacation during during the nonchampionship segment/spring football practice period (addresses Michigan spring football practice week in Florida during spring break)
    - iii. 2016-129 – No missed class time for media activities outside the playing and practice season
    - iv. 2016-128 – Permit more than one athletics department staff member to serve on a member institution's professional sports counseling panel
    - v. 2016-130 – permit a student-athlete to receive financial aid retroactive to the beginning of the academic year

- vi. 2016-134 – increase opportunities for an institution to provide actual and necessary expenses for a student-athlete’s participation in elite national and international events
- vii. 2016-133 – permit team entertainment outside the playing and practice season
- viii. 2016-131 – increased flexibility for meals incidental to away-from-home competitions
- ix. 2016-132 – add protein as a permissible class of nutritional supplements
- 2. NCAA Legislation -- Division I (ACC has one representative on Council – ACC voting positions will be determined at December 7 meeting)
  - a. Timeline
    - i. ACC legislative meeting on December 7
    - ii. January 20 NCAA meeting – Council may vote on time sensitive proposals – notice of these provided by December 1
      - 1. Sponsors may refine/adjust their own proposals until 12/15. Amendments may be proposed that do not expand the scope of the original proposals by December 15
    - iii. Other proposals to be considered by the Council in April 2017
      - 1. Membership comment period of all proposals ends on February 1
      - 2. Legislative Forum at NCAA Convention to discuss proposals on January 19
      - 3. Sponsors may refine/adjust own proposals until February 1 so long as germane to the concept of the original proposal; Amendments permitted for all proposals by February 1 that do not expand the scope of the original proposal
        - a. Final Official Notice on or before February 8
      - 4. March 29 ACC Legislative Teleconference
      - 5. Council meets April 12-14
  - b. Proposals related to limiting/curbing early recruiting
    - i. 2016-24 – women’s basketball
    - ii. 2016-25 – field hockey
    - iii. 2016-26 - lacrosse
    - iv. 2016-27 – wrestling
    - v. 2016-30 – phone calls and unofficial visits
    - vi. 2016-40 – volleyball
    - vii. 2016-41 – women’s gymnastics
    - viii. 2016-42 – softball
    - ix. 2016-46 – no oral offers of aid before September 1 of junior year
  - c. Proposals related to academic eligibility
    - i. 2016-63 – pre-enrollment academic misconduct
    - ii. 2016-65, 2016-66 – progress towards degree and optional minors
    - iii. 2016-67 – progress towards degree and post-baccalaureate students
    - iv. 2016-68 – ptd and accelerated academic progress
  - d. Proposal related to APR, but only for MBB

- i. Currently, if a student transfers eligible, but with a cumulative GPA under 2.6, the school from which the student is transferring loses an eligibility as well as a retention point in the APR calculation
- ii. 2016-73 - the institution that accepts the transfer would lose an APR point, but the lost point may be regained if the transfer graduates from the second institution.

**Feedback on Autonomy Time Balance Legislation  
UNC-Chapel Hill**

**8 - Hour Dead Period**

**UNC-CH SAAC**

- Is 8 hours enough if you want to ensure 8 hours of sleep a night? Maybe 9 or 10 would be better.

**7 consecutive Days Off Post-Season**

**UNC-CH SAAC**

- Like this idea
- Would not impact some sports like baseball
- Men's soccer already gets this
- How would it work for golf and rowing where season extends over two semesters?

**Faculty Athletics Committee**

- Need specific definitions around what is an elite national/international event

**14 Days Off During the Academic Year**

**UNC-CH SAAC**

- 14 days off is too much
- Reduce to 7 days off
- Men's soccer is not sure this can work
- For men's soccer in the off-season it is more beneficial to have more time to pay together
- Should this be sport specific and relate to season length?
- Track and Field will continue to train on off days
- Cross country will still run 8-9 miles on off days and have to do this to be as good as they want to be
- Women's tennis needs a lot of time. Most players played 6 hours a day before they got to college and have to reduce time spent on sport in college and can't get in the training time they need to advance their skills to the next level
- Be clear on when coaches can provide assistance to you if you are voluntarily training on off day

**Head Coaches**



- Softball with 56 games and 3-day series thinks the 14 days off will be impossible
- 14 days off would be impossible in men's soccer. SAs want to play more.

## **Time Management Plan**

### **UNC-CH SAAC**

- Like this. Many (but not all) teams already receive something similar.
- Need more certainty about whether activities listed -- like community service or hosting a recruit -- are always going to be considered "required" even if only a few people from the team do it and they volunteer for it.
- On some teams (Track & Field) hosting a recruit is voluntary; on others (WBB), it is required.
- In large teams that are individual sports (like Track & Field) there could be different plans for different students. Will this be manageable for the coaches and compliance?
- Students like knowing in advance the days off so can plan trips home. One student says he still doesn't know if he will be able to go home during fall break.
- On the other hand, it is sometimes good to have a surprise day off when the team is beat down and the coach sees they need a break.
- Students object to midnight text from coach announcing a change in the next day's schedule.

### **Head Coaches**

- Who keeps track of all this, especially if SAs have individual time management plans? Is it coaches or compliance or both?
- Weather issues for practice/competition for outside sports

### **Faculty Athletics Committee**

- Look in ASPSA or Academic Advising to understand the timing of mid-terms and finals and build in some off-days to allow study time.
- Chancellor: End-of-year review. Would like option to delegate this to FAC or someone else; concerned that a thorough review would require too much of her time.

## **Travel Cannot be a Day Off**

### **UNC-CH SAAC**

- Perhaps this should depend on the mode of travel. A short plane ride might be okay as a day off; but a long bus trip would not.

## **Required Athletic Activities Definition**

### **UNC-CH SAAC**

- How does film review count?
- Does participating in clinics count?
- For some teams, only freshman are required to host recruits. If this is a team sport, then how do days off work if recruiting day cannot be a day off?

### **Head Coaches**

- If recruiting counts and H.S. recruits often come for visits on the weekend, this could be a problem since out of season many teams prefer to have off days on weekends. Do off days get moved to during the week or are recruits forced to miss H.S. to visit during the week?
- Often don't know about unofficial visits and need for student hosts until week of visit.
- Consider pulling recruiting activities off the RARA list.
- How would the Leadership Academy count? First years are required to do it. Once upper-level students opt in to further participation, they are required to attend. So, is that a required activity that cannot occur on an off day?
- If community service is voluntary, it should not count and should/could occur on an off day.

### **Academic Counselors**

- How would requirement that attend Ram's Club donor dinner count?
- Should RARA distinguish between development activities and community service that are benefits to the student (so don't count them) and activities that benefit the institution (like media appearances, etc.)?

# Academic Advising Program & Academic Support Program For Student-Athletes

A Partnership in Supporting Student-Athletes  
Report to FAC – November 8, 2016



Photo credit: Sam Kittner '85



THE UNIVERSITY  
*of* NORTH CAROLINA  
*at* CHAPEL HILL

# Academic Advising Program (AAP)

## Mission

We partner with students to create meaningful educational plans that are compatible with their career and life goals.

We support a diverse population of undergraduates through an ongoing developmental journey to graduation that empowers them to take responsibility for their education while becoming globally aware, ethical leaders.



THE UNIVERSITY  
*of* NORTH CAROLINA  
*at* CHAPEL HILL



# Academic Support Program for Student-Athletes (ASPSA) Mission

- The ASPSA is uniquely positioned to collaborate with faculty, the Department of Athletics and the campus community to support student-athletes as they excel in the classroom and compete in athletics. The ASPSA helps student-athletes explore their academic interests and abilities as well as provides numerous academic services including tutoring, secondary academic and career advising, assistance with University and NCAA eligibility, and coordination of academic honors and awards.



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL



# Background

- Academic Advising received the charge to meet with College of Arts & Sciences student-athletes each semester in order to enhance advising services
- A “core team” of five advisors, led by assistant deans Andrea Caldwell and Spencer Welborn, provide academic advising to student-athletes in the Loudermilk Center; Dean Lee May and Dr. Michelle Brown provide program oversight.
- Student-athletes may see any academic advisor in the Loudermilk Center, Steele Building, and/or Hardin Hall





# A Partnership in Supporting Student-Athletes

	Functions	Role of Advisors Academic Advising Program (AAP)*	Role of Counselors Academic Support Program (ASPSA)*
Sharing Knowledge	Cross-Training of AAP/ASPSA Staff	Primary	Primary
	Academic Policies & Procedures	Primary	Support
	University Eligibility Requirements	Primary	Support
	Knowledge of Undergraduate Curriculum	Primary	Support
	NCAA Eligibility Standards	Support	Primary
Guiding Students	Academic Planning	Primary	Support
	Degree Progress (Senior reviews, Tar Heel Tracker oversight)	Primary	Support
	Major/Minor Exploration	Primary	Support
	Academic Transactional Services (Change of Major, Drop/Add, Exam Excuses, etc.)	Primary	Support
	New Student Orientation**	Support	Support
Supporting Students	Campus Resources and Referrals	Primary	Primary
	Academic Feedback from Faculty	Primary (early warnings)	Primary (progress reports)
	ASPSA Support Services (Tutoring, Learning Specialist, etc.)	Support	Primary
	My Academic Plan (MAP)	Support	Primary
	Academic Awards/Scholarships	Support	Primary
	Career Planning***	Support	Support



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL



# Highlights

- Creation of Policy for Returning Students
- Cross-training for new academic counselors/academic advisors
- Provide ongoing training and provide bi-weekly updates to ASPSA
- Enhanced reporting/tracking of student advising appointments & working with counselors to fill student appointments
- Conduct Advising Blitz to advise a large numbers of students during high pre-registration traffic and the implementation of Major Exploration Workshops
- Enhanced communication for counselors & advisors via Advisor Notes/ImageNow
- Address complex student concern from multi-unit perspectives



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL





# Academic Advising Focus by Semester & Year

First Years	<ul style="list-style-type: none"><li>• Major exploration individually and/or through Group Advising Workshops</li><li>• Discuss academic adjustment</li><li>• Understanding UNC Curriculum and registration tools</li><li>• Appropriate course selection; connecting academic and career interests</li><li>• Campus resources</li><li>• Introduction to academic opportunities at UNC</li></ul>
Sophomores	<ul style="list-style-type: none"><li>• Clarifying areas of study &amp; major/minor declarations</li><li>• Connecting with faculty</li><li>• Focus on initial career exploration</li><li>• Admission to professional schools (10% of student-athletes)</li><li>• Identify one or two high impact opportunities</li></ul>
Juniors	<ul style="list-style-type: none"><li>• Enhancing connections with major departments</li><li>• Career exploration and development</li><li>• Connections with Pre-Graduate, Pre-Law, and Pre-Health advisors</li><li>• Intentionality of progress toward degree</li><li>• Explore internship possibilities</li></ul>
Seniors	<ul style="list-style-type: none"><li>• Complete and communicate senior reviews</li><li>• Making connections with graduate programs and potential employers</li><li>• Life discussions—what's next? Starting somewhere and moving anywhere!</li><li>• </li></ul>



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL



# By the Numbers

Fall 2013	72.4% of student-athletes* met with advisors
Spring 2014	91% of student-athletes* met with advisors
Fall 2014	93.4% of student-athletes* met with advisors
Spring 2015	98.5% of student-athletes* met with advisors
Fall 2015	99.8% of student-athletes* met with advisors
Spring 2016	98% of student-athletes* met with advisors

\*College of Arts & Sciences Students



THE UNIVERSITY  
*of* NORTH CAROLINA  
at CHAPEL HILL



# Summer Incoming Student-Athlete Priority Registration

- Summer 2016 – new enrollees received Priority Registration for the first time
- Summer 2017 – University is making changes to registration for new enrollees



THE UNIVERSITY  
*of* NORTH CAROLINA  
at CHAPEL HILL



# Continued Endeavors

- Academic and Career Advising
  - Partnership between AAP, ASPSA, Student-Athlete Development, University Career Services and Professional Schools
  - Hours in Loudermilk for Kenan Flagler Business School and UCS
  - Address complex student-athlete matters from a multi-unit perspective
- Study Abroad and Internships
- New Student Orientation - Summer/Spring
- Assessment plan
  - Re-evaluate program effectiveness for students, ASPSA staff and AAP staff



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL



# QUESTIONS



THE UNIVERSITY  
*of* NORTH CAROLINA  
*at* CHAPEL HILL



# The Academic Advising Program in the College of Arts and Sciences

## Re: Summary of the major and career initiatives for student-athletes

### Points of emphasis for every advising session

- Personal discovery, self-assessment or identity development (Who I am, what I value)
- Educational goals
- Major/minor and career exploration
- Progress toward degree
- Learning abilities and preferences (ASPSA services and resources, Learning Center, Writing Center, Accessibility Resources, Academic Departments & Faculty)

### Academic Advising for student-athletes – our focus each semester/year

First Years	<ul style="list-style-type: none"> <li>• Major exploration individually and through Group Advising Workshops</li> <li>• Academic adjustment</li> <li>• Understanding UNC Curriculum and tools</li> <li>• Appropriate course selection</li> <li>• Campus resources</li> <li>• Introduction to academic opportunities at UNC</li> </ul>
Sophomores	<ul style="list-style-type: none"> <li>• Clarifying areas of study &amp; major/minor declarations</li> <li>• Connecting with faculty</li> <li>• Focus on initial career exploration</li> <li>• Admission to professional schools (10% of student-athletes)</li> <li>• Identify one or two high impact opportunities</li> </ul>
Juniors	<ul style="list-style-type: none"> <li>• Enhancing connections with major departments</li> <li>• Career exploration and development</li> <li>• Connections with Pre-Grad, Pre-Law, and Pre-Health advisors</li> <li>• Intentionality of progress toward degree</li> <li>• Explore internship possibilities</li> </ul>
Seniors	<ul style="list-style-type: none"> <li>• Complete and communicate senior reviews</li> <li>• Making connections with graduate programs and potential employers</li> <li>• Life discussions—What's next? Starting somewhere and moving anywhere!</li> </ul>

For additional information, contact the following individuals in the Academic Advising Program:

Lee May, Ph.D. Associate Dean & Director 1011 Steele Building 919-843-9030 lee_may@unc.edu	Andrea Caldwell Assistant Dean 1007 Steele Building 919-843-6052 andreac@email.unc.edu	Spencer Welborn Assistant Dean 2018 Steele Building 919-843-8917 swelborn@email.unc.edu
--	--	---

For additional information, contact the following individuals in the Academic Support Program for Student-Athletes:

Michelle Brown, Ed. D. Assistant Provost & Director, Academic Support Program for Student-Athletes Loudermilk Center for Excellence <a href="mailto:michellebrown@unc.edu">michellebrown@unc.edu</a> (919) 962-9533 (office)	Greg Beatty Academic Counselor Loudermilk Center for Excellence 919-843-5669 <a href="mailto:gpbeatty@email.unc.edu">gpbeatty@email.unc.edu</a>
---	---



# A Partnership in Supporting Student-Athletes

Functions	Role of Advisors Academic Advising Program (AAP) *	Role of Counselors Academic Support Program (ASPSA) *
Cross-Training of AAP/ASPSA Staff	Primary	Primary
Academic Policies & Procedures	Primary	Support
University Eligibility Requirements	Primary	Support
Knowledge of Undergraduate Curriculum	Primary	Support
NCAA Eligibility Standards	Support	Primary
<b>Sharing Knowledge</b>		
Academic Planning	Primary	Support
Degree Progress (Senior reviews, Tar Heel Tracker oversight)	Primary	Support
Major/Minor Exploration	Primary	Support
Academic Transactional Services (Change of Major, Drop/Add, Exam Excuses, etc.)	Primary	Support
New Student Orientation**	Support	Support
<b>Guiding Students</b>		
Campus Resources and Referrals	Primary	Primary
Academic Feedback from Faculty	Primary (early warnings)	Primary (progress reports)
ASPSA Support Services (Tutoring, Learning Specialist, etc.)	Support	Primary
My Academic Plan (MAP)	Support	Primary
Academic Awards/Scholarships	Support	Primary
Career Planning***	Support	Support
<b>Supporting Students</b>		

\*Primary Role holds accountability in assuring that the function is accomplished, Support Role reinforces the function and refers to the primary role

\*\*New Student Orientation is organized by New Student and Carolina Parent Programs, AAP and ASPSA serve primary roles when working with student-athletes during summer and winter orientation - nscpp unc.edu

\*\*\*The primary Career Planning function role is University Career Services (UCS) – careers unc.edu