Calvin Smith: Director of Fraternity and Sorority Life

Housing Our Story interview with Noah Wright

October 25, 2018

Noah Wright: All right, this is Noah Wright interviewing Calvin Smith, Director of Fraternity and Sorority Life at Johns Hopkins University on October 25th, 2018. This interview is being conducted in Mr. Smith's office in Charles Commons. So, Mr. Smith, where are you from?

Calvin Smith: I am from Virginia originally. I am from Norfolk, Virginia, otherwise known as the 757. Southampton: the real part of Virginia.

Noah Wright: The real part?

Calvin Smith: Yeah. Not to be confused with Northern Virginia.

Noah Wright: What's the best thing about home that would say?

Calvin Smith: Home is home. Regardless of where you are, you know you have fond memories of home. Your folks are home. Your people you grew up with are home, things that are familiar to you are home and you know, home is what shaped and created the foundation for where I am now. So home is good.

Noah Wright: What parts of the—I guess, your core values do you think came from where you grew up?

Calvin Smith: Well, I'll start with I'm a man of faith, and it's a heavily militarized area, but it's a lot of— we're not quite in the Bible Belt, but we're as close to the Bible Belt as you can get without being in the Bible belt. So that's a part of my upbringing. You know, being in a heavily militarized area actually plays a huge role in how I view the world. My father was in the navy, my stepfather was in the navy; a lot of my family was in the military. So, I have an appreciation for that part of our society that most people don't come in contact with. I have many friends who transferred into school, their parents got stationed somewhere else and they were gone. And so, you know, that's a part of it but I also I'm from—you know I played basketball growing up.
Calvin Smith: That's an area that is home to a lot of talent, both basketball, football, track and field. I grew up right behind of—Allen Iverson and Michael Vick were the people who were in the know when I was coming up and wasn't far behind them in terms of playing and, you know, very competitive, very diverse and that's both racially. Well, let me clarify that: really black and white. A lot of Filipinos; we have the second most Filipinos outside of the Philippines and South Hampton Roads, so lot of Filipinos. And so, when I say diverse my high school was 50-52%. We have representation black and white and even politically it was really competitive.

Calvin Smith: Kind of different than how it is in Maryland, where it's pretty much a one-party state. Virginia's really competitive, so you have a lot of different views and it's all good. A lot those things set the foundation and shaped who I am and from a big family. So yeah, all that good stuff.

Noah Wright: You played basketball in college, right?

Calvin Smith: I did.

Noah Wright: So how do you think that shaped your college experience?

Calvin Smith: I will fully acknowledge that I lived a charmed life in college. A lot of things as an athlete, even as a black person who was an athlete, I was shielded from a lot of things that the general student had to endure. My education was paid for; I got to travel the world as a part of that experience and my life was very structured. But again, you know, you also enjoy a status when you are a Division One scholarship athlete in the peak of your career and a beautiful person and all of that. And so, it was really impactful. It taught me a lot of leadership skills. It taught me a lot about team dynamics.

Calvin Smith: It taught me a lot about adversity: how to deal with rejection, how to deal with the outside media, having been interviewed quite a bit. How to really embrace this idea that people are always watching you, right? That you are responsible to yourself, but you're also responsible to the institution that you represent. What that means to those people, that you are an ambassador of that brand; and what does that mean and how do you represent it? A lot of that is very true and comes through when you're wearing the school's name on your chest and you're out in the world and people will look into you.

Calvin Smith: It's funny, this past summer—no two summers ago—I was down at anniversary down in White Haven, Maryland; Bed and Breakfast my wife goes to, and so we go to this little Tiki bar and there this group of kids. They are [inaudible 00:06:03] kids. They were in their 20s and this one guy we got to talking and he said, "Yeah, I'm from Delaware." I said, "Okay, well I went to school in Delaware," and he said, "Oh, you did?" he said, "Where?" And I said, "The
Calvin Smith: He said, "Man I love basketball. You guys were so great for me and [inaudible 00:06:32]." Who would've known that I would've seen this young man again? But again, this is some 10, 12, 13 years after I've graduated from college; and to know that you had an impact on someone that you probably have never met, you didn't remember, you won't remember; whatever the case may be, but because you showed up and you were being your best version of yourself or who your parents taught you to be, right that you've made an impact. So, I got a good understanding for that through that process.

Noah Wright: When did you join your Greek-letter organization?

Calvin Smith: This is actually my 15-year anniversary; so, I was in spring 2003 and this year. The New Jersey chapter of Kappa Alpha Psi at the University of Delaware. And so yeah, 15 years ago this year—sometime ago. Y'all are babies, literally. Well you was [crosstalk 00:07:34] a little old. [crosstalk 00:07:38]. You were just there. You weren't even moving around yet.

Noah Wright: Actually, yeah. I didn't move around for a while.

Calvin Smith: There you go.

Noah Wright: What do you think is the most important part or the greatest thing about being part of a Greek-letter organization for you?

Calvin Smith: So—and I will say I'm going to speak about this from my place now and not from where I was as an undergraduate—I think it was really about having a home. While being on the team is essentially being in a fraternity—like I don't want to confuse that I had friends and some built-in friends when you get there because you know, you're in the trenches, your balling together—but this was different. Like anything else, joining a student organization, whether that's a fraternity or sorority or some other student organization, is as logical and intellectual as it is emotional right? And, you know, I know why I have to go to class because I need to get a degree, but I am a part of the acapella group because of my passion is to sing, right?

Calvin Smith: I'm a part of this group of similar men with similar backgrounds, similar experiences because even as a basketball player, I still endure the world differently than some of my other counterparts. That's just the reality of the conversation, and for me, I wanted to also have an outlet that was outside of
my basketball family. Since that time, I've only grown more and more close with my fraternity brothers.

Calvin Smith: I still love my basketball brothers, but you know, we are able to share something for the rest of our lives that as teammates we were really only able to share something that was for a period of time that we—and even in that it was only two of us that were there all four years together. So, some people was a year; some people was two years; some people three years, some people a semester. It's a range, but this is—we come back to homecoming. We all coming back to homecoming. You get to see people from 20 years before you and in my case, 15 years after and to see that legacy continue. And that's true about basketball too, but it's different in watching your organization. So, I've truly been able to see the good, bad and the ugly, have lifelong friends ...

Calvin Smith: ... meet wonderful people: best man at my wedding, godfathers to my sons, sisters-in-law and nieces and nephews and all of that, right? I've also seen some of the dark side of what we as fraternities engage in and now as a professional, I actually get to work to curtail some of those more negative pieces so that we can survive long term. And so yeah, I get to do it all with respect to my fraternity. And then the last thing is, politically I have been active with the fraternity on pretty much every level and I've learned how to survive in my professional life for some of the scars that I paid for the privilege of.

Calvin Smith: People we pay to be members and continue our membership and to be active members, to be elevated in positions and navigate that process that—you got different people in different parts of the state, in different parts of the country to have compete in interests and how do you navigate that and how do you build coalitions; it's a thing, right? So that is also some lessons that I took from that experience that you can't put a price on it.

Noah Wright: After college, well after undergrad—what'd you do after undergrad?

Calvin Smith: I started in pharmaceutical sales. So, my first five years out of college I was in pharmaceutical and business-to-business sales here in Baltimore. I did my first job and I used to call physicians pretty much in all of Central Maryland, even at Hopkins Hospital and Bayview and all those other various places. Then 2009, 2010, 2011 happened and as you can imagine, a lot of people had to make some different decisions about the future; and so, I decided and you know, I remember someone said to me, "If you could do something you would do for free and get paid for, you would never work another day in your life." And one of the things that I did, I was an advisor to my undergraduates. I was the President of my alumni chapter.

Calvin Smith: I was a part of the regional board. So, I was spending a lot of time doing stuff with my fraternity and then then job opportunity came up to do this
professionally and get paid. And so, I was like, “Mmh, well I never thought that this would be something that I would do, but why not, let’s try it.” And seven years, eight years later, here I am. So, I didn’t even know that this was a job that you could do, coming out of college. Like most people get paid to do this? Yeah, and get paid pretty well. So yeah, that’s how I kinda got here.

Noah Wright: What school did you work at first?

Calvin Smith: Towson University, so not too far from here. I actually got to work with my Greek advisor, so the person that did my role when I was an undergraduate. He had actually transitioned to Towson; and so that’s why it’s important—and I will put this out here for you to stay in contact with people—networking’s important before, during and after college and because I was an active participant at my undergraduate institution, I had a good reputation leaving. I had a good reputation after and you know, when I talked to him, I was like, “Hey, do you think that’d be something that’d be good at?” And he was like, “I actually think you’d be perfect at it. You should apply.” Right? And so, Towson was the first place.

Calvin Smith: Initially I worked with the National Panhellenic Council and the UGC [Unified Greek Council] at Towson and to start in higher ed; I was older, right? So, most people who come into higher education at that level, they are 23, 24—just out of grad school. I didn’t go back to grad school until I was working in the field, but I quickly was able to utilize the skills that I learned in business. I went back and got my MBA and as a community we did a lot of great stuff. Similar to Hopkins, Towson had not had any leadership really pushing them to be better. At that time when we got there, similar to Hopkins, I was told that someone was going to die on my campus and that happened; but we plowed through it and we pushed through it and I’m happy that a lot of the things that I worked and pushed forward to work with the groups to achieve. I see the results of those even now as students still come back to me, and they say, “Cal, can you come to homecoming? You remember that program you helped us start and it’s gotten better.”

Calvin Smith: And you know, they used to not have social events and I was the spearhead and helping them have late night parties and social events and especially within the students of color at that institution. And that was a big proponent of growth, and so we went from 35 students that I was directly responsible for to about 300 in the course of three years. And a lot of that was because I just have really high expectations in terms of how people show up; and I can love you to death, but I will also hold you accountable. And for me that has been a recipe that has worked pretty much anywhere I’ve been. And that’s both when I worked in sales and marketing and pharmaceuticals, as well as here.
Noah Wright: What’s the nature of the job of being a Director of Fraternity and Sorority Life?

Calvin Smith: So, you are a father, a mother, a therapist; an administrator, a conduct officer, a resource, a listening ear, a budget analyst; get you out of trouble, get you into trouble depending on the circumstances, all encompassing. To give you a simple answer, I think of universities in two ways and I think as an administrator, the upper administrators also think of it in these ways. Some units are revenue generating unit. Some units are revenue saving units, and I fall on the revenue saving side. My job is to help educate students and what could be one of the largest risks and liabilities during their undergraduate experience, outside of the medical school. Fraternity, sorority life and athletics have the highest risk to the institution and most institutions who don’t have a medical school—which is most institutions—fraternity, sorority life and athletics are the two largest risks to the institution.

Calvin Smith: And my job is to educate you all as students that if you choose to engage with a social fraternity or any fraternity or sorority—because they’re going to be a service one, as they have issues too; a co-ed, they have issues too—what your responsibility is. So, that as you start to ascend and get leadership skills throughout that process, you aren’t doing so in a way that is going to most mitigate what risks you are exposing either the organization or yourself for the institution to, or in some cases your family. The other side of my job is how do you develop as a leader during that process? So, for me, my ultimate job is to watch you walk across the stage. Being in a fraternity and sorority is one vehicle to help smoothen that path for you to get there.

Calvin Smith: It’s not the only vehicle; it’s an opportunity for leadership. It’s not the only opportunity for leadership, but if you choose this opportunity for leadership, how do I help you develop through that process both—from a risk management standpoint—as a leader, as a follower, as a team member, as a collaborator? And then I think the last part that I really take pride in is working with individual students who may ascend to a leadership position and really working through those things that are going to be those tangible skills. And I know a lot of people like to call them soft skills, but I think they are employable skills. Like how do you write an email? Let’s talk about why you responded in the email in that way. Has anyone ever told you that that’s not how you should address an administrator or your boss unless they’ve given you permission to do that?

Calvin Smith: These are not things that I expect you necessarily to have in terms of the conversation with your professors. There’s a level of deference that we give our professors because they have PhD or MD in their names and while that’s great, that does not mean that not giving that same level of deference with respect to whomever you’re talking to can’t come back to hurt you. And I think sometimes we don’t think about those types of things. How are we showing up? How are we meeting with people? How are we learning through this process and watching you all who are—you are not like the mushy high school students, so you got a little bit more substance to you, but then you become these
completely different people on the other side, right? And then the best part for me because the day-to-day can be trying, right?

Calvin Smith: You know, I tend to be in an area where students will show me the other side of their behind, I think, as the way that I like to describe it. Professors they: ‘I’m in class, I’m doing what I need to do, I’m not giving them a hard time.’ With me: ‘Why is he telling me that I have to have a guest list? And why is he telling me that I can't drink under 18, under 21? And why can't I serve weed to my friends?’ I mean it should go without saying, but I get to see that side of students and to also see that when they come back.

Calvin Smith: Yeah, they may not have heard me at the time, but my job is to drop off a jewel here and there. Let it germinate and watch it grow; and sometimes it’s a quick growth Sometimes it takes a couple years, but it typically comes sooner than later or at some point I won't say sooner than later that’s [inaudible 00:21:17]. So, you know, if I want to rip my job into those buckets, that's kind of where they fall: it's the development piece, there's the risk management piece and then there's the individual leadership development.

Noah Wright: What would you say the landscape of your profession is right now?

Calvin Smith: Well, there's two ways to think about that. We can say what is the landscape of higher education or can we say the landscape of being a fraternity, sorority life advisor. Which, which one do you want me to speak from?

Noah Wright: I want you to speak on both, because you seem like you know a lot about both. So, I guess–

Calvin Smith: I mean I should, it's my life; I get a check. I'll start with fraternity, sorority life. This is one of the most difficult times for fraternities and sororities. Just as a general statement, and it is primarily because we have organizations—they are their own organisms. They are driven by the National Organization, the culture on the campus, the people who directly supervise and oversee them or don't supervise them or oversee them; and what was acceptable 20 years ago in terms of how organizations could have a new member induction process, provide alcohol, or people at their parties not be conscious of different risks that may exist from doing certain activities.

Calvin Smith: We are hyper aware of those things. I am cognizant of the fact that when I pledged 15 years ago, camera phones weren't a thing. Videos weren't a thing. Social media—Facebook came out and I was one of the first 10 campuses at Delaware to have Facebook in 2004. It was for college students only at that time, right? We are nowhere near that place now. Everything you do is scrutinized. Everything you put in the world can be found, can be [inaudible 00:23:31] against you, lobbed against your chapter or your institution, your
family; and then you can't get rid of it and so we live in a very different time and people have a lot more access to information than they had previously.

Calvin Smith: So as a conglomerate in a community of people, we have to change. It's not acceptable to do the stuff that was done previously; and we have to always be on guard to make sure that students know that, yes, when you come in and you want to have this experience and you get to move away from home and you're [inaudible] than your parents' rules, that there are still consequences and some levels of accountability for the stuff that we do in these organizations particularly, but as an undergraduate student generally. With respect to higher... well, let me back up.

Calvin Smith: The other part of that is, as a Greek advisor, it's not lost on me that I am one of—and I just learned—seven people who are a director of a department out of about 3000 that is a black man or woman. That's not a thing. Many times people believe that, especially if we were a part of National Pan-Hellenic Council or the Divine Nine organizations, we don't understand Pan-Hellenic or we don't understand IFC [Interfraternity Council], and so they use it try to put us in Multicultural Affairs or they'll try to put us in some other place where we may not necessarily interface with those groups. But I would argue and posit that, we need more people who have different backgrounds who understand diversity, who are passionate about inclusion to be at the forefront of really changing some of these communities. Because the reality is, what some other peoples might accept as appropriate, I will never accept as appropriate from my groups.

Calvin Smith: That's just what that’s going to be, and I challenge at every [inaudible 00:25:51] and I think they have to think twice before they do certain things. Because, not only am I not of a particular persuasion, but I am more likely to be sensitive to the nonsense that they may be engaging in and more likely to confront them with that information in an effort to help them to change. The part that I will say is I'm under no illusions that I can do it by myself, right? That takes me, it takes staff. It takes a community to not think thing certain things are acceptable and then it takes the members to realize that they need to do stuff better, right? So that’s their part. Higher education is so amazing, and so there's a couple of ways that I can approach this, but I'll just approach it this way.

Calvin Smith: For the education that many of you are receiving, I am one who wants to first and foremost—and this is more specific to Hopkins, but it is true as a general statement. My goal is not for you to survive this experience; my goal and the goal of my colleagues is that you thrive. That might counter to the narrative of some of our peers or colleagues or other parts of campus, but an undergraduate experience should be something that is reflected on in a way with admiration, almost; and so, we do a lot of things in an effort to move in that direction. That's the first part.

Calvin Smith: Second, it's an incredible expense. Higher education is an incredible expense. I don't know how much y'all are paying, but I do know that if you are paying full
freight, it is 71,000 a year to attend this institution and you might make 55 coming out of school, maybe. The average is making 34. The average here's making 56. That's assuming you're not going to grad school to incur more debt; and we have to grapple with that reality, that you all have a higher expectation about how much you’re going to make and how do I help you get prepared to ask for that kind of money? How do I get you prepared to talk about your skills outside of the classroom? Because if you’re competing with somebody at an Ivy on paper, y'all—just to say.

Calvin Smith: Now it is, what are the other things that you bring to this organization that are going to make you better or make you a better fit or make you more qualified? That’s my sweet spot, because I now get to work with you or less talking about how your strategy. Let's talk about how you were an influencer or you are a relationship builder and how do you use that to your advantage so it doesn't look like you're a suck-up; but in fact, building relationships is already important to getting the appropriate resources you need for your work or your organization to be successful, and so that’s the student affairs part of the conversation.

Calvin Smith: I think finally it is, how do we empower our students to go out and vote and really put people in positions that are willing to think about the long-term viability of spending this kind of money on an education? And so, for me, it's also important to engage and empower you with why you should vote. Why you should care about who's been elected. Why you should care and while I won't ... My goal is not to sway your views one way or another, but I want you to be able to articulate why you feel that way, and how can we get you engaged so that instead of being someone who is on the receiving end of whatever comes out, you can be proactive in molding and shaping what that sounds like.

Calvin Smith: So that's the other part because you know, the reality is I'm blessed that I have a couple of houses and I've had decent salaries and I've been able to—I'm married and I got a spouse who makes decent money and pretty educated. That's not everybody's experience. And so, we can afford to pay three or four mortgages, which includes childcare and student loans and mortgages and car payments. Everybody ain't built like that, and so we have to also be willing to help you all look to the future of how you want this educational process to be, because we’re at over $1 trillion in loan debt, the highest debt that's out there, right? It's student loan debt at this point. Is that sustainable? And when we look at our older generations, they were able to be trained without having a degree. That's not the case anymore.

Calvin Smith: Corporations don't do that; they depend on colleges. And how are we preparing you to enter into that space. So I think of higher Ed as both the place the laboratory for learning, but also how do we take these opportunities to help you evaluate and then make decisions about policies that you need to help push, because ultimately I will say this starts here. When we ask you all to be a part of your SGA and then vote on your SGA ,but y'all don't do it; because I think it's at 14%, right?
Calvin Smith: My community makes up just about 30% of the undergraduate population. SGA doesn't represent us; it's just a fact. It represents 14% of the population, but they get face-time to speak on behalf of y'all. So, I often ask the question of students or I've made the statement, 'If you're not at the table, you're on the menu.' That's true here. That's true in life. So how do you get engaged, whether that's to be a [inaudible], whether that's through a fraternity and sorority, whether that's the acapella club, whether that's through the Student Athletic Committee. I don't really care how you do it, but how do you do it? Because we all are fighting for the best experience that we can have at the institution.

Noah Wright: How's your experience at Johns Hopkins been different than when you were at Towson?

Calvin Smith: So topically, this is a private institution versus a public institution. From a character, a student demographic there are a lot more black and brown students at Towson and there is just an overall bigger undergraduate population, but it's still a lot more black and brown students at Towson. Obviously, that's not the flagship state school and so U Maryland is probably closer to a Hopkins student than a Towson; but they were good, cool students and you know, the top tier, top 10 top 15% of Towson students can survive here without a problem. But a lot of the students, they are just regular people trying to get ahead in life. Hopkins students—and I will say this too from a demographic standpoint—in the area that I work which is fraternity, sorority life, there is no difference. 18 to 22-year olds who make really stupid emotional decisions about being involved in an organization based on what somebody told them that may or may not be true. It's just the facts.

Calvin Smith: Where Hopkins is different is one: there's a level of affluence that's very different, right? The institution obviously is a national, international brand versus a regional brand. Even how I work from an administrative standpoint, having to work through the state is very different than having to work through the institution. If you got, here if I need to buy something, I just pull out a credit card. At the state I have to send it to procurement with the state and they have to say whether it's okay; and if you're a vendor for the state and you owe taxes to the state, they take your money before you get it. It's crazy, but I will also say they have a lot more resources because they are subsidized from the state. And so, their buildings are different. They're newer, they're nicer—generally speaking. It costs a lot less money.

Calvin Smith: I think the other thing from a—not necessarily—I'll say interesting position: they drink a lot more alcohol. There's a lot more hard drugs that students do here at Hopkins is the other thing. I think that's partly to do with the affluence and the access; that has a lot to do with both of those things. So those are like my big differences. And then I think from just a curiosity standpoint, like students here, they'll just—you know I'll have a student come to my office and say, "Hey I wrote a script so that you can do your job easier. I'm going to give it to you." I'm
like, "What, who does that? Like you just sitting around making an app because you just felt like it?"

Calvin Smith: “What kind of random stuff is that? You have [inaudible 00:35:42] who has [inaudible 00:35:43]?” Right? So, it’s in those ways that students that are attracted to this type of experience are different, and they are both good for what they’re good for. But yeah, those are like the big differences; it’s more of the outside of my area that are different, inside of my area there’s not much different.

Calvin Smith: People don’t want to listen; they all want dad to tell them what to do. They don’t want to follow rules and they don’t think make sense. They want to drink, and they want us to let them drink, but when they get caught, they want us to be nice to them about it and not mean like it’s all the same; like that’s not any different. Still 18 to 22-year olds. Men are still not as developed as women from a common sense standpoint; they still stupid, but yeah.

Speaker 3: I’ll take your recording and [inaudible 00:36:39].

Calvin Smith: It’s true both anecdotally and statistically, and if you want to look at Student Development Theory, I have a book over there that would say the same thing and those are the big differences. Within the Baltimore context, Hopkins obviously is a big player in the city and in this state. So that does carry a level of influence in certain circles and so that is a little bit different in terms of how you show up and you know, when you say you work at Towson is one thing. When you say you work at Hopkins it’s a completely different thing; people treat you different. I don’t really care, but I won’t say I don’t notice it.

Noah Wright: What are those differences?

Calvin Smith: Again, it’s a brand, right? It’s a brand that is Hopkins. The fact that we’re the largest employer in the city and second that, most of the largest private employer in the state, that means something. The fact that, when you look at the Greater Baltimore Committee—that the president [Ron Daniels] is on the Greater Baltimore Committee. When there are certain things that are happening, we are looked to as the key opinion leader and the key influencer on many topics. That to say that, while we have all of those things from an academic standpoint, Hopkins too has not always been the best partner. And we see the fall-out from that too, because I live in the city. I live by Hopkins hospital and the zip code at Hopkins hospital is in has the most felonies in the state of Maryland. So, to be a block away and still have the most felons, even though you had the wealthiest and largest anchor institution in the state.

Noah Wright: It’s a little [inaudible 00:38:46].
Calvin Smith: Yeah, just saying. It is what it is.

Noah Wright: How do you think your relationship to Towson University is different than your relationship to the people in the institution of Johns Hopkins?

Calvin Smith: I think any relationship is what you put into it. I have a good relationship because I was a good person to the people there and like that here, I think I've been good to the people here. I think students at this point, while they may not necessarily like everything I do when holding them accountable, they can't say that I didn't tell them. They can't say that I was not transparent about what my expectations were, and they can't say I wasn't fair and that's really all people want. Just being somebody's friend and let them get away with stuff—yeah, in the short run that might get your friends quickly, but I think the longer lasting relationships as those people who realize; I mean I've had some of the worst offenders say, “You know what, I see you're trying to change the community.”

Calvin Smith: I see that you're doing stuff to put people in a position to [inaudible 00:39:58]. I see you challenge people on not being racist or sexist or pedophiles or sexually assaulting people and we want to work with you to do that. That wasn't the case when I first got here and that wasn't the case when I first got to Towson and people appreciate that. And so for me, I just try to do the best that I can to live my values, to live my truth. You know right now my whole thing is, I need to make sure that when the students that report to my office know that they are accountable to someone.

Calvin Smith: I think in the time we live in, that there's a lot of people at this type of institutions or similar institutions that will run our country someday, and I need them to know that you are accountable to someone before you leave here. That you just can't do what you want and things that there are no consequences, because we don't live in a world without consequences and I think some people believe that. That's the first thing. I mean, that's really the big thing for me right now.

Noah Wright: Accountability?

Calvin Smith: Accountability.

Noah Wright: All right. But, thank you; thank you for talking to us.

Calvin Smith: That's it, we're good?

Noah Wright: Yeah, we good.

Calvin Smith: Okay, great.