

OPEN SESSION MINUTES
Board of Trustees
North Carolina State University
Raleigh, North Carolina
November 12, 2021

The North Carolina State University Board of Trustees met in regular session using a hybrid meeting format on Friday, November 12, 2021. Trustees attended in person in Winslow Hall.

Members present:

Stanhope A. Kelly, Chair
Robert F. Andrews, III
Ann B. Goodnight
James A. Harrell, III
David Dee Herring
Timothy L. Humphrey
Ven Poole
Perry Safran
Edwin J. Stack, III
Dewayne N. Washington
Edward I. Weisiger, Jr.
McKenzy Heavlin, *ex officio*

Chair Stan Kelly called the meeting to order at 10:00 a.m. and a quorum was present. He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. Chair Kelly reminded those in attendance that while the full Board meeting is a public meeting, it is not a meeting for public comment and only those on the agenda will be permitted to speak. He asked that all Trustees identify themselves before speaking due to the nature of the hybrid meeting. Chair Kelly recognized Terry Hutchens, NC State's Board of Governors Liaison.

MINUTES

Trustee Goodnight made the motion, seconded by Trustee Herring, to approve the open and closed session minutes of the September 10, 2021 meeting of the full Board. Chair Kelly called on the Assistant Secretary Paula Gentius for a vote by roll call.

| | | | |
|-----------|-----|------------|-----|
| Andrews | AYE | Poole | AYE |
| Goodnight | AYE | Safran | AYE |
| Heavlin | AYE | Stack | AYE |
| Harrell | AYE | Washington | AYE |
| Herring | AYE | Weisiger | AYE |
| Humphrey | AYE | Kelly | AYE |

The motion passed.

CHAIR'S REPORT- STAN KELLY

Chair Kelly had several business items to bring before the full Board. However, before beginning the business portion of the meeting, Chair Kelly acknowledged the passing of General Ray Odierno. General Odierno was appointed to the Board of Trustees on July 1, 2021 but sadly passed away on October 8, 2021. Chair Kelly proposed the adoption of a formal resolution of condolence from the Board and read it into the record (see attached). The resolution will be sent to General Odierno's family.

Trustee Weisiger made the motion, seconded by Trustee Humphrey, to approve the resolution of condolence. Chair Kelly called for a vote by roll call:

| | | | |
|-----------|-----|------------|-----|
| Andrews | AYE | Poole | AYE |
| Goodnight | AYE | Safran | AYE |
| Heavlin | AYE | Stack | AYE |
| Harrell | AYE | Washington | AYE |
| Herring | AYE | Weisiger | AYE |
| Humphrey | AYE | Kelly | AYE |

The motion passed.

Chair Kelly then reviewed FCC form 323 regarding the ownership of WKNC-FM, the radio station at NC State. This form is filed with the FCC every two years. No action by the Board was required.

Chair Kelly then called on Trustee Perry Safran to acknowledge a group of special visitors at the meeting. Trustee Safran asked Chancellor Woodson, Provost Warwick Arden, Vice Chancellor Charles Maimone and Trustee Heavlin to add their thanks to the group representing the many employees and students who continue to go above and beyond during the pandemic. The following representatives were recognized:

Overall COVID Operations: Julie Ann Casani, Student Health Services; Amy Orders, Emergency Management and Mission Continuity

College of Veterinary Medicine Testing Lab Team: Megan Jacob, Milburn Holbrook, Frederick Hagans, Vania Garland, Kenneth Satterwhite, David Setzer, Sheri Renno, Chris Eichman, and Shauntrice Biles.

Research: Laura Kroger, Research Program Manager

Student Engagement/Support: Trustee and Student Body President McKenzie Heavlin

Student Affairs: Monica Osburn, Counseling Center; Tom Hardiman, Student Conduct Office

Staff Engagement/Support: Staff Senate Chair Helen DiPietro

Faculty Engagement/Support: Faculty Senate Chair Jade Berry-James

University Housing: Donna McGalliard, Director

Public Safety: Dave Rainer, Environmental Health and Public Safety

Digital Education and Learning Technology Applications: Donna Petherbridge

University Communications: Mary Cole Pike, Bill Baverstock and Allen Coin

Trustee Safran asked all Trustees and those assembled at the meeting to join him in applauding these individuals and the groups or teams that they represent.

Chair Kelly then asked Jim Hansen, Chair of the Board of Visitors, to present his report as Chair Hansen had to leave the meeting earlier than expected because of a conflicting obligation.

BOARD OF VISITORS REPORT - JIM HANSEN

Chair Hansen reported that the Board of Visitors met in person on Friday, October 1, 2021 for its regular biannual meeting. During this meeting, Chancellor Woodson introduced the three newest members of the Board of Visitors: Harry Brown, Charles Heilig, and Brian Leonard.

Trustee Perry Safran updated the Board of Visitors on recent changes to the membership of the Board of Trustees and the work the Trustees have done recently as it relates to delegated authority.

Chancellor Woodson discussed the status of COVID-19 as well as the success of the "Protect The Pack" community standards that have been implemented. He then shared an update on the university's strategic plan. The Chancellor also shared positive news regarding the recent national recognition of our students and faculty with the Churchill, Marshall, Goldwater and Astronaut scholarships for students along with Dean Louis Martin-Vega's election into the National Academy of Engineering. Lastly, Chancellor Woodson noted that the most recent Forbes survey ranked NC State the fourth best employer in the state of North Carolina.

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Executive Vice Chancellor and Provost Warwick Arden presented an overview of the university's planned response to meet new and expanding workforce demand in our state by engaging in the expansion of the College of Engineering. Senior Vice Provost Duane Larick then gave an update on the details and concepts that will be housed in our newest academic building on campus, the Integrative Sciences Building, which will change the way that NC State teaches science by facilitating synergies in research and education.

During lunch, Vice Chancellor Kevin Howell and Assistant Vice Chancellor Julie Smith provided an overview of the 2021 Legislative Session with an emphasis on the components of the pending state budget proposal.

Vice Chancellor Brian Sischo then gave an advancement update on the continued success of the fundraising campaign as well as the engaged network of women committed to NC State entitled "Wolfpack Women in Philanthropy."

To close out the Board of Visitors meeting, Coach Kevin Keatts provided an in depth perspective on a number of issues affecting the men's basketball team including the challenges that student-athletes faced during the pandemic as well as the learning curve that accompanies the new Name, Image, and Likeness rules. Chair Hansen thanked the Board for their accommodation for his report.

CHAIR'S REPORT CONTINUED- STAN KELLY

Chair Kelly resumed his report and provided updates from the Executive Committee. The first item was the two proposed amendments to the Board Bylaws. The first is an addition to the delegated authority of the Audit, Risk Management and Finance Committee to review and recommend to the Board of Trustees approval of the annual university budget. This is a new delegation from the Board of Governors that is in connection to the development of an all-funds budget. The second is an addition to the delegated authority of the Buildings and Property Committee to approve capital improvement projects less than \$750k that are funded with non-general fund money and to approve advance planning of capital improvement projects where the advance planning effort is funded by non-general funds. Chair Kelly asked for a motion to approve the two amendments. Trustee Stack made the motion, seconded by Trustee Poole, to approve the two amendments. Chair Kelly called for a vote by roll call:

| | | | |
|-----------|-----|------------|-----|
| Andrews | AYE | Poole | AYE |
| Goodnight | AYE | Safran | AYE |
| Heavlin | AYE | Stack | AYE |
| Harrell | AYE | Washington | AYE |
| Herring | AYE | Weisiger | AYE |
| Humphrey | AYE | Kelly | AYE |

The motion passed.

Next, Chair Kelly stated that every four years, the Board of Trustees and the UNC System President must conduct a comprehensive review of Chancellor Woodson's performance in the spring. The review includes major campus constituents including faculty, staff, students and select groups. Chair Kelly appointed the Executive Committee of the Board as the assessment committee, and he will serve as chair. The assessment committee will assist with selecting an outside consultant to guide the process. The System President will also provide input and the external consultant will report the outcome of the review to this Board and the System President.

Chair Kelly concluded his report by bringing forward the topic of a spring board retreat. The Executive Committee has selected two preliminary dates in June and the retreat will be held in Raleigh with a

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facilitator. Chair Kelly presented several possible topics and suggested that the Assistant Secretary circulate a brief survey to the Trustees for possible topics and locations for the retreat.

CHANCELLOR'S REPORT – DR. RANDY WOODSON

Chancellor Woodson began his remarks by discussing the passing of General Odierno and the open seat on the Board of Trustees. General Odierno was originally appointed by the Board of Governors, therefore, the Board of Governors will appoint someone to complete the 2021-2025 term.

Chancellor Woodson reminded the group that NC State will be hosting the Board of Governors meetings on campus next week. The Board of Governors committee meetings will be held on Wednesday, November 17, 2021 and the full Board of Governors meeting will be held on Thursday, November 18, 2021 at the Hunt Library. NC State will also be hosting the annual Board of Trustees Workshop on Tuesday, November 16, 2021. The 50th anniversary of the University of North Carolina System and the installation of Peter Hans as President will be celebrated during the workshop.

Chancellor Woodson provided an overview of Red and White Week. It was an opportunity to celebrate the donors and alumni and what they do to change the lives of our students and to celebrate the incredibly successful Thank and Do the Extraordinary Campaign.

Chancellor Woodson shared leadership changes on campus. Dr. Paola Sztajn is serving as the interim Dean for the College of Education and Timothy J. Danielson will join NC State as the new Associate Vice Chancellor for Human Resources on January 31, 2022.

Chancellor Woodson also discussed the federal contractor vaccine requirement and the impact on the university. To date, the university's vaccination rate is 83%.

COMMITTEE REPORTS

AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE – CHAIR ED WEISIGER, JR

The Audit, Risk Management and Finance Committee met on November 11, 2021 and a quorum was present.

The Committee began the meeting by acknowledging Trustee General Raymond Odierno who passed away last month. The Committee also recognized all veterans in honor of Veteran's Day.

The Committee approved minutes from the September 9, 2021 meeting.

Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and University Treasurer, refreshed the Committee on the University's financial performance and highlights for FY2021 before introducing Deputy State Auditor Katina Bell.

Deputy State Auditor Katina Bell discussed the audit engagement for fiscal year 2021. NC State received an unmodified audit opinion and reported no deficiencies in internal controls. The auditor highlighted the cooperation of University staff and the significance of there being no reportable findings. The Audit, Risk Management and Finance committee will be sent the link to the State Auditor's report upon its release. The audit will also be available on the University Controller's website.

Cecile Hinson, Chief Audit Officer and Director, Internal Audit Division, provided an update to the committee on Internal Audit activities since the last meeting. Results from NC State University's Fall 2021 Internal Audit Self-Assessment and Maturity Model were also provided.

Vice Chancellor Charles Maimone updated the committee on the development of the All Funds Budget project for NC State. He discussed the timeline for Committee review and approval of the University's

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FY23 All Funds Budget. Vice Chancellor Maimone gave a status update on the current State budget process and the projected funding impact when the budget is passed.

Mary Peloquin-Dodd also provided a view of first quarter financial results for fiscal year 2022. She presented a multi-year comparison of revenues and operating expenses, and the continuing impacts from COVID.

The Committee received a report on the Clery Act and an overview on campus safety by Vice Chancellor and General Counsel Allison Newhart and David Rainer, Associate Vice Chancellor for Environmental Health and Public Safety. As required by the Clery Act, the Annual Security and Fire Safety Report is published yearly, posted to the university website. A link was provided in the pre-materials. Mr. Rainer also reported on the University Police department's campus wide community engagement activities during the past year as well as initiatives underway to engage the campus community.

BUILDINGS AND PROPERTY COMMITTEE - CHAIR ED STACK

The Buildings and Property Committee met on November 11, 2021 and a quorum was present.

The Committee reviewed and approved the September 9, 2021 open meeting minutes and reviewed and approved two property matters for full Board approval.

The first is a disposition by demolition. Demolition of the Solar Testing Facility located at 1201 Gorman Street is requested due to the poor condition of the building. The demolition will accommodate expansion of the Varsity Drive parking lot.

Trustee Stack made the motion, seconded by Trustee Washington, to approve the property matter. Chair Kelly called for a vote by roll call:

| | | | |
|-----------|-----|------------|-----|
| Andrews | AYE | Poole | AYE |
| Goodnight | AYE | Safran | AYE |
| Heavlin | AYE | Stack | AYE |
| Harrell | AYE | Washington | AYE |
| Herring | AYE | Weisiger | AYE |
| Humphrey | AYE | Kelly | AYE |

The motion passed.

The second is a disposition by sale. Sale of 0.35 acres of Reedy Creek Road to USEF Edwards Mill Owner, LLC is requested to allow for the expansion of Reedy Creek Road at the intersection with Edwards Mill Road.

Trustee Stack made the motion, seconded by Trustee Goodnight, to approve the property matter. Chair Kelly called for a vote by roll call:

| | | | |
|-----------|-----|------------|-----|
| Andrews | AYE | Poole | AYE |
| Goodnight | AYE | Safran | AYE |
| Heavlin | AYE | Stack | AYE |
| Harrell | AYE | Washington | AYE |
| Herring | AYE | Weisiger | AYE |
| Humphrey | AYE | Kelly | AYE |

The motion passed.

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The Committee reviewed and approved one designer selection for projects costing \$1 million or less, and two plans and specifications of formal projects costing less than \$2 million. The Committee also received reviewed and approved twelve completed buildings and projects accepted at the combined value of \$2,548,332. The Committee approved one non-appropriated capital improvement project that was less than \$750,000 and received updates and informational reports for the Capital Projects, Status of Projects in Planning, Innovation District, the Physical Master Plan update and the R&R Budget Priorities.

UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE – CHAIR CHIP ANDREWS

The Advancement and External Affairs Committee met on November 11, 2021 with a quorum present.

Vice Chancellor Brian Sischo presented a University Advancement update, where he provided an overview of the impact of the campaign in increasing the level of student and faculty support, in addition to significant growth of the University's endowment. He then shared highlights from several Red & White Week signature events including Pack Appreciation Day and Red & White Night. Finally, he reviewed plans for the division following the conclusion of the Think and Do the Extraordinary Campaign.

Vice Chancellor Kevin Howell discussed the pending budget approval, outlining how the budget will advance NC State in specific areas such as funding for buildings, repair and renovations, enrollment growth, and salary increases.

Associate Vice Chancellor Benny Suggs shared an Alumni Relations update with the committee where he highlighted several of the successes over the past year, which included the execution of more than 250 alumni events with 93 events held virtually. He also shared that over the past 5 years, the Alumni Association received 47 CASE district and national awards for Engagement, Marketing, and Communications and the NC State Alumni magazine.

The Committee reviewed and approved two naming opportunity proposals for the College of Design and the NC State Athletics and the Wolfpack Club.

Following the presentations, the Committee met in closed session and approved three donor naming proposals for the College of Agriculture and Life Sciences, NC State Athletics and the Wolfpack Club, and the Office of the Provost, which will be presented to the full board in closed session.

Finally, Chancellor Woodson reviewed the Watauga Medal nominees and made his recommendations for three recipients, which will also be reviewed in closed session.

UNIVERSITY AFFAIRS COMMITTEE – CHAIR DEWAYNE WASHINGTON

The University Affairs Committee met on November 11, 2021 with a quorum present.

Under the Committee's consent agenda, the Committee approved the September meeting minutes, the option for a distinguished professorship to be awarded on a time-limited basis and conferral of tenure to a new faculty member. The Committee also approved the updated bonus structure for Gymnastics as presented by the Department of Athletics.

The Committee received an overview of the process undertaken and recommendations presented by the Tuition Review Advisory Committee and Fee Review Committee for the 2022 - 2023 academic year. Chancellor Woodson stated his support for the following recommendations from the Tuition Review Advisory Committee:

- A 0.0% increase for undergraduate residents and graduate residents, which is in accordance with UNC System Office instructions.
- A 3.5% increase for undergraduate nonresident students.

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- A 4.5% increase for and graduate nonresident students.

The additional tuition revenue would be used to contribute to need-based Financial Aid; to provide funding to the Graduate Student Support Plan; to improve the quality and accessibility of the NC State educational experience; and to provide funding for faculty promotional increases.

The Chancellor also stated his support for the Tuition Review Advisory Committee's recommendation for two premium tuition program proposals as follows:

- A new tuition premium of \$2,000 per year effective fall 2022 for the Master of Microbial Biotechnology degree program and
- A tuition premium increase of \$5,000 per year effective fall 2022 for the Doctor of Veterinary Medicine degree program.

The Chancellor stated his support for the Fee Review Committee's recommendations for the following fee changes which adhere to the UNC System Office instructions:

- Student Center Operations fee increase of +\$24.00/year
- Student Center Programming fee decrease of -\$2.00/year
- University Wellness and Recreation fee increase of +\$6.65/year
- Transit Operations (Bus Service) fee increase of +\$4.00/year
- Student Health Service – Debt Service Fee decrease of -\$35.00/year
- Total fee decrease of -\$2.35/year, from \$2,595.60/year to \$2,593.25/year

The Chancellor also stated his support for University Housing and University Dining's proposed 2022-2023 student housing and dining rates, as listed in the tables included at the end of the BOT tuition and fees packet.

Trustee Washington made the motion, seconded by Trustee Stack, to approve the 2022-2023 campus initiated tuition increase requests and premium tuition increases. Chair Kelly called for a vote by roll call:

| | | | |
|-----------|-----|------------|-----|
| Andrews | AYE | Poole | AYE |
| Goodnight | AYE | Safran | AYE |
| Heavlin | AYE | Stack | AYE |
| Harrell | AYE | Washington | AYE |
| Herring | AYE | Weisiger | AYE |
| Humphrey | AYE | Kelly | AYE |

The motion passed.

Trustee Washington made the motion, seconded by Trustee Goodnight, to approve the 2022-2023 student fee commendations. Chair Kelly called for a vote by roll call:

| | | | |
|-----------|-----|------------|-----|
| Andrews | AYE | Poole | AYE |
| Goodnight | AYE | Safran | AYE |
| Heavlin | AYE | Stack | AYE |
| Harrell | AYE | Washington | AYE |
| Herring | AYE | Weisiger | AYE |
| Humphrey | AYE | Kelly | AYE |

The motion passed.

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Trustee Washington made the motion, seconded by Trustee Herring, to approve the 2022-2023 student housing and dining rate requests. Chair Kelly called for a vote by roll call:

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|-----------|-----|------------|-----|
| Andrews | AYE | Poole | AYE |
| Goodnight | AYE | Safran | AYE |
| Heavlin | AYE | Stack | AYE |
| Harrell | AYE | Washington | AYE |
| Herring | AYE | Weisiger | AYE |
| Humphrey | AYE | Kelly | AYE |

The motion passed.

The Committee received reports on Faculty and Staff Senate activities. In September, the Faculty Senate passed a Resolution Supporting a COVID-19 Vaccine Mandate at NC State for faculty, staff and students with on-campus responsibilities. The Fall General Faculty meeting was held virtually on October 12 with "NC State: Improving the Lives of North Carolinians" as the discussion topic. Dr. Michael Walden, Distinguished Professor Emeritus, and expert on the state economy and public policy, moderated the discussion.

The Staff Senate has been engaged in a wide range of activities and discussions ranging from participation on the search committee for a new Associate Vice Chancellor of Human Resources to addressing staff concerns related to vaccinations, weekly testing, pay raises, and promotions. The Staff Senate will host a combined food, coat and Toys for Tots drive November 8 – December 10.

Chancellor Woodson shared details about the December 2021 commencement ceremony. The ceremony will be held on Tuesday, December 14, at 9 a.m. in PNC Arena. Mark B. Templeton will deliver the keynote address. Before retiring in 2015, Mr. Templeton was president, CEO and director of Citrix Systems, a leader in software for enabling a digital, virtual and collaborative workplace. Mr. Templeton graduated from NC State in 1975 with a bachelor's degree in product design. He earned his MBA from the University of Virginia in 1978.

In his report, Provost Arden shared several organizational changes coming to the Office of the Executive Vice Chancellor and Provost. Dr. Duane Larick, Senior Vice Provost for Academic Strategy and Resources Management and Chief of Staff, will be retiring effective January 1, 2022 after 37 years of service at the university. In addition, Dr. Tom Miller, who stepped down as Senior Vice Provost for Academic Outreach and Entrepreneurship in 2021 to focus on leading NC State Entrepreneurship, will be retiring from NC State on July 1, 2022 after nearly 40 years of service. In light of these two retirements and new initiatives to achieve the university strategic plan goals, the Provost outlined organizational changes to the office to better support NC State's future. The Committee also received information from Provost Arden on faculty retentions. The overall success rate of counter offers and pre-emptive retentions was 83% over a ten year period.

In Closed Session, the Committee made recommendations for approving two Petitions Regarding Political Activity and recommended approval of an honorary degree nomination. These recommendations will be considered by the Full Board in Closed Session at this meeting. The Committee discussed and recommended two salary actions for approval by the Board of Governors and discussed a head coach employment agreement addendum for Gymnastics. Upon returning to Open Session, the employment agreement addendum was approved by the committee.

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STUDENT GOVERNMENT REPORT - MCKENZY HEAVLIN

Student Body President McKenzie Heavlin reported that student vaccinations as of October 18, 2021 were 79% of undergraduate students and 89% of graduate students. He also reported that students have settled into campus, which lowers the concerns from the beginning of the semester.

President Heavlin stated that his Executive Branch initiatives include finalized tuition recommendations; the establishment of the University Police Department Student Group; the Fall Retreat, which took place on September 18, 2021; a newly appointed Director of Sustainability; and the Fall Elections, which were held in late September. Student Government welcomed 10 First Year Senators and one College of Engineering Senator.

Student Senate and Treasury approved several fee changes for a total of a \$32.65 increase in fees, passed two pieces of legislation, and completed the Fall Break 2021 Appropriations cycle and are currently working on the Spring 2022 Appropriations cycle.

President Heavlin reported on Student Mental Health across campus and that due to the rapid changes in course delivery, the Counseling Center usage has increased dramatically. He also reported that the UNC System Office is offering a three-day instructor course on Mental Health First Aid Training. NC State faculty, staff and students are already engaging in the program and becoming trained on how to teach these courses.

President Heavlin is looking to partner with the University Activities Board to create multiple events throughout the spring semester to provide robust wellness days for students. Student Government is also partnering with Angel Bowers and Dr. Doneka Scott to be proactive regarding options with preventive education. They are also meeting with Dr. Don Hunt to discuss how NC State's academic calendar impacts student mental health.

CLOSED SESSION

With no further business in open session, Assistant Secretary Gentius called for a motion, seconded by Trustee Washington at 11:14 a.m. to go into closed session to: consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of employment of a public officer or employee; to consult with an attorney to preserve the attorney-client privilege; and to prevent the premature disclosure of an honorary degree, scholarship, prize or similar award.

RECONVENE IN OPEN SESSION

At 11:36 a.m. the Board came out of closed session.

Chair Kelly stated that there were two matters from Closed Session that required a vote in open session and turned over the proceedings to Trustee Washington.

Trustee Washington made the motion, seconded by Trustee Humphrey, to approve the Petition Regarding Political Activity for Brian Mathis for the Wake County Board of Commissioners as discussed in closed session. Chair Kelly called for a vote by roll call:

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|-----------|-----|
| Andrews | AYE |
| Goodnight | AYE |
| Heavlin | AYE |
| Harrell | AYE |
| Herring | AYE |
| Humphrey | AYE |

| | |
|------------|-----|
| Poole | AYE |
| Safran | AYE |
| Stack | AYE |
| Washington | AYE |
| Weisiger | AYE |
| Kelly | AYE |

The motion passed.

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Trustee Washington made the motion, seconded by Trustee Goodnight, to approve the Petition Regarding Political Activity for Douglas Clement for the Cherokee County Board of Commissioners as discussed in closed session. Chair Kelly called for a vote by roll call:

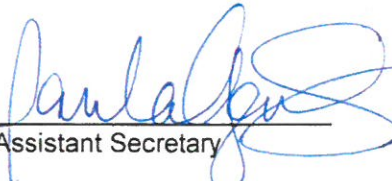
Andrews AYE
Goodnight AYE
Heavlin AYE
Harrell AYE
Herring AYE
Humphrey AYE

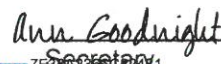
Poole AYE
Safran AYE
Stack AYE
Washington AYE
Weisiger AYE
Kelly AYE

The motion passed.

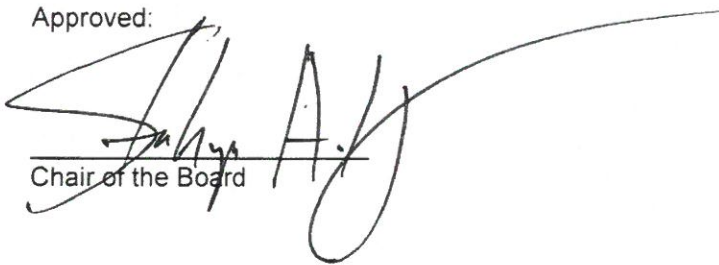
With no further business in open session, Chair Kelly adjourned the meeting at 11:39 a.m.

Respectfully submitted,


Assistant Secretary

DocuSigned by:

Secretary

Approved:


Chair of the Board