COLUMBIA COLLEGE FOUNDATION

FINANCIAL STATEMENTS

June 30, 2020 and 2019

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INDEPENDENT AUDITOR'S REPORT

Board of Directors Columbia College Foundation Sonora, California

Report on the Financial Statements

We have audited the accompanying financial statements of Columbia College Foundation (the "Foundation") which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Columbia College Foundation as of June 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 1 to the financial statements, the Foundation has adopted ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made.* Our opinion is not modified with respect to this matter.

Crowe LLP

Sacramento, California January 12, 2021

COLUMBIA COLLEGE FOUNDATION STATEMENTS OF FINANCIAL POSITION June 30, 2020 and 2019

	<u>2020</u>	<u>2019</u>
ASSETS		
Cash and cash equivalents	\$ 331,167	\$ 355,264
Restricted cash and cash equivalents	8,296	12,211
Investments	3,956,682	3,851,488
Artwork and collections	82,491	82,491
Total assets	\$ 4,378,636	\$ 4,301,454
LIABILITIES		
Accounts payable	33,499	6,419
NET ASSETS		
Without donor restrictions	248,572	254,212
With donor restrictions	4,096,565	4,040,823
Total net assets	4,345,137	4,295,035
Total liabilities and net assets	\$ 4,378,636	\$ 4,301,454

COLUMBIA COLLEGE FOUNDATION STATEMENT OF ACTIVITIES Year ended June 30, 2020

Davis	Without Donor Restrictions		With Donor <u>Restrictions</u>		<u>Total</u>
Revenue: Contributions	\$	63,661	\$	142,120	\$ 205,781
Investment income, net		10,977		166,236	177,213
In-kind contribution of services		256,242		-	256,242
Net assets released from restrictions		252,614		(252,614)	
Total revenues and support		583,494		55,742	 639,236
Functional expenses:					
Program services		358,609		-	358,609
Management and general		179,369		-	179,369
Fundraising		51,156			 51,156
Total expenses		589,134		-	 589,134
Change in net assets		(5,640)		55,742	50,102
Net assets, beginning of year		254,212		4,040,823	 4,295,035
Net assets, end of year	\$	248,572	\$	4,096,565	\$ 4,345,137

COLUMBIA COLLEGE FOUNDATION STATEMENT OF ACTIVITIES Year ended June 30, 2019

	Without Donor Restrictions		<u>R</u>	With Donor <u>Restrictions</u>		<u>Total</u>
Revenue:						
Contributions	\$	11,852	\$	311,155	\$	323,007
Investment income, net		16,564		225,238		241,802
Fundraising		57		-		57
In-kind contribution of services		256,935		-		256,935
Net assets released from restrictions		198,133		(198,133)		
Tatal various and arrest		483,541		338,260		024 004
Total revenues and support		403,341		330,200		821,801
Functional expenses:						
Program services		268,659		-		268,659
Management and general		179,855		-		179,855
Fundraising		68,924		<u>-</u>		68,924
Total expenses		517,438				517,438
Change in net assets		(33,897)		338,260		304,363
Net assets, beginning of year		288,109		3,702,563		3,990,672
Net assets, end of year	\$	254,212	\$	4,040,823	\$	4,295,035

COLUMBIA COLLEGE FOUNDATION STATEMENTS OF CASH FLOWS Years Ended June 30, 2020 and 2019

	2020	<u>2019</u>
Cash flows from operating activities: Change in net assets Reconciliation of change in net assets to net cash provided by operating activities:	\$ 50,102	\$ 304,363
Net realized and unrealized gain on investments	(93,676)	(180,452)
Changes in: Accounts payable	27,080	(69,289)
Net cash provided by (used in) operating activities	(16,494)	54,622
Cash flows from investing activities: Purchases of investments Proceeds from sale of investments	(1,508,677) 1,497,159	(2,118,888) 2,063,286
Net cash used in investing activities	(11,518)	(55,602)
Net change in cash and cash equivalents	(28,012)	(980)
Cash and cash equivalents – beginning of year	367,475	368,455
Cash and cash equivalents – end of year	\$ 339,463	\$ 367,475

NOTE 1 - NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

<u>Organization</u>: Columbia College Foundation (the "Foundation") serves to support and enhance the educational excellence of Columbia College. The Foundation provides the community the opportunity to assist and invest in the development of comprehensive educational resources at Columbia College. Columbia College is a part of the Yosemite Community College District (the "District"), and provides higher education instruction in the surrounding area.

<u>Basis of Accounting</u>: The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

<u>Basis of Presentation</u>: Net assets, revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Foundation and changes therein are classified and reported as follows:

- Net Assets Without Donor Restrictions: Net assets that are not subject to donor-imposed stipulations.
- Net Assets With Donor Restrictions: Net assets subject to donor imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Expenses are reported as decreases in net assets without donor restrictions. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor stipulation or by law. Expirations of temporary restriction on net assets (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as net assets released from restrictions.

<u>Cash and Cash Equivalents</u>: The Foundation considers cash and cash equivalents to include cash in commercial checking accounts and demand deposits in money market funds that are used for operational purposes with original maturity dates of three month or less. The Foundation at times may include in its depository account cash that has been net assets with donor restrictions as to its use by donors. Cash and cash equivalent balances, at times, may be in excess of the Federal Deposit Insurance Corporation insurance limit of \$250,000. At June 30, 2020, the carrying amount of the Foundation's cash in banks was \$331,167 and the bank balance was \$339,024, of which \$339,024 was insured. At June 30, 2019, the carrying amount of the Foundation's cash in banks was \$349,516 and the bank balance was \$359,378, of which \$250,000 was insured.

<u>Accounts Receivable</u>: The Foundation utilizes the allowance method for accounting for uncollectible accounts receivable. No allowance was necessary at June 30, 2020 and 2019, respectively.

<u>Investments</u>: Investments are carried at fair value. Net change in the fair value of investments, which consists of realized gains or losses and the unrealized appreciation (depreciation) of those investments, is reported in the statement of activities. Investment income is accrued as earned.

<u>Artworks and collections:</u> Artwork and collections represent donations made to the Foundation, which are carried at historical value.

(Continued)

NOTE 1 - NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Endowment Assets: The Foundation accounts for its endowments in accordance with Endowments of Not-for-Profit Organizations: Net Asset Classification of Funds Subject to and Enacted Version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), and Enhanced Disclosures for All Endowment Funds (Codification Topic 958-205). The Foundation's endowment currently consists of 6 individual funds established for the purpose of supporting education at the District. All endowments are net assets with donor restrictions endowment funds. There are no funds designated by the Board of Directors to function as endowments. Net assets associated with endowment funds, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Board of Directors of the Foundation has interpreted UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the net assets with donor restrictions endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Foundation classifies as net assets with donor restrictions (a) the original value of gifts donated to the endowment, (b) the original value of subsequent gifts to the endowment, and (c) accumulations to the endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-net assets with donor restrictions endowment fund that is not classified in net assets with donor restrictions is classified as temporarily net assets with donor restrictions until those amounts are appropriated for expenditure by the organization in a manner consistent with the standard prudence prescribed by UPMIFA.

The Foundation follows adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowments while seeking to maintain purchasing power of the endowment assets. Endowment assets are those assets with donor restrictions funds that the Foundation must hold in perpetuity or for a donor-specific period(s).

The investment objective is to optimize earnings on all invested funds, while maintaining the preservation of capital. Investments are diversified to minimize the risk of large losses, unless under the circumstances it is clearly prudent not to diversify.

<u>Contributions</u>: Contributions are recognized as revenues in the period received. Unconditional promises to give (pledges) are recognized as revenue when the commitment is communicated to the Foundation. Conditional promises to give are not recognized until they become unconditional, that is, when the conditions on which they depend are substantially met or explicitly waived by the donor.

<u>Functional Allocation of Expenses</u>: The costs of providing the various activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Program services and supporting services expenses are the allocated directly as incurred.

<u>Income Taxes</u>: The Foundation is exempt from income taxes under Section 501(c)(3) of the *Internal Revenue Code* and Section 23701(d) of the *California Revenue and Taxation Code*. The Foundation has been classified as an organization that is not a private foundation under Section 509(a)(2). The Foundation has not entered into any activities that would jeopardize its tax-exempt status. Accordingly, no provision for income taxes is required.

The Foundation files exempt organization returns in the U.S. federal and California jurisdictions. Tax returns remain subject to examination by the U.S. Federal jurisdiction for three years after the return is filed and for four years by the California jurisdiction. There are currently no tax years under examination.

NOTE 1 - NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

The Foundation adopted FASB ASC 740, *Income Taxes*, which clarifies the accounting for uncertainty in income taxes recognized in the Foundation's financial statements and prescribes a recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return. FASB ASC 740 also provides guidance on derecognition and measurement of a tax position taken or expected to be taken in a tax return.

The Foundation believes that it has appropriate support for any tax positions taken, and as such, does not have any uncertain tax positions that are material to the financial statements. The Foundation does not expect the total amount of unrecognized tax benefits to significantly change in the next 12 months. Interest and penalties on tax assessments are classified as income tax expense when incurred. For the years ended June 30, 2020 and recla2019, the Foundation did not incur any interest or penalties.

<u>Estimates</u>: In preparing financial statements in conformity with accounting principles generally accepted in the United States of America, management makes estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements, as well as the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

<u>Reclassifications</u>: Certain amounts in the prior year financial statements have been reclassified to conform to the current year presentation. Such reclassifications did not have an effect on net assets or change in net assets.

Accounting pronouncements adopted: In June 2018, the FASB issued Accounting Standards Update (ASU) 2018-08, Not-for-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made. The amendments in this Update provide a more robust framework to determine when a transaction should be accounted for as a contribution under Subtopic 958-605 or as an exchange transaction accounted for under other guidance (for example, Topic 606). The amendments also provide additional guidance about how to determine whether a contribution is conditional. The Foundation adopted this ASU during the year ended June 30, 2020. The Foundation implemented ASU 2018-08 using a full retrospective method of application. There were no material changes to the recognition or presentation of revenue as a result of the application of ASU 2018-08. As a result, no cumulative effect adjustment was recorded upon adoption.

<u>Subsequent Events</u>: In December 2019, a novel strain of coronavirus surfaced, and has spread around the world, with resulting business and social disruption. The coronavirus was declared a Public Health Emergency of International Concern by the World Health Organization on January 30, 2020. The operations and investment results of the Foundation could be adversely affected. The extent to which the coronavirus may impact Foundation activity or investment results will depend on future developments, which are highly uncertain and cannot be predicted, including new information which may emerge concerning the severity of the coronavirus and the actions required to contain the coronavirus or treat its impact, among others.

NOTE 2 - INVESTMENTS

Investments consist of the following at June 30:

	<u>2020</u>	<u>2019</u>
Mutual funds - equities	\$ 1,047,712	\$ 1,325,440
Mutual funds - bonds	1,174,178	1,158,987
Exchange traded funds	1,503,818	1,135,060
Investment in Foundation for California Community Colleges Scholarship Endowment (FCCC/Osher)	230,974	232,001
Total investments	\$ 3,956,682	\$ 3,851,488

The Foundation invests in a pooled scholarship endowment fund, FCCC/Osher, managed by the Foundation for California Community Colleges (FCCC). The objective of the Foundation's investment in FCCC/Osher is to grow the Foundation's investments through the Bernard Osher Foundation pledge to match funds contributed to FCCC/Osher. The investment managers engaged by FCCC are required to follow specific guidelines set forth by FCCC with respect to the various types of allowable investments purchased and held by the pool. Accordingly, the estimated fair value of these investments is based on information provided by external investment managers engaged by FCCC.

The Foundation accounts for certain assets and liabilities in accordance with Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 820, Fair Value Measurements and Disclosure. The Foundation measures some assets for fair value on a recurring basis as described in Note 1. The Foundation may be required, from time to time, to measure certain assets and liabilities at fair value on a nonrecurring basis. The Foundation had no assets or liabilities that were required to be measured on a nonrecurring basis as of June 30, 2020 and 2019.

The Foundation classifies its fair value assets and liabilities into a hierarchy of three levels based on the markets in which they are traded and the reliability of the assumptions used to determine fair value. The asset or liability measurement level within the hierarchy is based on the lowest level of any assumption that is significant to the measurement.

Valuations within the hierarchy levels are based upon the following:

Level 1: Quoted market prices for identical instruments traded in active exchange markets.

Level 2: Quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active, and model based valuation techniques for which all significant assumptions are observable or can be corroborated by observable market data.

Level 3: Model-based techniques that use at least one significant assumption not observable in the market. These unobservable assumptions reflect the Foundation's estimates of assumptions that market participants would use on pricing the asset or liability. Valuation techniques include management's judgment and estimation which may be significant.

(Continued)

NOTE 2 – INVESTMENTS (Continued)

The Foundation is required or permitted to record the following assets at fair value on a recurring basis:

		June 30, 2020			
<u>Description</u>	Fair Value	Level 1	Level 2	Level 3	
Mutual funds - equities Mutual funds - bonds Exchange traded funds Investment in Foundation for California Community Colleges Scholarship Endowment (FCCC/Osher)	\$ 1,047,712 1,174,178 1,503,818 230,974	\$ 1,047,712 1,174,178 1,503,818	\$ - - -	\$	
Total investments	\$ 3,956,682	\$ 3,725,708	\$ -	\$ 230,974	
			June 30, 2019		
<u>Description</u>	Fair Value	Level 1	Level 2	Level 3	
Mutual funds - equities Mutual funds - bonds Exchange traded funds Investment in Foundation for California Community Colleges Scholarship Endowment (FCCC/Osher)	\$ 1,325,440 1,158,987 1,135,060 232,001	\$ 1,325,440 1,158,987 1,135,060	\$ - - -	\$ - - - 232,001	
Total investments	\$ 3,851,488	\$ 3,619,487	\$ -	\$ 232,001	

Following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used during the years ended June 30, 2020 and 2019.

Valuation approach:

Mutual Funds –Each investor in the mutual fund will typically receive units of participation in the mutual fund. These units are valued daily, based on the underlying securities owned by the mutual fund, which are usually publicly traded equity securities (Level 1).

Equity Securities - Equity securities are valued at the closing price reported on the active market on which the individual securities are traded (Level 1).

Exchanged Traded Funds – Exchange Traded Funds are valued at the closing price reported on the active market on which the individual securities are traded (Level 1).

NOTE 2 – INVESTMENTS (Continued)

Investment in FCCC/Osher – The fair value of the investments held by FCCC were based upon the quoted prices of the underlying assets held by FCCC at June 30, 2020 and 2019. The fair value of the funds held by FCCC is based upon the Foundation's proportionate share of the FCCC/Osher pooled investment portfolio. Foundation management reviews the valuations and returns in comparison to industry benchmarks and other information provided by FCCC, but there is currently no visibility provided by FCCC to the specific listing of underlying investment holdings. The FCCC/Osher pooled investment funds are not available for liquidation. The FCCC distributes funds from the FCCC/Osher investment funds to the Foundation twice a year for scholarships. Due to the restrictions on these assets that do not allow the Foundation redemption rights, fair value is deemed to be based on Level 3 inputs.

The preceding methods described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future values. Furthermore, although the Foundation believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

The following table presents changes in Level 3 instruments measured on a recurring basis for the years ended June 30, 2020 and 2019. Net gains/losses are recorded in the statement of activities.

Balance, June 30, 2020	\$ 230,974
Distributions	 (24,000)
Change in fair value	19,116
Balance, June 30, 2019	235,858
Change in fair value Distributions	 22,688 (22,550)
Balance, July 1, 2018	\$ 235,720

Following is a summary of investment income for the years ended June 30 as follows:

	<u>2020</u>		
Net realized/unreazlied gain Dividends and interest Investment fees	\$ 93,676 106,157 (22,620)	\$	180,452 81,620 (20,270)
Total	\$ 177,213	\$	241,802

NOTE 3 - ENDOWMENTS

The Foundation accounts for endowments under the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as enacted in California and its own governing documents. All endowments are net assets with donor restriction endowment funds. See Note 1, Net Assets for more details on the use and investment of those funds.

The endowment net asset composition as of June 30, 2020, and June 30, 2019 and the related activity during the year then ended consists of the following:

<u>2020</u>		<u>2019</u>
\$ 2,735,816	\$	2,610,183
106,173		160,913
34,032		23,100
(95,675)		(58,380)
\$ 2,780,346	\$	2,735,816
_	106,173 34,032 (95,675)	106,173 34,032 (95,675)

From time to time, the fair value of assets associated with individual net assets with donor restrictions endowment funds may fall below the level that the donor or UPMIFA requires the Foundation to retain as a fund of perpetual duration. There were no individual endowment funds with such deficiencies at June 30, 2020 or June 30, 2019.

NOTE 4 - NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions at June 30, 2020 and 2019, are as follows:

	<u>2020</u>		<u>2019</u>
Subject to expenditure for a specific purpose:			
Scholarships	\$ 1,652,480	\$	1,569,429
Program support	193,332		213,358
Art, paintings, and other collections	82,491		82,491
Other	100,830		109,113
	2,029,133		1,974,391
Held in perpetuity:			
Named endowments	 2,067,432	_	2,066,432
Total net assets with donor restrictions	\$ 4,096,565	\$	4,040,823

NOTE 5 – FUNCTIONAL EXPENSE ALLOCATIONS

The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses require allocation on a reasonable basis that is consistently applied. Expenditures are allocated to Program Services, Management and General, and Fundraising expense directly as incurred or based on the estimated level of time spent on related activities.

		2020						
		Program						
		<u>Services</u>	and General	<u>Fundraising</u>		<u>Total</u>		
Grants and other assistance to domestic organizations	\$	75,261	\$ -	\$ -	\$	75,261		
Grants and other assistance to domestic individuals	Ψ	184.426	_	-	Ψ	184.426		
In-kind donated salaries and benefits		51,248	179,369	25,625		256,242		
Advertising and marketing		· -	· -	2,100		2,100		
Travel, conferences and meetings		-	_	2,271		2,271		
Office expense		-	-	17,219		17,219		
Insurance		-	-	2,028		2,028		
Equipment		32,748	-	-		32,748		
Membership/dues		-	-	935		935		
Hospitality		-	-	939		939		
Other		14,926		39	_	14,965		
Total expenses	\$	358,609	\$ 179,369	\$ 51,156	\$	589,134		

	2019								
		Program Management		nagement					
	5	Services .	and General		<u>Fundraising</u>			<u>Total</u>	
Grants and other assistance to domestic organizations	\$	58,731	\$	-	\$	-	\$	58,731	
Grants and other assistance to domestic individuals		103,200		-		-		103,200	
In-kind donated salaries and benefits		51,387		179,855		25,693		256,935	
Advertising and marketing		-		-		1,650		1,650	
Travel, conferences and meetings		-		-		19,222		19,222	
Office expense		-		-		1,360		1,360	
Insurance		-		-		1,988		1,988	
Equipment		40,090		-		-		40,090	
Membership/dues		-		-		300		300	
Hospitality		-		-		13,810		13,810	
Other	_	15,251				4,901		20,152	
Total expenses	\$	268,659	\$	179,855	\$	68,924	\$	517,438	

NOTE 6 - RELATED PARTY TRANSACTIONS

The District provides certain administrative and fiscal services for the Foundation in a service and advisory capacity. Salaries and benefits are recorded as an in-kind contribution and related expense in the statements of activities. Donated salaries and benefits totaled \$256,242 and \$256,935 for the years ended June 30, 2020 and 2019, respectively.

NOTE 7 - LIQUIDITY

The Foundation's financial assets available within one year of June 30, 2020 to meet general expenditures are approximately as follows:

	<u>2020</u>	<u>2019</u>
Financial assets at year end:		
Cash and cash equivalents	\$ 331,167	\$ 355,264
Investments	3,956,682	3,851,488
Total financial assets	4,287,849	4,206,752
Less amounts not available to be used for general expenditures: Donor restricted net assets	(4,096,565)	(4,040,823)
Total financial assets available to meet cash needs for general expenditures	<u>\$ 191,284</u>	\$ 165,929

The Foundation endowments consist of donor-restricted endowments and funds designated by the board as endowments. Income from donor-restricted endowments is restricted for specific purposes and not available for general expenditure. As part of the liquidity management plan, the Foundation keeps at least \$200,000 in cash assets and invests excess amounts as directed by the Board.