This is a long meeting transcript. Let me create comprehensive minutes.

Unofficial AI Minutes

Special Meeting — Board of Regents

Nevada System of Higher Education

Date: Monday, June 22, 2026, 9:00 a.m.
Location: System Administration, Las Vegas — 4300 South Maryland Parkway, Board Room
(Video/teleconference connections to System Administration, Reno and Great Basin College, Elko)

> These are Unofficial AI-Generated Minutes prepared from the meeting transcript. They are not the official record of the Board of Regents.

Call to Order and Roll Call

Chair Byron Brooks called the special meeting to order at 9:02 a.m. Chief of Staff Nicola Juski (Carrie Nicola Juski) called the roll.

Members present (roll call):
- Mr. Byron Brooks, Chair — present
- Ms. Stephanie Goodman, Vice Chair — present
- Mr. Aaron Bautista — present
- Mr. Patrick J. Boylan — present (noted "here" during roll)
- Mrs. Susan Brager — present
- Ms. Heather Brown — present
- Mrs. Amy J. Carvalho — present
- Mrs. Carol Del Carlo — present
- Dr. Jeffrey S. Downs — present
- Mr. Carlos D. Fernandez — present
- Mr. Pete Goicoechea — present
- Ms. Jennifer J. McGrath — present

A quorum was confirmed present. Regent Joseph C. Arrascada joined later by phone (connectivity issues noted throughout).

The Pledge of Allegiance was led by Vice Chair Goodman.

Chair Brooks declined a request to move unfinished business (Item 6) up immediately after public comment, electing to proceed as agendized.

Item 1: Public Comment (Information Only)

No public comment was offered at Great Basin College (Elko) or the Reno System Administration office.

Las Vegas in-person comments:

- **Tony Chavez** — Active community member and OLLI instructor at UNLV. Urged the Board to hear out the community and stand up to "trillionaires" with a record of environmental harm regarding the Boring Company.
- **Willie Chalmers III** — President of Las Vegas for Better Transit. Spoke in **opposition** to Item 2. Argued the system is "just cars in a tunnel," primarily serves tourists, and that the Boring Company has provided no ridership estimates. Cited the RTC Bus Rapid Transit Red Line opening in August. Urged rejection or, at minimum, a robust ridership forecast before opening.
- **Felicity Como** — Henderson resident. Opposed Item 2. Cited 2,400 gallons of toxic chemicals dumped, worker chemical burns, ~$500,000 in unpaid fines, and that the existing Vegas Loop is frequently non-operational and doesn't serve locals.
- **(UNLV student speaker, unnamed)** — Native Las Vegan and UNLV student. Opposed Item 2 citing traffic, low tunnel capacity, ~800 environmental violations, unpaid fines, and worker injuries. Stated students do not want the tunnel built.
- **Paul Moradkhan** — Executive VP, Vegas Chamber. Spoke in **support** of Item 4 (Chancellor McNair). Praised the Chancellor's proactive relationship-building, economic and workforce development partnerships.
- **Dan Tutlin** — Incoming Vice Chairman, UNLV Foundation (speaking individually). Spoke in **support** of Chancellor McNair, emphasizing his

fundraising and workforce development record as critical to delivering a business school building, referencing the Governor's $68 million matching gift and recent donor successes.

Regent public comment (individual capacity):
- **Regent Jeffrey Downs** — Addressed Item 5 concerns. Questioned why the document (referencing the climate/landscape document, page 8) was commissioned and developed, citing a "red mark" for instructor salary growth outpacing revenue. Raised fee increases imposed on students, growth in administrative size/cost, inflationary pressures on faculty, and a perceived lack of shared governance.

Telephone comments:
- **Mackenzie Shelton-Lott** — Second-year political science major, CSUN Senator (College of Liberal Arts). Opposed Item 2; asked for a no vote or deferral pending financial impact analysis.
- **Aaron Harris** — Educator and public transit advocate. Urged a motion for further study. Raised unanswered questions on fare costs ($5–6/trip, day pass only), student/faculty discounts, equity analysis, lack of rent payment, and concern that the tunnel would preclude future high-capacity transit.
- **Sabina Lee** — Incoming UNLV freshman. Opposed Item 2. Cited September 2025 cease-and-desist letter, $242,800 fine, 29 penalties, firefighter chemical burns, and a Vanderbilt study on Nashville disapproval. Urged a no vote.

Item 2: The Boring Company Station at UNLV (For Possible Action)

UNLV Interim President Chris Heavey presented, requesting approval of agreements to complete the Vegas Loop station at UNLV.

Key points from President Heavey:
- Clarified there are **three agreements** (not four as agendized) — the access license and operation/management agreement were fused into one document.
- The Boring Company will cover **all costs** of construction and maintenance; **no cost or liability to UNLV.**
- Secured a **25% discount for all NSHE students** and **10% for all NSHE faculty and staff.**
- Potential upside: monetizing unused Thomas & Mack parking for high-demand events to help offset student parking costs; improved event access; congestion

relief near Tropicana/University Center.
- Station located on the far western edge of campus (past campus services building) where few people go.
- Does not view this as a mass-transit solution; supports the RTC bus rapid transit as complementary ("all of the above").
- Workplace safety/environmental issues fall under Clark County and OSHA jurisdiction, not UNLV/NSHE.
- Thanked the UNLV team (Chris Vitone, Michael Cabrera, Dan Ivey, and others) and Boring Company's Steve Davis and Tyler Fairbanks.

Tyler Fairbanks (The Boring Company):
- System has 9 operational stations; moved 4+ million passengers; routinely 30,000+ on busy convention days (top 30 citywide transportation systems by daily ridership).
- Less than 10 minutes / less than $10 from UNLV to any valley destination.
- Full build-out: 68+ miles of tunnel, 104 stations.
- Emphasized environmental and safety priorities: weekly third-party inspections, NDEP and Clark County Water Quality partnership, dual redundant wastewater treatment, strong safety record across 20+ sites over 7 years, firefighter training in tunnels, and a recently approved Clark County fire ordinance.
- Offered information sessions for students.

Board discussion and member positions:
- **Regent Fernandez** — Asked about discount caps and making the discount equal (25%) for faculty/staff. President Heavey and Fairbanks explained the negotiation prioritized students; they declined to raise faculty/staff above 10% at this time.
- **Vice Chair Goodman** — Made the motion to approve.
- **Regent Boylan** — Seconded; took credit for first advocating student discounts; supported 25% for students; agreed 10% is sufficient for faculty/staff; raised concern that NSHE receives no direct revenue (used a "coffee shop" rent analogy). President Heavey noted the comparable dedication of land to the RTC bus station at no cost.
- **Regent Brown** — Provided context that the partnership originated with the Clark County Commission; framed the vote as whether UNLV will be included in the 104-station network, not whether to approve the Boring Company itself. Acknowledged environmental concerns but cited fiscal realities versus building a government-funded metro.
- **Regent Brager** — Confirmed she was on the County Commission when the

process began, with public meetings held; supported the project.
- **Regent Bautista** — Raised OSHA violations, fines, dumping, and chemical burns; asked how these would be prevented at UNLV. President Heavey noted contractual stipulations placing full responsibility on the Boring Company; oversight by county/OSHA. Also asked about student ridership forecast — no study had been done.
- **Regent Downs** — Asked whether the system serves students or out-of-towners. President Heavey acknowledged it is laid out more to serve visitors; primary student benefit is parking-cost offset. Fairbanks noted future internship utility as the network expands.
- **Regent Carvalho** — Thanked the team for bringing documents forward (she had been adamant about this at the Reno meeting); comfortable with liability terms; supportive while not viewing it as a mass-transit answer.

Motion: Vice Chair Goodman moved to approve the temporary construction easement, the development agreement, the combined access license and operation/management agreement, and to authorize the Chancellor or designee to execute the agreements. Seconded by Regent Boylan.

Vote (voice vote): Motion **PASSED.** The majority voted aye; at least one "no" was recorded on the voice vote. (No roll call taken.)

A five-minute administrative break followed.

Item 3: NSHE Workplace Climate and Culture Survey (For Possible Action)

Chair Brooks introduced the survey, conducted by an outside organization (Interwoven Insights). It yielded an all-time high participation rate — 74% effective response. (156 employees from System Administration and System Computing Services were invited.)

Member positions and discussion:
- **Vice Chair Goodman** — Emphasized the survey should serve as a **baseline** going forward (crediting Regent Del Carlo for the concept).
- **Regent Del Carlo** — Strong believer in climate surveys; stressed action must follow so results don't "sit on a shelf." Noted 8 chancellors in 10 years caused organizational disruption; disappointed the survey wasn't done a year earlier when the new chancellor arrived. Committed to acting.

- **Regent Brager** — Suggested timing was off; advocated a board self-evaluation; cautioned about opening a "can of worms" before the legislative session and protecting institutions.
- **Regent Goicoechea** — Asked how the 156 employees were selected. Chief of Staff Juski clarified the full list of System Administration and System Computing Services employees was used — no selection process.
- **Regent Downs** — Clarified it covered system office employees; said his concerns as a regent have been addressed this past year; suggested some "angst" may relate to resistance to change.
- **Regent Carvalho** — Noted no policy governs who conducts the survey or when; found the last survey was 2020 (done in-house); cited recurring themes (executive-level communication, working with supervisors); urged annual surveys at the board level, committee involvement, and addressing SCS feeling marginalized.
- **Regent Fernandez** — Supported annual surveys; urged not letting it sit on a shelf; suggested the instrument allow staff to give feedback on the board itself for accountability.
- **Regent McGrath** — Supported the survey; cautioned that measuring is challenging with only one year under the new chancellor. Asked about cost. Chief of Staff Juski stated the contract was **$24,845**; prior surveys were done in-house.
- **Regent Brown** — Highlighted key findings: only 50% comfortable with overall NSHE climate; 40% reported decreased comfort; **42% seriously considered leaving** (top reasons: senior administrators, limited advancement, low pay); only 21% agreed leadership decision-making is transparent; 50% said leadership doesn't understand employee problems; 37% disagreed leadership inspires trust. Pressed the Chancellor for top retention risks and 90-day actions, and raised budget/spending concerns (consultants, communications, hosting account).

Chancellor McNair's response:
- Agreed the numbers are concerning; a culture committee is being finalized; HR Director Yonata Rubin has a cultural roadmap with six focus areas: (1) leadership visibility/trust/transparency, (2) communication and employee voice, (3) career growth and professional development, (4) recognition and employee value, (5) workload sustainability, (6) collaboration and one-NSHE culture.
- Noted staffing decline from ~182 employees (2010) to ~157 today while campus budgets rose 82%; filling long-held vacancies; an all-office meeting scheduled Thursday.

- Internal communication strategy (by Ryan McInerney): monthly updates, monthly huddles, roundtables, cascading cabinet information.

CFO Brody Leiser provided context: the campus assessment had not increased for years and was raised in FY26; **projected flat assessment into FY27**; original FY26 budget ~$57 million, revised ~$60 million; one-time costs included the Carson City office purchase (~$670,000) and HVAC/deferred maintenance. He clarified that the apparent ~110% professional salary increase reflected budgeted-vs-actual comparison with FY25 vacancies, and committed to providing clarification under the next agenda item.

Counsel (Nielsen/Martinez) repeatedly reminded the board to keep discussion focused on the climate survey, with budget questions deferred to the next agenda item.

Regent Boylan offered an off-topic remark thanking a police officer for handling an interaction outside the meeting room.

Additional comments:
- **Regent Del Carlo** — Stressed culture change takes time and trust; advocated staying with the same firm (3-year contract suggestion) for consistent comparison; requested committee membership and updated org charts in briefing materials.
- **Regent Boylan** — Supported annual surveys and honest feedback.
- **Chief of Staff Juski** — Thanked the climate survey working group: co-chair Winter Lipson (Board of Regents Office), Dr. Natalie Brown, Marcy Jackson, Glenn Heath (SCS), Kerry Parker (Legal), and Jose Quiroga (formerly Finance). Clarified the third-party firm developed the instrument; the working group tested it.
- **Chair Brooks** — Highlighted challenges of board communication under Open Meeting Law; concern over losing tenured employees (institutional knowledge); the trust deficit (50% reject leadership transparency); and priorities of retention and career pathways.

Motion: Regent Carvalho moved to **accept the report** and to direct the Chancellor to bring back, within **90 days**, an action plan addressing the key takeaways (page 34: general climate, employee retention, compensation and advancement, leadership effectiveness and communication, and workplace differences), and to conduct another climate survey in **one year**, with this survey serving as the baseline. Seconded by Regent Brown.

During discussion, Regent Downs asked about repeating costs annually; Chair Brooks and Regent Del Carlo emphasized using an outside firm builds trust and confidentiality. Counsel (Jim Martinez) noted a potential system-wide multi-year RFP contract could be considered.

Vote (voice vote): Motion **PASSED.** (Ayes carried; no opposition noted on the voice vote.)

A five-minute administrative break followed.

Item 4: Personnel Session — Annual Evaluation, Chancellor Matt McNair (For Possible Action)

Disclosure: Regent Downs disclosed (per NRS Chapter 281A) that he is an NSHE employee at WNC and would vote on the matter.

Chair Brooks explained the process began with the Chancellor's self-evaluation, followed by interviews with ~27 people (regents, system office direct reports, and presidents).

Discussion of Self-Evaluation

- **Regent Brown** — Questioned several bullet points (pages 2, 7, 19) for inconsistency in crediting staff versus the Chancellor (e.g., regent coffee event, supporting 10 board/committee meetings, legal office transition, SB 262/AB 5, Rural Health Transformation Program). Asked the source of bullet points. Chancellor McNair explained he is accountable for direct reports' work and clarified his involvement in each (e.g., working with Dr. Marsha Turner on Rural Health Transformation; Dr. Natalie Brown on a credit-for-prior-learning awareness grant).
- **Vice Chair Goodman** — Reminded the board that prospective future chancellor candidates would watch these videos and suggested offline conversations.
- **Regent Carvalho** — Corrected the record that board staff do far more than "set up the room"; asked the Chancellor to describe tangible trust-building actions. The Chancellor cited one-on-one 30-minute meetings with each system administration employee and his April culture memo.

- **Regent Arrascada (by phone, with connectivity issues)** — Questioned the Chancellor's familiarity with board policies/code, the strategy of adding staff/consultants while service departments (institutional research, workforce development, audit) lack resources, the loss of Jose Martinez (institutional research), and whether new-hire salaries are appropriate. The Chancellor defended filling vice-chancellor leadership roles first so leaders can build their own teams, and stated salaries were market-appropriate via HR analysis.
- **Chair Brooks** — Asked about the Chancellor's role in the credit-for-prior-learning initiative, financial stewardship achievements (FY25-26 budget close, composite financial index), confirming much of this work was a continuation begun under former CFO Vitone (Chris Vitone/"Atone").

Discussion of Evaluation Report and Process

Significant concern was raised about the evaluation **methodology and process**:

- **Regent Brager** — Opposed having one person conduct the evaluation; uncomfortable not knowing whether all participants received identical questions; received the 19-page document late Saturday before Father's Day; felt it contradicted itself. Emphasized the board (not the chancellor) is accountable for 8 chancellors in 9 years.
- **Chair Brooks** — Acknowledged the process is "a little unhealthy"; said if he could go back he would have voted to remove the process from board officers and use an outside party.
- **Regent McGrath** — Stated she **would not vote to approve**; felt denied the opportunity to participate because she was required to answer questions spontaneously by phone rather than receiving topics in advance; criticized the "limited evidence" labeling and methodology.
- **Vice Chair Goodman** — Sharply criticized the methodology as flawed "scientific" presentation without thematic analysis, coding, validation, frequencies, or quotes; argued it put the board and system "at risk"; described an ongoing disconnect with the Chair over the past year.
- **Regent Goicoechea** — Agreed the process is flawed but an "easy fix" (not statutory; in the handbook); recommended an independent third-party survey for future evaluations.

- **Regent Boylan** — Thanked the Chancellor for "taking it like a man"; asked the Chair about time invested (Chair: "a lot of time") and noted the Chair authored no personal remarks, only compiled others' input.
- **Regent Fernandez** — Acknowledged a broken process; called for a standardized regent feedback instrument, chancellor self-evaluation template, annual goal-setting framework, and mid-year/year-end review timelines.
- **Regent Carvalho** (former chair who conducted prior evaluations) — Framed the annual evaluation as a "360 review" check-in rather than a robust research product; suggested the policy may need revision; described it as balanced and fair; expressed concern about what postponing would accomplish.
- **Regent Brown** — Drew parallels between the evaluation themes and the climate survey (communication, transparency, internal leadership, organizational stability, trust); pressed the Chancellor on time allocation (Chancellor estimated ~74% internal/campus, ~16% state/federal, remainder external/NSHE-related), external focus perceptions, and fiscal stewardship (hosting account, consultants, executive/transition coaching at ~$24,000).

Procedural motions:
- **Regent Brager** initially moved to **postpone** to the August meeting (seconded by Regent McGrath), then withdrew the motion after counsel clarified options. The second was withdrawn.
- **Regent Goicoechea** then moved to **take no action** on Item 4. Seconded by Vice Chair Goodman. Counsel (Nielsen) interpreted this as a motion to **not accept the report**.

Counsel clarified that "accepting" a report means the board adopts it as its own for future action; taking no action ends the matter without the board adopting the report, and a future agenda/new business item could revise the process.

Roll Call Vote on Motion to Take No Action (i.e., not accept the report):

Regent	Vote
Regent Carvalho	Aye
Regent Del Carlo	Aye
Regent Downs	Aye

Regent	Vote
Regent Fernandez	Nay
Regent Goicoechea	Aye
Vice Chair Goodman	Aye
Regent McGrath	Aye
Regent Arrascada	Not connected (no vote)
Regent Bautista	No
Regent Boylan	Aye
Regent Brager	Aye
Chair Brooks	No
Regent Brown	No

Result: Motion to take no action **PASSED.** The report was **not accepted** by the Board.

A five-minute administrative break followed.

Item 6: Unfinished Business — Election of Board Chair (For Possible Action)

(Taken out of order, before Item 5, by will of the Board to accommodate guest speakers and members' schedules.)

The Board conducted an election for Board Chair to serve a one-year term commencing July 1, 2026, ending June 30, 2027. (Vice Chair had been selected at the prior meeting.)

Nominations:
- Regent Brager nominated **Stephanie Goodman.**
- Regent Fernandez nominated **Amy Carvalho.**

Roll Call Vote for Chair:

Regent	Vote
Regent Del Carlo	Goodman
Regent Downs	Goodman
Regent Fernandez	Carvalho
Regent Goicoechea	Goodman
Vice Chair Goodman	Goodman
Regent McGrath	Goodman
Regent Arrascada	Not connected
Regent Bautista	Carvalho
Regent Boylan	Goodman
Regent Brager	Goodman
Chair Brooks	Carvalho
Regent Brown	Carvalho
Regent Carvalho	Carvalho

Result: Stephanie Goodman elected Board Chair (Goodman 7, Carvalho 5) for the term beginning July 1, 2026.

Chair Brooks noted Regent Arrascada attempted to text during the vote but the vote had concluded and the outcome would not have changed.

Item 5: The Higher Education Landscape and Roles/ Responsibilities of Regents, Chancellor, and Presidents (Information Only)

(Taken after Item 6.)

Sally Amoruso, Chief Partner Officer, EAB — National Higher Education Landscape

Ms. Amoruso (a Henderson resident and American University trustee) presented EAB's analysis across four "fronts of upheaval":

1. **External Accountability** — Declining public confidence (Gallup); "not too important" view of college grew sixfold since 2010; surprising bipartisan common ground. Proposed a "winning platform": powering jobs, fostering civic pluralism, advancing national resilience, and embracing transparency/accountability.

2. **Financial Sustainability** — Unprecedented synchronized compression of rising costs and downward revenue pressure. Nevada projected **13% decline** in high school graduates (2026–2041). National college-going rate ~62.8%; Nevada trails the national average by nearly 20 points (84% HS graduation rate). Research and athletics both operate at a loss for most institutions (only ~21 institutions break even on athletics). Discussed multi-campus consolidation (Penn State, Cal State) and three options: consolidation of under-enrolled campuses, recasting campuses around strengths, and leveraging digital reach.

3. **Market Relevance / AI** — Gen Z financial angst (84% rise in home values, 81% rise in tuition, average first-home ownership age now 40). **Recent grads now face a higher unemployment rate than the general population** — described as a referendum on higher ed. AI is displacing entry-level tasks, reshaping the career "pyramid" into a "diamond." Emphasized the "T-shaped professional" (durable skills + technical depth) and lifelong learning.

4. **Institutional Agility** — Six attributes: decision resolve, unapologetic focus, portfolio logic, change-ready systems (operating capabilities), plus urgent long-termism and executive resilience (endurance capabilities). Noted average presidential tenure of 5.9 years (ACE 2023).

She emphasized the board's governance role (McKinsey six-part framework), asking the right questions at the "right altitude" ("noses in, fingers out"), and that fewer than 10% of board members have campus experience.

Member Q&A:
- **Regent Boylan** — Asked why Nevada's college-going rate is declining (answer:

multivariate — K-12 resourcing, public narrative, student-debt misperceptions, debt-averse cultures, strong job market/trades opportunity cost). Asked about certifications (answer: growing but unregulated "Wild West"; focus on industry-recognized credentials).
- **Chair Brooks** — Asked how to ensure graduates find work (answer: employer partnerships, experiential learning, paid internships).
- **Regent Fernandez** — Asked about mission differentiation, online/hybrid delivery, AI in coursework, and 90-credit degree programs (answer: too early to judge 90-credit outcomes; track employer reception and student experience impacts).
- Discussion of athletics costs and the question of "how much is enough."

Tom Skancke, CEO, MetroMotion, LLC — Roles and Responsibilities

Mr. Skancke led a dialogue (a continuation from a prior special meeting) on the "One-NSHE" concept and the roles of regents, chancellor, and presidents. Key themes:

- Endorsed the **city/county manager model** — board sets policy and oversight; chancellor (as CEO) and presidents (as COOs) run operations. Board of Regents likened to a corporate board of directors; students are the "customers."
- Urged the board to stay at the "50,000-foot level" and avoid operational minutiae.
- Recommended: stronger and clearer communication; reforming governance; clearly defining roles and expectations (with deadlines/deliverables); revising the handbook (and pursuing legislation if needed); conducting a board self-evaluation/survey; more presentations from and recommendations by the presidents.

Member contributions:
- **Vice Chair Goodman** — Supported the city-manager governance model.
- **Regent Brager** — Reiterated support for a board self-evaluation/survey; noted the abstract accountability structure compared to city/county government.
- **Regent Del Carlo** — Shared her experience as national chair of the Association of Community College Trustees; described their annual self-evaluation, board evaluation, and CEO evaluation (via survey); advocated reinstating a governance committee (absent 10+ years), a dignity/civility

framework, member preparedness, and noted the upcoming reduction from 13 to 9 regents and concerns about institutional knowledge loss.
- **Regent Boylan** — Urged the handbook be revised; suggested partnering with the Boyd Law School and public policy doctoral program.
- **Chair Brooks / Chief of Staff Juski / Counsel** — Discussed the scope of revising the 600-page handbook (plus 200–300 page procedures manual), starting with Title I (bylaws, within board purview), with Title II (the NSHE Code) being more complex due to legal/contractual force. Counsel suggested a multi-year, transparent process (Colorado model cited). Chief of Staff recommended the board identify specific topics for staff to bring back revisions.
- **Incoming Chair Goodman** — Indicated governance/policy reform would be among the first new business items.

Mr. Skancke offered his volunteer assistance going forward.

Item 7: New Business (Information Only)

- **Regent Fernandez** — Requested a future agenda item for discussion and possible action on engaging an external governance/higher education executive evaluation consultant to develop and administer a standardized chancellor evaluation instrument and annual goal-setting framework. Scope to include: feedback tied to performance criteria, a chancellor self-evaluation template, a chair's written evaluation report template, annual and mid-year review timelines, a process for translating feedback into measurable goals/metrics/targets, and a recommendation on incorporating the framework into board procedures.
- **Regent Boylan** — Requested board staff arrange a seminar/training on artificial intelligence (with the computer science department) for the board and other interested parties, to be done soon.

(Regent Del Carlo had also indicated during earlier discussion her intent to bring forward new business on governance/policy revision and changing the evaluation process.)

Item 8: Public Comment (Information Only)

No public comment was offered at GBC (Elko), the Reno System Administration office, or by telephone.

- **Vice Chair / Chair-Elect Goodman** — Thanked everyone for their support and expressed her intent to bring the board and system together as a collaborative body moving forward.

Adjournment

With no further public comment, Chair Brooks adjourned the meeting.

Prepared as unofficial AI-generated minutes based on the meeting transcript. Vote tallies and member positions reflect statements captured in the transcript. Some speaker attributions in the source transcript were imperfect; the official minutes of the Board of Regents are the authoritative record.