

## Executive Summary

A one-page memo provided to summarize board meeting documents that are more than three pages in length. The header should include the action to be taken by the Board as noted above.

**Issue:** A succinct one to two sentence brief that states the terms of reference, the problem or the topic to be discussed. The *Issue* may be used to formulate a future motion on the decision; therefore this section may contain the question to be considered by the board.

**Background / Method of Analysis:** A brief paragraph that refreshes the reader's mind on the situation. This may contain information on research or a summary of key findings.

**Current Situation:** One to three short paragraphs that summarize possible solutions, the outcome of research, areas for consideration and pros and cons of options being considered.

**Recommendation(s):** In one to three sentences a non-binding recommendation may be offered by the writer. This area may also be used to formulate a future motion.