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| TITLE (SUBJECT) |
| |  |  | | --- | --- | | Summary | * A few very brief key points capturing the gist of the note and recommendations | | Action needed? | * Specific items that need to be addressed. | | Urgency | * Explain a sense of urgency versus importance to covey impact on the university. | |

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| Issue Overview |
| State what has happened, is happening, will happen or might happen that requires attention. When appropriate, state what strengths, weaknesses, opportunities, or threats exist. |
| Key Considerations |
| Provide a brief description of the issue’s history and other information—everything that needs to be considered now. . This content should not be controversial or subject to dispute. The intention is to sets the stage for considerations; and may include current status. |
| Conclusions |
| Summarize what you want your reader to infer from this note. Be sure it covers the points you most want your reader to be clear about. Do not introduce anything new. |
| Next Steps |
| Observations about the key considerations and what they mean; a concise description either of the options and sometimes their pros and cons or of what will happen next. Offer the best and most sound advice you can offer. Make sure the recommendation is clear, direct and substantiated by the facts you have put forward. |
| Attached Materials |
| * Document any relevant web links or attachments |