

Terms of Reference of the Sustainability Projects Fund Governance Council (SPF GC)

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OVERVIEW

Acronyms

- G&A Governance & Administration
- GC Governance Council
- MCSS Macdonald Campus Students' Society
- MOOS McGill Office of Sustainability
- PGSS Post-Graduate Students' Society
- SPF Sustainability Projects Fund
- SSMU Students' Society of McGill University

Mandate

- The mandate of the Sustainability Projects Fund (SPF) is to *build a culture of sustainability on McGill campuses through the development and seed-funding of interdisciplinary projects.*
 - Voting members can refer to the *SPF Evaluation Criteria* and to the SPF Steward for more details.
- As such, the mandate of the SPF Governance Council (GC) is to independently ensure the optimal achievement of the SPF mandate, with the support of the SPF Steward and the SPF Administrator. The GC members do so by deliberating constructively based on the SPF mandate and on the *SPF Evaluation Criteria* and by taking consensus-based decisions on 1) the funding of prospective and ongoing SPF projects as well as on 2) the Governance & Administration (G&A) of the SPF.

Composition

The SPF GC is a parity committee between students and administration, composed of two (2) permanent non-voting members and eight (8) non-permanent voting members.

Permanent non-voting members:

- SPF Steward and Chair of Governance Committee, ex-officio, non-voting: McGill Office of Sustainability (MOOS) Sustainability Manager responsible for stewarding the SPF.
- SPF Administrator, non-voting: MOOS Sustainability Officer.
- Note that depending on the needs, the SPF Steward can also ask for a note-taker (non-voting) to accompany the permanent non-voting members in order to take the minutes during the GC meetings.

Non-permanent voting members:

- Four (4) voting students:
 - Two (2) undergraduate students, nominated by and representative of the Students' Society of McGill University (SSMU).
 - One (1) post-graduate student, nominated by and representative of the Post-Graduate Students' Society (PGSS).
 - One (1) student from the Macdonald campus, nominated by and representative of the Macdonald Campus Students' Society (MCSS).
- Two (2) voting McGill University academic staff.
- Two (2) voting McGill University administrative staff.

Other ad-hoc participants to the GC meetings:

- Where expertise is missing, a GC member could ask for a resource person (non-voting and, in situations assessing a project, not involved in the concerned project) to be invited as required to help analyzing and/or understanding a specific question or project.

Examples of Powers

In order to ensure the optimal achievement of the SPF mandate, through consensus¹, the GC members could for instance:

- Reject or accept a prospective SPF project;
- Ask for some clarification on and/or modifications of prospective and ongoing SPF projects to ensure their optimized alignment with the *SPF Evaluation Criteria*;
- Request an annual report on the SPF;
- Request an independent review of the G&A of the SPF;
- Ask for external expertise of a resource person (non-voting and, in situations where the expertise is missing for assessing a project, not involved in the concerned project);
- Request for modification of the *SPF GC Terms of Reference*; and/or,
- Use any other power that is deemed necessary to guarantee optimized G&A of the SPF.

Consensus-Based Decision-Making

- All voting members operate by consensus with the other GC members, that is to say that all decisions are made based on communal agreement of the voting members. A voting member still has room to respectfully disagree, and all other members of the GC should acknowledge such disagreement with the same respect. However, the decisions and feedback that are to be communicated on behalf of the SPF GC should reflect the elements of common agreement between all the voting members.
- Decisions for which no consensus can be obtained within a first GC meeting are to be discussed at the end of the meeting if time allows or postponed to the subsequent GC meeting(s) until a decision can be reached by consensus.

Principles & Responsibilities

- Each member of the SPF GC is expected to fulfill the following principles and the responsibilities pertaining to their role.

Principles:

- **Attendance:** Each member commits to attend at least 80% of the meetings planned during the year (e.g. 8 out of 10; 9 out of 12). In the event that a member has absences, the SPF Steward will contact the member and remind them of the attendance policy.
- **Time, Rigor, Fairness, and Coherence:** Each member commits to provide the time and work needed to prepare and attend the GC meetings. This includes reading all the required documents in advance to come informed and prepared. This also includes allocating the necessary time and work to assess all prospective and ongoing projects with rigor, fairness, and coherence, so that no prospective or active project team be penalized by lack of

¹ Consensus: common/communal/general agreement.

reviewing time and/or of coherent analysis by any of the GC members. The same applies for any other document or item that is to be discussed by the GC members (e.g. SPF Annual Report, etc.).

- **Conflict of Interest:** Each member commits to avoid putting themselves in a situation where one is having, where one could have, or where one could be perceived to have a professional or personal advantage in relation to the SPF and/or its GC.
 - Each member commits to disclose a potential conflict of interest with any document, project and/or other item that is submitted to the SPF and its GC.
 - Once a member has disclosed a potential conflict of interest and its extent, the other voting members will decide by consensus if the member should leave the meeting room during the related conversation.
 - If the GC agrees that a conflict of interest exists, the member commits to remove themselves from the meeting room during the discussion regarding the concerned document, project, and/or item.
 - Similarly, in a case where they were not asked to leave the meeting room but where they relate to a prospective or ongoing project, a voting member should avoid participating in the concerned conversation. For instance, the member should not give clarification about the project if it is misunderstood. When a document, project, and/or item is misunderstood, the SPF GC should always send a formal 'Request for More Information' to concerned prospective or active project teams in such cases, as they would do for any other project where no GC member would be involved.
 - Any GC member who would like to submit a document, project and/or other item to the SPF commits to do so through the regular channels and mechanisms of the SPF rather than through its GC and/or its individual members.
- **Learning Process:** Each member commits to approach the reviewing, discussion, decision, and feedback processes as learning opportunities for all those involved (e.g. the GC members, the SPF applicants, the active SPF project teams, the McGill community), thus contributing to the flourishing of the SPF and of sustainability at McGill.
- **Mutual Respect and Assistance:** Each member commits to assist and be respectful of other GC members in their interactions with them.
- **Confidentiality:**
 - **SPF Documents:** Except where indicated, all SPF documents are public by default.
 - Where a document is indicated to be private, each member commits to maintain its confidentiality until its disclosure is allowed by consensus.
 - **GC Discussions:** While the collective decisions and feedback of the GC members are public, the individual opinions of the GC members are to be kept private by all members outside the meetings. Thus, each member commits to use common sense and respect regarding transparency of the content of the conversations that occur behind closed doors. The GC members should avoid giving feedback to prospective or active project teams; the SPF Steward is the one responsible for communicating the SPF GC feedback to project teams and to any relevant stakeholders where applicable.
 - If a GC member is approached by a person outside of a GC meeting because of their role in the SPF GC, the member can refer the person to the SPF Steward to avoid putting themselves in an uncomfortable situation.
 - If a GC member is discussing a SPF document, project and/or item with a person outside of a GC meeting, they should refer to the content of the minutes where the document, project and/or

item was discussed and should not name members or their individual opinions. In line with their respect of other members and of the SPF processes, a GC member should discuss the tone of in-meeting discussions instead of opinions of particular members.

Responsibilities of each non-permanent voting member:

- Before starting their mandate, provide to the SPF Steward all the items that are required as per the Voting Members Application Procedure².
- Prior to each meeting, carefully read all documents submitted³ by the SPF Steward for consideration, thoughtfully evaluating them against the SPF mandate and the *SPF Evaluation Criteria* and preparing to verbally report their individual decisions and feedback in meeting for discussion with the other GC members.
 - For prospective and ongoing SPF projects, possible decisions are: ‘Approved’, ‘Rejected’, ‘Major Revisions Needed’, ‘Minor Revisions Needed’, or ‘Request for More Information’. Each decision is to be taken against the SPF mandate, the *SPF Evaluation Criteria*, and what each decision entails, which is described in the appendix of the *SPF Evaluation Criteria*. Each decision is also to be supported by a comprehensive justification (feedback, concerns, questions, and/or conditions).
 - For an ongoing SPF project that is discussed by the GC because it has submitted a deliverable such as a Progress Report or for other reasons (e.g. has registered no activity for a significant amount of time, has hosted a major event on campus, has experienced reputational issues on campus, etc.), the GC members commit to abiding by the original decision and feedback given by their predecessors at time of assessing the project. They can still provide complementary feedback and update their guidance or instructions to the team based on the current and potentially different context, indeed also ensuring that the project remains aligned with the *SPF Terms & Conditions*.
- Where a member could not attend a meeting and consequently quorum would not be reached, the member will assess the minutes of the meeting, report their individual decisions and feedback, and endorse (or not) GC-made decisions and feedback, in writing by email to the SPF Steward. This will be done within the 14 days following the meeting.
- Where a GC member wants a resource person to provide expertise (non-voting and, in situations where the expertise is missing for assessing a project, not involved in the concerned project) to help analyze and/or understand a specific question or project, the member is responsible for advising the SPF Steward and the other GC members of this request and for suggesting a resource person during the meeting. That way, other GC members can acknowledge, discuss, and approve by consensus that resource person’s participation to the decision-making process (participation in person, by email, Skype, or any other communication mean, as appropriate) and/or suggest any other resource person.
 - Once a resource person has been identified and approved by all the GC members, the concerned members will officially follow up with them to get their expertise by the next GC meeting where it will then be shared with other GC members.
- Where perceived to be needed, regularly reflect and advise the SPF Steward and SPF Administrator on the management of the SPF (e.g. on procedures, on documents, on the SPF projects’ application, review, and implementation processes) in view of maintaining and improving G&A standards of the SPF:

² Underlined text refers to other sections of this document.

³ Examples of submitted documents: applications and progress reports of the prospective and active SPF project teams; selected amendment requests of active project teams; SPF administrative, communication, and reporting documents.

- This comprises but is not limited to ensuring appropriate expenditure of the SPF, advising and/or deciding on actions to be taken in cases where SPF mandate and related goals, objectives, outcomes and/or deliverables are not being met either by the SPF management team, the SPF GC, or by active SPF project teams, including deciding on suspension of funding in accordance with the *SPF Evaluation Criteria* and the *SPF Terms & Conditions* where applicable.
- Contribute to the SPF Annual Report, as needed, by providing insight on factors such as the SPF's accomplishments, challenges, and/or lessons learned.
- Mentor new GC members to ensure the smooth running of the SPF, transfer the culture of the SPF and its GC, and preserve institutional knowledge.
- Champion the SPF within the McGill community.
- Upon conclusion of mandate, fill out the *SPF GC Member Exit Report* to provide the SPF Steward with retrospective comments/suggestions.
- Advise the SPF Steward as far in advance as possible, but a minimum of one month in advance, of the inability to fulfill the term of their mandate for any reason. This provides time to identify a suitable replacement. Suggestion of substitute(s) by the outgoing member (non-binding to the SPF Steward), if any, are to be provided in their *SPF GC Member Exit Report*.

Responsibilities of permanent non-voting members:

- **SPF Steward:**
 - Recruit and select the GC members based on the Voting Members Nomination Criteria, including validating a newly selected student voting member with the relevant students' society.
 - With the support of the SPF Steward, schedule any necessary ad-hoc meeting of the GC at least seven (7) days in advance.
 - Facilitate the meetings in accordance with the SPF GC Principles and with the Meetings Procedure, among others ensuring to the best of their ability that:
 - Proper verifications are done (e.g. verifying the need for adding items to varia and any potential conflicts of interest);
 - Each of the GC discussions is respectful and runs fluidly, and that the voting members' decisions and feedback are based on consensus;
 - Proper and fair time is allocated to discussing each item and/or project on the agenda depending on the number of items to be discussed within the maximum duration of a meeting;
 - Prospective and ongoing projects are assessed, discussed, and decided upon based on the SPF Evaluation Criteria; and,
 - The feedback to be provided to prospective and active project teams or other relevant stakeholders is fully consistent with the SPF mandate and SPF Evaluation Criteria, comprehensive, and clear to everyone involved, including to the SPF Steward.
 - At the start of their mandate, give new voting members all the information/documents they need for the proper fulfillment of their mandate (e.g. share the culture of the SPF and its GC, refer new members to the *SPF GC Terms of Reference*, *SPF Evaluation Criteria*, *SPF Terms & Conditions*, SPF application forms, past SPF reports, etc.).
 - With the support of the SPF Administrator, oversee the GC meetings:
 - Schedule the semester calendar of meetings with the GC members.

- At least seven (7) days before a meeting, remind all participants of the meeting and deliver them the agenda, the project documents (applications, progress reports, feedback responses, etc.) as well as any other pertinent document for their review prior to the meeting.
 - When applicable, prepare the Power Point presentation for the meeting.
 - During the meetings, review each GC decision taken and its related feedback to ensure their alignment with the SPF mandate and the SPF Evaluation Criteria as well as to ensure proper reporting in the minutes and to prospective and active project teams or to other relevant stakeholders.
 - Communicate the minutes of a meeting to the GC members within seven (7) days after the meeting.
 - Where quorum is not obtained during a meeting, to reach quorum, collect the individual decisions and feedback of absent GC members as well as their endorsement (or not) of the group decisions and feedback as reported in the minutes, within the 14 days that follow the meeting. If needed, modify the minutes accordingly and resend to the GC members once finalized.
 - Share the SPF GC decisions and feedback to prospective and active SPF project teams or to other relevant stakeholders.
- With the support of the GC members, the SPF Administrator, and the MOOS Communication Officer, prepare the SPF Annual Report for approval by the SPF GC.
- Based on the Salary Policy General Announcement published by McGill Human Resources to inform salary increases, each year under the March or April SPF GC meeting agenda, share the forecasted and actual overhead expenses with the GC members for them to approve the yearly overhead on time for the beginning of each fiscal year.
- On conclusion of the mandate of a GC voting member, send them the SPF GC Member Exit Report for completion.
- Where applicable, ask for the approval by consensus of the GC members before making a SPF document private, as well as before returning it to a publicly available status.
- **Note-Taker:**
 - Position either occupied by the SPF Administrator or delegated by the SPF Administrator to an accompanying non-voting person, as needed:
 - Take the minutes of the GC meetings.
 - Finalize the minutes of the GC meetings in order to comprehensively and clearly report on the members' discussions, decisions, and feedback, and on the lessons learned in the discussion and exchange process.

MEMBERSHIP APPOINTMENT

Voting Members Nomination Criteria

- The SPF GC voting members are selected based on the following criteria:
 - Their level of engagement within McGill University.
 - Their understanding of sustainability as a whole and within the McGill community.
 - The complementarity of their expertise in relation to the other GC members.
 - Their commitment to respecting the SPF GC Terms of Reference, including to fulfilling the SPF GC Principles & Responsibilities for the smooth running of the SPF and of its GC meetings.

Voting Members Application Procedure

Any individual interested in becoming a member of the SPF GC must proceed as follows.

1. First, they must communicate their interest by sending the SPF Steward:
 - A motivation letter (maximum 2-page) based on the Voting Members Nomination Criteria and specifying:
 - Their area of expertise;
 - Their understanding of sustainability as a whole and within McGill Community;
 - Their understanding of the SPF; and
 - Why they would like to be part of the SPF GC.
 - Their email and phone coordinates where they can be reached (coordinates to be kept private to the GC members by the SPF Steward).
 - Note that the SPF GC values the contributions that individuals who identify as members of marginalized communities bring to its team, and encourages women, Indigenous people, people of color, people identifying as LGBTQI (lesbian, gay, bisexual, transgendered, two-spirited, queer, intersex), members of ethnic minorities, immigrants and people with disabilities to apply. Individuals who consider themselves to be a member of one of these groups and would like to be considered as such for the purpose of the SPF GC nomination process should indicate it within their letter of motivation. With the support of the Equity Advisors, the SPF Steward give due considerations to equity when it comes to nomination of the voting members.
2. Once their membership has been confirmed and before starting their mandate, the new GC voting member needs to send the SPF Steward the following information for the SPF website:
 - A biography of about 200 words, specifying:
 - Brief information about themselves;
 - What sustainability means to them and/or why they care about sustainability; and,
 - Why they sit on the SPF GC.
 - A picture (can be taken by the MOOS Multimedia Intern).

Voting Members Nomination Procedure

- Following conclusion of the membership of a voting member, the SPF Steward is to recruit a new member on a consensus basis between them.
- If they find no potential candidate to sit on the GC as a substitute, the SPF Steward can consult with the relevant groups (e.g. student societies in the case of student members) to receive their suggestions. They can otherwise

call for recruitment through MOOS' various communication means with the help of MOOS Communication Officer.

- The SPF Steward selects all voting members based on the [Voting Members Nomination Criteria](#) by analyzing their motivation letter.

Nomination of student voting members:

- A student who is interested in becoming a SPF GC voting member should first communicate directly with the SPF Steward, who will ask them to complete the [Voting Members Application Procedure](#). Once compliance of the candidate with the [Voting Members Nomination Criteria](#) is confirmed, the SPF Steward will redirect the student to the applicable students' society procedure for confirming appointment. Only a student whose nomination has been approved by their students' society can act as a voting member of the SPF GC. Below is the particular validation process of each students' society.
- **MCSS:**
 - The MCSS representative on the GC always is the individual who has been elected as MCSS Environmental Advisor. The outgoing Environmental Advisor will give the SPF Steward the contact information for the incoming one before the end of their term.
- **SSMU:**
 - At least two months before the SSMU representative on the GC is to be vacant, the SPF Steward needs to send an email to the [UA Secretary General](#) copying the [Vice-President University Affairs](#) to indicate the vacancy.
 - The SPF Steward may email the Secretary General of University Affairs with one or more potential candidates. However, maintaining autonomy over the nomination process is important to SSMU. This information will not be considered in a formal capacity—the judgment of the candidate's ability to represent undergraduate interests on the committee is what ultimately matters.
 - The Secretary General of University Affairs will advertise the vacancy through SSMU channels (e.g. listservs, Facebook) for any interested SSMU member to apply for the position. While the text will indicate how and what to submit, interested SSMU members should email the [UA Secretary General](#) a 150 to 200-word paragraph on their interest and why they would be the best person for the position.
 - The University Affairs Secretary General, in consultation with the Vice-President University Affairs, will determine the best candidate. The adjudicators will use their best judgment and knowledge of the committee functions and requirements to decide who will be the strongest and most qualified student voice. This student will be nominated by the SSMU to sit on the Governance Council.
 - The University Affairs Secretary General will email the SPF Steward with the new representative's contact information once confirmed.
- **PGSS:**
 - At least two months before the PGSS representative position on the GC is to be vacant, the SPF Steward needs to send an email to the two co-chairs of PGSS Appointments Board. These are the [PGSS Academic Affairs Officer](#) and [PGSS Internal Affairs Officer](#).
 - A call out blurb (usually listing meeting dates and a description of the committee with a website link), terms of reference, and main point(s) of contact for the committee should be indicated in the email. Other information such as expected start and end dates, or requirements of the position can also be given.

- The PGSS engagement team will advertise the vacancy on the PGSS channels for any interested PGSS member to apply for the position.
- Interested PGSS members should apply to the PGSS Appointments Board using the instructions listed on their [website](#).
- As soon as the candidate is selected and approved by the PGSS Appointments Board (usually within a month) and if that approval is ratified by PGSS council (usually within that same month or the next month), they will be notified that they are now appointed to represent PGSS in the GC. The new representative will be told to email the SPF Steward and begin getting involved with the duties.
- If the concerned students' society does not authorize the student candidate suggested by the SPF Steward, the latter may ask for a rationale for refusal to be provided to them and the rejected student candidate. In such case, the students' society is also responsible for separately suggesting another candidate to the SPF Steward, who will then ask the referred student to fulfill the [Voting Member Application Procedure](#) for their candidacy to be assessed in accordance with the applicable [Voting Member Nomination Criteria](#).

Term of Mandate

- The regular term of mandate *for the non-voting members* corresponds to their term as a McGill Office of Sustainability (MOOS) employee. Once a non-voting member ceases to be employed by the MOOS, they also resign from their non-voting membership of the SPF GC.
- The regular term of mandate *for all voting members* is one (1) continuous year from the date of adoption by resolution, renewable once, for up to two (2) terms of membership maximum for each voting member.
- Terms should be staggered between voting members to ensure sufficient mentorship and transfer of institutional memory within the SPF GC.
- For a new member arriving to fulfill the remainder of a mandate of another GC member, the new member takes over the rest of the mandate and continues it for a total consecutive period of 12 months. In accordance with the [Term of Mandate](#) for voting members, the membership can then potentially be renewed once for a full second year.

Conclusion of Membership

- Conclusion of membership applies when:
 - The regular Term of Mandate is over for a voting member; or
 - Forced termination of membership is decided by consensus of the voting members following the member's breach of one or many of the SPF GC Principles & Responsibilities.
- Upon conclusion of the mandate of a non-voting member, a new SPF Steward is to be recruited and appointed by the McGill Office of Sustainability (MOOS).
- Upon conclusion of the mandate of a voting member, the SPF Steward is to recruit a new member in accordance with the Voting Members Nomination Procedure and the Term of Mandate for voting members.

SPF GOVERNANCE COUNCIL MEETINGS

Notice of Meetings

- The SPF Steward will ask the voting members their availabilities for the upcoming semester to schedule a calendar of meetings.
- The members will be reminded each meeting by the SPF Steward by email notice at least seven (7) days in advance.

Frequency and Duration of Meetings

A minimum of eight (8) meetings will be held annually to discuss the prospective and ongoing projects.

Ad-hoc meetings for discussing governance and administration matters:

- Up to two (2) additional ad-hoc meetings could be required during the year to discuss specific matters pertaining to the SPF G&A (e.g. to discuss the SPF processes, to present relevant documents, to discuss the annual report, etc.). These are to be scheduled by the SPF Steward at least seven (7) days in advance. In such circumstances, a conference call or video session could be held with the GC members in the case where it is not possible for a member to attend in person.

Ad-hoc meetings for reviewing an application surplus:

- More meetings could be necessary if the number of applications received in a year is so many that they risk not being treated within the 6-month maximum delay promised to the SPF project teams. These meetings are to be scheduled at least 14 days in advance by the SPF Steward.

A GC meeting usually lasts two (2) hours. Each meeting is to last not less than an hour and not more than two (2) hours.

Content of Meetings

- Most meetings will serve to review prospective projects and to analyze ongoing SPF projects. Considering the time required for the GC members to review and analyze each project prior to the GC meetings and considering that the GC meetings are to last no longer than two (2) hours, not more than ten (10) projects (ongoing and/or prospective) are to be discussed during each GC meeting. As such, each SPF project on the agenda can be discussed in a fair manner for a minimum amount of time.
- These time limitations show how important it is for each GC member to come well prepared to a GC meeting, in accordance with one's obligations and respective responsibilities.
- Projects are discussed in the following order:
 - Ongoing projects are discussed first (e.g. treating amendment requests or acknowledging deliverables), with each project being put in the agenda in order of date submitted.
 - Prospective projects in each funding stream are discussed second, with each project being put in the agenda in order of date submitted.
 - Where a prospective project cannot be discussed in one meeting, it takes priority over the prospective projects that are to be discussed at the next meeting.

Quorum

- Quorum shall consist of six (6) voting members out of eight (8), that is at least three (3) student members and three (3) staff members.
- If quorum is not achieved for a meeting, it may be achieved within the 14 days following the meeting by the SPF Steward sharing the meeting's minutes and collecting the decisions and supporting comments of the absent voting members on the decisions and feedback that were proposed by consensus by the present members during the meeting. If quorum is not achieved within 14 days, the decision/feedback will need to return to the next meeting, delaying the response to the concerned project teams.

Meetings Procedure

- The GC meetings occur behind closed doors, with the exception of invited resource persons (see Membership Composition above), who are to attend a meeting only for the duration of the discussion that pertains to their expertise.
- The SPF Steward opens the meeting.
- The SPF Steward verifies with members if any other urgent matters are to be added in varia to the agenda that was initially transmitted. The addition of an urgent matter to the current meeting's varia needs to be approved by all voting members on a consensus basis. Otherwise, it is to be added by the SPF Steward to the next meeting agenda. No other item than urgent matters are to be discussed in varia.
- The SPF Steward verifies if any member is in potential or current conflict of interest with any of the item to be discussed on the agenda. If the GC decides that a conflict of interest exists, the SPF Steward asks the concerned member(s) to leave the meeting room for the parts of the meeting where the particular project, document, and/or item is to be discussed.
- The SPF Steward directs the discussion for each item of the agenda. The SPF Steward ensures that each discussion remains in line with the SPF mandate and the *SPF Evaluation Criteria*, is respectful of each participant, runs fluidly, and is allocated fair and adequate time.
- For each project-related decision that is taken by the GC members, the SPF Steward reviews the decision and the feedback that are to be written in the minutes to ensure their alignment with the SPF mandate and *SPF Evaluation Criteria* as well as to correct any misunderstanding for proper transmission to the prospective and active project teams.
- The SPF Steward closes the meeting.

Communications

The SPF Steward and SPF Administrator are the official spokespersons for the SPF GC.

Supporting Documents

- SPF Evaluation Criteria
- SPF GC Member Exit Report Template
- SPF Terms & Conditions