TO: Director, NIH  
FROM: Deputy Director for Intramural Research, NIH  
SUBJECT: Preparing a Complex ACTION Memorandum--ACTION  
Action Requested by [insert date]

ISSUE

Briefly state the issue or problem.

FACTS

Provide relevant information on the origin, background, and implications of the issue or problem. Also give a brief reason for the Action Requested by date if one is included (as shown above).

OPTIONS AND DISCUSSION

1. OPTION: Clearly state and list each option separately.

   DISCUSSION: For each option, discuss who would benefit or be harmed by choosing the option, potential reactions, costs, etc. Follow with pros and cons.

   Pros:
   Cons:

2. OPTION: State next option.

   DISCUSSION: Discuss next option

   Pros:
   Cons:

3. OPTION: State next option.

   DISCUSSION: Discuss next option.

   Pros:
   Cons:
RECOMMENDATION

Recommend a course of action. You may need to provide spaces for multiple decisions below, each concerning a particular option.

Michael M. Gottesman, M.D.

Attachments:
Tab A- Report of Task Force
Tab B- Letter from Senator Kennedy

DECISION

1. Option: List each option or recommendation with a separate approval/disapproval line.

   Approved______  Disapproved______  Date______

2. Option: List next option or recommendation.

   Approved______  Disapproved______  Date______

3. Option: List next option or recommendation.

   Approved______  Disapproved______  Date______

   Type name of Signatory