



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