



TO: Michael Gottesman, M.D.  
Deputy Director for Intramural Research  
and  
Anthony Fauci, M.D.  
Director, National Institute of Allergy and Infectious Diseases

FROM: Director, NIH

SUBJECT: **Heading of a Memorandum, TO: and FROM:**

After leaving a one-inch margin at the top of the page and spacing down at least six lines (or two lines from the date), enter *TO:* at the left margin. Begin the addressee's name on the same line, far enough to the right so that the subject of the memo, preceded by two blank spaces after the caption, *SUBJECT:*, can be aligned with the name, as shown above. Enter the addressee's full title on the line below his or her name, aligned with the name.

If the memorandum has two addressees, include both names in the heading, connected by *and*, as shown above. If the memo is to more than two addressees, type in, *See Below*, following *TO:*. At the end of the memo, two lines below the signer's name, attachment notation, or cc: notation, *Addressees:* at the left margin. Beginning on the next line, list the addressees, each on a separate line, aligned at the left margin. If the list of addressees list is too long to fit on the page, type *Addressees* instead of *See Below* on the *TO:* line and list all addressees on a separate sheet of paper. Attach the list to the original memo and all copies.

Leave one blank line below the *TO:* line in the heading, then enter *FROM:* at the left margin, followed by the title and organization (not the name, as shown above) of the person who will sign the memo, aligned below the addressee's name and title.

John Q. Director, M.D., Ph.D.

Attachments