

**NATIONAL INSTITUTES OF HEALTH
COMMITTEE MANAGEMENT HANDBOOK**

1" margins all around

Chapter V - Illustration 6a – Letter of Appreciation

Use the Secretary's letterhead
***Times New Roman* typeface, font size 12**

Alan Blue, M.D.
Professor
Department of Biology
University of Iowa
1234 Maple Street
Iowa City, IA 52242

Dear Dr. Blue:

Thank you for serving as a member of the **[Insert name of the committee]**. The success of the National Institutes of Health has been due in large part to the willingness of people like you to participate on advisory committees. I appreciate the many hours you spent in preparation for meetings and other activities, sacrificing your private interests to advise on the planning and operation of our programs.

In recognition of your contributions to the **[Insert name of the committee]**, I am pleased to **present** the enclosed certificate to you.

Tab 6 times → Sincerely,

Insert 4 blank lines → [Name of the Secretary of HHS]

Enclosure