

NIAMS

National Institutes of Health



**National Institute of
Arthritis and
Musculoskeletal and
Skin Diseases**

U.S. DEPARTMENT OF HEALTH
AND HUMAN SERVICES
Public Health Service
Bethesda, MD 20892-2350

November 29, 2011

Steve Hausman
13704 Valley Dr
Rockville MD 20850-5440

Dear Steve,

This letter is to gratefully acknowledge your assistance as a consultant to the NIAMS Ethics Program, one of the least straightforward tasks in government. Being able to call on you when needed was a great help in the transition at NIAMS as I assumed the role of Deputy Ethics Counselor and as Liz created the position of NIAMS Ethics Administrator. We could count on you for advice that was well informed and based on a tremendous wealth of experience. We know that, if research were needed, it would be done rigorously and thoroughly. You were always willing to help and did so cheerfully.

In the event that you seek other opportunities to provide similar consulting work, this letter can also serve as a reference, if appropriate. As above, I can attest that your work is well informed, thorough, based on rigorous research, and done cheerfully. I would be happy to verify this in specific instances if needed.

On a personal note, I want to thank you again for your help, which made a tremendous difference. I hope we can find opportunities to continue to stay in touch.

Sincerely yours,

A handwritten signature in blue ink, appearing to read 'Bob'.

Robert H. Carter
Deputy Ethics Counselor