Letter must be on faculty letterhead

DATE

ADDRESS

Dear NAME,

I am delighted to offer you an appointment as an Associate of the Harvard John A. Paulson School of Engineering and Applied Sciences from DATE through DATE. I look forward to working with you on TOPIC(S) OF RESEARCH.

I will cover the costs of your research while you are visiting the group, and it is my understanding that COMPANY/INSTITUTE will be providing your salary and benefits as this appointment is not benefits-eligible.

As a member of the Harvard community, you will have access to library and computer facilities, and you can purchase a membership for the Harvard recreational facilities.

If you accept this appointment, please review and submit an electronic PDF of a signed hard copy of the [Harvard University Visitor Participation Agreement (VPA)](https://seas.harvard.edu/office-faculty-affairs/research-appointments/forms-appointees) to your Academic Appointments Manager. The VPA is designed to help carry out the Harvard University Intellectual Property Policy and other research policies.

Please also submit an electronic PDF of a signed hard copy of the [Acknowledgement of Risk and Release for Non-Harvard Personnel Using Harvard Research and Instructional Laboratory Facilities form](https://seas.harvard.edu/office-faculty-affairs/research-appointments/forms-appointees) to your Academic Appointments Manager before your arrival on campus. For information on other FAS and University policies pertaining to your appointment, please see the [FAS Appointment and Promotion Handbook](http://academic-appointments.fas.harvard.edu/).

I am enthusiastic about having you join my group. If you have any questions about your appointment, please contact Gina Scribner (scribner@seas.harvard.edu) OR Mary Taylor (mataylor@seas.harvard.edu) OR Brandon Tilghman (btilghman@seas.harvard.edu) in the Harvard SEAS Office for Faculty Affairs.

Sincerely,

signature

Faculty Member

Title

cc: Academic Appointments Manager