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February 2, 2022

Dear Member of the University of Michigan Board of Regents:

Selecting the chief executive officer is the most important responsibility for any board, an undertaking that may seem especially daunting when the task falls suddenly and without expectation.

This is a crucial moment since the decisions you make as you begin your search will have great bearing on the conclusion you ultimately reach. As a member of the University of Michigan Board of Regents, you have a vital role in choosing a new president who will not only lead your community but also help the university become a beacon of academic freedom and excellence. Students and their families as well as taxpayers and employers in the State of Michigan rely on your sound judgment.

My organization, the American Council of Trustees and Alumni (ACTA), has worked with trustees at colleges and universities across the country, and we recognize the challenges that governing boards face in pivotal times. That is why I am enclosing *Selecting a New President: What to Do Before You Hire a Search Firm* and *Assessing the President's Performance: A "How To" Guide for Trustees*. These brief yet informative ACTA resources reflect 25 years of experience responding to the needs of trustees in higher education.

ACTA is an independent, nonprofit organization devoted to advancing academic freedom, academic excellence, and accountability at America's colleges and universities. We provide services such as board retreats, guides and reports on various issues in higher education governance, and private consultations. Please do not hesitate to contact me directly at (202) 467-6787 or [AAalacbay@GoACTA.org](mailto:AAalacbay@GoACTA.org) if you would like to learn more.

Thank you for your service to higher education.

Respectfully,

A handwritten signature in blue ink that reads "Armand B. Alacbay".

Armand B. Alacbay

Vice President of Trustee & Government Affairs

Enclosures

PROMOTING ACADEMIC FREEDOM AND EXCELLENCE