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November 26, 2019

Frederick Dorwart, Esq.  
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Old City Hall  
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Tulsa, OK 74103

Dear Mr. Dorwart:

We read with dismay of the Tulsa faculty vote of no confidence in the president and provost of the university. The University of Tulsa is a distinguished university with a remarkable heritage of liberal arts education, and it is the hope of the American Council of Trustees and Alumni (ACTA) that it will continue to uphold this proud reputation.

Program prioritization is an important task, but it is never easy, and, as is apparent at Tulsa, when executed without very robust faculty input, there is grave danger of morale problems that can plague the institution for years to come. I would like, respectfully, to share with you a brief publication that Dr. Robert Dickeson wrote for ACTA to help trustees approach this delicate but necessary topic. Please note on pages 6–7, Dr. Dickeson's emphasis on reaffirming institutional mission and selecting appropriate criteria. I also share with you our report on best practices, *Bold Leadership, Real Reform 2.0*, which describes (pp. 9–17) inter-campus collaborations that enable institutions to expand offerings through course-sharing initiatives.

ACTA also invites your careful consideration about whether this would be a moment to step back and consider various contingencies before implementing the current True Commitment plan. At a time when institutions have formed consortia to continue low-enrollment but intellectually crucial programs, it is ACTA's earnest hope that Tulsa students will continue to have the advantages of Tulsa's signature liberal arts education.

If we can advise or help in any way, we are at your service.

Warm regards,

Michael B. Poliakoff, Ph.D.  
President

Enclosures

cc: Gerard Clancy, President, University of Tulsa

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