

To the Focus on the Family search committee —

If you've reached this page, you carry a responsibility I don't take lightly: stewarding the next chapter of a ministry that has shaped millions of homes — including mine. Before you scroll through a single number on the site behind this letter, I wanted to greet you directly, in my own words.

Everything on the pages that follow — the funding, the turnaround, the platforms, the policy work — has been practice in one discipline: helping mission-driven institutions grow without losing what makes them sacred. I believe the family is the institution most worth that kind of care, because it is the one God built first.

My wife and I are raising and homeschooling four daughters. What Focus on the Family means to households like ours is not theoretical to me — it is Tuesday morning at our kitchen table. That is the conviction I would bring to this work, alongside the record you're about to read.

The pages behind this letter will show you the rest.

A handwritten signature in dark green ink, reading "M. Steiner". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

MICHAEL STEINER, PH.D.