

Annual Evaluation  
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Vice President, University of Illinois System  
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GOALS:

GOAL 1: DEVELOP AND IMPLEMENT STRATEGIES TO INCREASE STUDENT ENROLLMENT  
GOAL 2: IMPROVE STUDENT EXPERIENCE AND SUCCESS  
GOAL 3: DEVELOP NEW STRATEGIC PLANS FOR THE UNIVERSITY  
GOAL 4: IMPROVE CRITICAL UNIVERSITY OPERATIONS  
GOAL 5: BUILD A WORLD-CLASS UNIVERSITY LEADERSHIP TEAM  
GOAL 6: IMPROVE UNIVERSITY MORALE  
GOAL 7: LEAD AND IMPROVE UNIVERSITY ADVANCEMENT EFFORTS  
GOAL 8: IMPROVE UIC'S VISIBILITY IN CHICAGO AND BEYOND

Dear Michael,

I thank you for your input summarizing your activities and accomplishments over the period July 1, 2016 through June 30, 2017. I appreciate the detailed nature of your report and for including the embedded web links that I have been able to review. I am very grateful for the time and energy you have put into preparing these materials. I look forward to a discussion that covers the issues, plans and opportunities you described in your report as part of the annual evaluation cycle.

At the outset, I want to congratulate you on another year of strong leadership and hard work. The University of Illinois at Chicago (UIC) continues to prosper under your optimistic and engaging leadership style and your efforts to build an action-oriented leadership team are paying off. I met with the UIC Senate executive committee recently and I heard strongly supportive comments about you from that shared governance leadership group. There is evident appreciation within the faculty for your consultative and communicative style, and for that of Provost Susan Poser and Vice Chancellor Bob Barish. You were given particularly high marks for your listening skills and your willingness to attend sessions in departments and interact with all members of the UIC community and beyond.

Your strategy to build enrollment is working well, with encouraging gains in the number of admitted international students, as well as important increases in diversity of the student body. The threshold, now within reach, of 30,000 students puts UIC in a very special category as a unique, diverse research-intensive university, situated in a world city, with a principled land-grant mission. Congratulations to you and your team on this major accomplishment!

Morale has improved since your arrival and you have made significant strides in building a strong leadership team to guide UIC forward. Despite the difficulties of the current budgetary situation, your work to develop and refine a shared vision for the future of UIC has been well received by both internal and external stakeholders. You have participated actively in

important system-wide discussions and have led the UIC efforts to gear up for a productive philanthropic campaign to be launched in October, 2017. I am encouraged by the evident increase in the number of philanthropic gift “asks” above \$1M that your team has out this year. Your ongoing work to build a first-ever UIC Alumni Association program is of inestimable value and I appreciate your partnership over the past year in nudging this sensitive process forward.

It has definitely been another most challenging year, with persistent chronic budget pressures. You, and the entire UIC Team, have served the University of Illinois very well during this period of considerable and sustained uncertainty, embodying a sense of purpose and principle that will carry us through this “quite weird” period in state and city politics. The enforced negative budgetary decisions ensuing from the impasse have been managed and communicated in a transparent style, helping with faculty and staff appreciation and acceptance of the decisions. I am concerned, however, that the rate of monthly cash expenditures at UIC has not yet shown the kind of needed reduction, given the uncertainty and likely outcomes we face. As we have discussed, I ask you to continuously review and manage expenditures, as well as planned budgets, since the former is where the “rubber hits the road” on our fiscal health.

Your office has energetically re-envisioned priorities and processes, including initiation of the successful December Commencement ceremony and the co-branding campaign bringing East and West components closer together in outlook and collaborative function. You initiated a successful “state of the University” address, which serves to inform both internal and external stakeholders of progress towards shared goals. Provost Poser’s program of campus conversations is both very impressive and praiseworthy.

You have effectively managed tricky events and processes, such as a (small) number of critical ethics investigations and personnel issues, the aftermath of the faculty labor contract negotiations, and the complex discussions regarding urban innovation initiatives. You have built task teams to review and re-engineer strategic enrollment planning, student academic programs, diversity activities, and faculty affairs, as well as the academic program review, dashboard and Board approval steps to keep the University on track in its core academic mission. The new Advisory Board for UIHealth is a critically important and very promising initiative.

The discussions surrounding possible acquisition by the U of I of the John Marshall Law School are ongoing and will consume some of your time during the coming year, depending on the results of the current analysis. I support this as a serious study and hope that all open questions can be effectively addressed in the coming months.

It is clear to all that UIC needs significant upgrades to its facilities and an aggressive program to deal with deferred maintenance challenges. I acknowledge your leadership in this regard and complement you on the recent approval for the modular engineering building and for the mature plans for the shared dormitory/classroom facility to be funded through a unique new public-private partnership. These are both creative actions designed to improve facilities. Your team has supported our efforts to gain legislative relief on procurement and lease arrangements. We both agree that sustained work is needed on facility renewal and I stand ready to support your continued efforts.

You have managed a complex and fast-paced flow of materials into and out from the Chancellor's office. You have led a revision of the University Master Plan and have developed and communicated the four strategic pillars: Student Experience and Success; Emphasis on Chicagoland; Impact and Reputation of Research; and An Entrepreneurial University. You also participated in the development and evolution of the system-wide strategic framework and the Illinois Performance and Commitment Act (IPAC), approved and supported by the Board of Trustees. You have worked hard with the alumni to reenergize philanthropic giving for UIC and I believe these efforts are bearing reasonable fruit. You have used the Jonasson House effectively to engage donors.

You have participated in the system-wide budget discussions that have allowed the University to adopt an "affordability" posture during this time of budget stringency, by limiting tuition and fee increases. You have developed and implemented creative differential tuition rates, designed to build diverse enrollments across UIC's colleges and programs. This, coupled with your involvement in "UA realignment" process, has set the tone for our entire advocacy and renewal posture: one that is student-centered, empowering of our three universities, and responsive to important fiscal and historical drivers. These actions, including the budgetary transfers have been generally well received. In all this, you have been a trusted partner to the president and a principal shaper of the University-wide (as well as UIC) strategy.

The retrenchment guidance for campuses and the discussions about strategic enrollment management (including your international recruitment initiative) are also examples of important leadership. The fact that our three universities have weathered the FY 2016 shock – and are fully prepared for a 20% cut in state GRF, is a major contribution and provides a significant component of our budgetary resiliency.

The healthcare enterprise is a very significant component of UIC and the U of I more generally, constituting approximately 25% of the total budget. You successfully recruited Vice Chancellor Bob Barish and have led thoughtful conversations about future options to succeed and prosper in a changing landscape of health care delivery. You are to be congratulated for continuing to provide comprehensive health care services and keeping the hospital in "the black" during the budget impasse and the swirling policy discussions occurring nationally. Significant infrastructural and business model challenges remain and you are addressing these systematically. Again, I welcome the new Advisory Board, and congratulate you and Bob on its impressive membership roster.

Your hard work, your close respectful connections with your core campus and local communities, your analytical insight and experience, and your responsiveness to urgent calls on your time and expertise have all been important elements of the progress we have made this year, and you have certainly helped me in my role as president. I value highly our candid and numerous conversations and believe that we fundamentally share a common vision that is seen and appreciated by faculty and staff. I thank you for your participation in the system-wide enterprise risk management activities and complement you on the recent work on emergency preparedness.

Michael – You have had another excellent year of accomplishment and are now clearly seen as the change agent that UIC has needed for a long time. Keep up the good work! I have greatly enjoyed getting to know you and admire your analytical approach, your professionalism, sense of humor, and responsiveness. Congratulations!

Tim Killeen