

Annual Evaluation

Robert Jones
Chancellor University of Illinois, Urbana-Champaign
Vice President, University of Illinois System
Annual Evaluation
July 17, 2018

Dear Robert,

I thank you for the thoughtful and comprehensive memo summarizing activities during your second year as UIUC Chancellor and U of I System Vice President. I also appreciate your use of the suggested template I provided.

Your second year as Chancellor has certainly been successful, as the budget constraints have been alleviated and your strategic planning refresh for the University of Illinois at Urbana-Champaign (UIUC) is well underway. Enrollments have grown steadily, faculty retention and recruitment efforts have been productive, and the UIUC research and philanthropy efforts have shown marked progress! Most importantly, another bumper class of graduates has benefited from the receipt of a world-class education.

As you know, and as you have acknowledged in your remarks, there remains much to do in UIUC leadership and several complex and tricky issues to manage. We have experienced the long (2+ year) budget impasse, a generally weakening level of state support, a growth of worrying global instability and a surge in divisive rhetoric and actions in our national society. Steady and principled leadership is needed in higher education – more than ever at this time of stress and transition. You undoubtedly provide this for UIUC and I thank you for all your efforts! Some of my comments below will be repeated from last year.

You have made a significant positive impact on our great flagship university in this second year of your work as Chancellor and Vice President. You are working through resolving various staffing gaps and taking advantage of opportunities. Your recruitment of Provost Andreas Cangellaris after a national search, together with the arrivals of Vice Chancellor for Student Affairs, Danita Young, Interim Vice Chancellor for Research, Susan Martinis, and Chief of Staff Wanda Ward, have served to strengthen and diversify the senior management team at UIUC.

You have worked hard: to build community; to expand communication linkages on campus and within the community; to extend our research and development reach to Chicago and beyond; to participate in national and international settings; and to raise philanthropic funding. Importantly, you have focused intensely on the student experience as our highest priority in a most principled manner – one that all can appreciate and acknowledge.

You launched the critical conversations project this year and have put much energy into productive community discussions concerning the future of the campus without the Chief

Illiniwek symbol, - but with the appropriate sensitivity afforded to and for this long-standing tradition. I appreciate how much time and energy has gone into this.

Significant campus upgrades are in the works, with many refurbishment and new buildings and facilities planned. The past 5 years have seen more than \$800M invested in campus upgrades and you are to be thanked for continuing this important process. The ground-breaking for the Siebel Design Center is particularly noteworthy, as is the new Bruce B. Nesbitt African-American Cultural Center facility and the Department of Intercollegiate Athletics (DIA) developments. Work towards a 5-10 year capital plan continues, as does planning for establishment of the Discovery Partners Institute/Illinois Innovation Network (DPI/IIN) advanced hub in Champaign-Urbana.

Enrollment has indeed been slowly growing, with encouraging trends evident in building important diversity, but with significant remaining recruitment challenges for our African American student body.

The quality of the university is extremely high and you are clearly committed to maintain and extend its reach and renown despite the budgetary difficulties and other challenges we are facing. You support the key advocacy role and have participated actively and importantly in raising our visibility in Springfield, leading to the current budget resolution and the extremely critical procurement reform, as well as the capital funding appropriation for the DPI. You have supported our longer term legislative agenda and have been effective in building stakeholder support. Congratulations on bringing forward the bridge bill in the State legislature!

You have started several initiatives that will be important in the coming months as we begin the fundraising campaign. You have made clear decisions regarding branding, timing and the continuing approach to the campaign, resolving issues of long standing expeditiously. You are clearly thinking ahead on the important next steps: revisiting the UIUC strategic plan in the context of the overall system framework; modernizing business practices; improving administrative function and successfully taking on the recently devolved administrative elements; building campus morale through significantly enhanced levels of communication (e.g., the annual all-campus town hall meetings); supporting the faculty; and building diversity at all levels, etc.

Your plans for next year are appropriate and timely and I continue to urge you to move forward assertively. Your work to develop a modern budget process for the University is important and I applaud the positive and transparent manner in which this critically important effort has been conducted.

Your emphasis on building diversity is incredibly important and, I believe, strongly supported on and beyond the campus. I believe that your system-wide leadership role will be very important and I look forward to the plans emanating from this system-wide Alliance that you are leading. I thank you for your willingness to take on this system leadership role. There have been significant gains in rebuilding UIUC faculty diversity and numbers since the recession and the

Targets of Opportunity (TOP) and Dual Career Academic Couples (DCAC) programs are clearly among the system's best practices. The several distinguished faculty recruitments that have been made within the new stellar faculty hiring program are also very encouraging, as are the recent dean and department head appointments.

You have worked with your team and have acted to address the budget shortfall in ways that protected the student experience and buffered faculty from the most harmful effects of the prolonged impasse. The process, led by your provost, of developing a new budget model is underway and I support this critically important work. Faculty morale has suffered during this period and you have worked with me on issues such as the "gift" Christmas season days and the modest salary adjustments to help preserve morale.

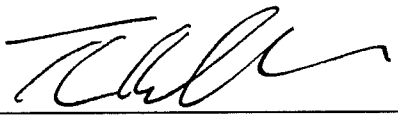
I recognize your growing influence nationally in various leadership and advisory board roles. I was delighted to learn from Dr. McPherson that you are on track to become APLU Board Chair and this national leadership role will reflect luster back on the entire University of Illinois System.

There is no question that you have faced a number of tough challenges during your time in office. I share the wide sentiment that you have done an excellent job in stepping up to address many long-standing and complex challenges in a relatively short period. I congratulate you. Please know that I and many of our colleagues are deeply appreciative of the selfless and thoughtful manner in which you have taken on these challenges. You have made significant progress and have put many (if not most) of the long-standing difficult issues on a healthful forward course, with new leadership and momentum.

I have a few thoughts and suggestions for next year:

1. With your leadership and insights, we can become a national leader on the thorny topical questions of campus culture, student safety, first amendment, etc. It is just great to be working with you on these issues!
2. Build up your national leadership standing and role. This is a major asset for us!
3. Please continue to work closely and collaboratively with the University system leadership. Our flagship campus must lead the way and the fruitless territorial disputes that have occurred in the past only serve to slow progress and waste energy. I believe improving this relationship may have been among your most significant contributions to date!
4. Continue modeling a visible and effective partnership with me in my role as system president. There are many among our staff and in the community who would like to project discord into that relationship (as well as the one involving upstate and downstate entities), given the events of years gone by. Our joint work is key to comity and performance!
5. Help me continue to work towards a graceful and effective reform of the System Offices and the URO programs, including the newly defined Alumni Association.

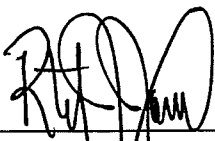
6. Continue your focus on Philanthropy and the planning and implementation of the new medical school which is certainly gaining momentum.
7. Continue to work effectively with shared governance, extending and supporting our base of faculty excellence.
8. As you are well aware, there are still important needs within the university system to clarify roles, responsibilities and communication pathways. Your participation in the Advancement Council and the "3+2" meetings is very important.
9. Student recruitment and faculty hiring go hand in hand and, I believe that both require serious attention in the next year to preserve and extend our leadership positioning within and beyond the state. I urge you to ensure that complacent "traditional" approaches to these things do not serve to limit outcomes in this significantly more competitive landscape.
10. Robert – I look forward to congratulating you in person for your hard work and for your many wonderful accomplishments this year! I look forward to future discussions about directions, approaches, problem areas, challenges – all focused on how to build and take advantage of the many opportunities for progress at the University of Illinois. Thank you for your support.



7/15/18

Timothy L. Killeen
President

Date



Robert Jones
Chancellor and Vice President

7/17/18

Date