



UNIVERSITY OF ILLINOIS

Urbana-Champaign • Chicago • Springfield

The Board of Trustees
352 Henry Administration Building, MC-350
506 South Wright Street
Urbana, IL 61801

November 5, 2025

MEMORANDUM

This memorandum shall serve as the FY 2024 Performance Review of University of Illinois System President Timothy Killeen. The trustees evaluated President Killeen on the following performance criteria:

1. The president demonstrated integrity in his leadership of the University of Illinois System.
2. The president demonstrated strong leadership in administering the University System, including choosing and developing the right leaders for the future, and maintained an effective working relationship with the chancellors and other internal University leaders.
3. The president implemented strategies to achieve the continued success and excellence of the University of Illinois System.
4. The president demonstrated appropriate effort and commitment to the student experience and academic success.
5. The president effectively managed available resources to enhance the academic opportunities for students.
6. The president has been able to implement strategies to increase applications and, when appropriate, admissions at the universities.
7. The president demonstrated a commitment to equity, diversity and inclusion through actions and programs.
8. The president effectively managed the finances of the System and implemented appropriate financial protocols and systems at the University level. The president helped maintain a strong financial position of the System.
9. The president managed capital spending and the physical plant of the universities appropriately.
10. The president maintained a good working relationship with faculty (and the senates) and contributed to the positive morale among faculty and employees.
11. The president presided over increased faculty research and grant funding.
12. The president developed and maintained relationships with donors, alumni, and friends of the University System that improved fundraising and increased other resources for the universities.
13. The president effectively advocated for the University of Illinois System with the governor, members of the Illinois General Assembly, Illinois Congressional delegation, and others in securing support for the University of Illinois System.
14. The president has shown appropriate knowledge and understanding of trends and issues in higher education and how the System should address them.
15. Overall, the president delivered on the mission of the System to enhance the public good in Illinois.
16. Overall, the president improved the reputation and renown of the System and its universities.
17. The president maintained a positive working relationship with the Board.

Evaluation Summary

President Killeen continues to demonstrate integrity in leading the University of Illinois System while managing complex and challenging issues. When addressing the most difficult challenges, strengthening detailed communication and transparency with the Board of Trustees is essential to good stewardship of the institution. The president has excelled at recommending and retaining the right leaders in developing a cohesive, consistent, and effective leadership team. The president is committed to developing university leaders internally through formal and informal mechanisms, as well as recruiting excellence externally. The president maintains strong positive relationships with his leadership team.

Generally, strategic initiatives have enhanced the academic reputation and fostered an identity of preeminence across the UI System under the leadership of the president, chancellors and their leadership teams. Another year of record growth in enrollment is a strong indicator of the president's commitment to access and affordability to higher education and signals strength of the UI System. The president has been effective in championing student experience and delivering academic excellence through innovative programs that have attracted and retained top faculty and recruited the best and brightest students to Illinois. UI System's research funding portfolio continues to be a hallmark of organizational success, further indicating strategic and operational leadership of a UI System that provides high quality, accessible educational pathways and delivers on fostering innovation and economic development. Excellence in research and innovation are readily apparent, with notable achievements in healthcare innovation and an ongoing commitment to improving health equity and access. Growth in grant funding continues to be a hallmark of the quality and impact of the research enterprise across the University of Illinois System under the president's steady guidance. For some strategic goals, however, critical outcomes have been slow to materialize as implementation pathways evolve under the president's leadership.

President Killeen and System leaders have proven to be consistent performers in producing a strong financial position of the University System. Growth in State investment, steady flow of capital funding, and improvements in bond ratings continue to be strong indicators of successful fiscal stewardship that supports fiscal stability and continued affordability of a college education. The president and his leadership team have been especially effective in forming connections with external entities to provide opportunities for current and future students from all walks of life.

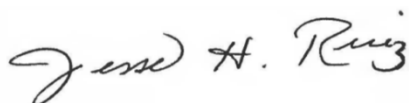
President Killeen models a strong commitment to shared governance and is committed to fostering a positive working relationship with the faculty senates. Strengthening collaboration with the faculty when managing complex, high-impact issues is necessary to achieve a well-balanced shared governance environment. The president cultivates a working relationship with the Board of Trustees that is based on mutual respect and regular engagement, which should remain a regular focus of his leadership of the UI System.

President Killeen continues to focus on global engagement, securing new research and educational partnerships that enhance the University's international reach and impact. Delivery of a System-wide strategy and implementation plan for international engagement is an essential step in the UI System's global engagement under the president's leadership. The president has presided over strong positive results in advancement activities, while increased effort to develop and strengthen donor relations would reap benefits for major strategic initiatives such as the Discovery Partners Institute.

President Killeen and his leadership team have effectively advocated on behalf of the University of Illinois System, successfully communicating to executive and legislative leaders the contribution of public higher education to the economy of the state. The State Tour and UI System Day in DC have had a positive impact on advocacy efforts.

President Killeen and his leadership team work well with the Board of Trustees to cultivate a clear understanding of trends in higher education, supporting alignment and guiding strategic direction in a way that positions the UI System as a national leader in higher education. With new Board leadership brings an opportunity for the president to reinvest and broaden purpose-driven, frank engagement with the entire Board on critical issues.

Overall, President Killeen effectively leads a world-class University System that delivers affordable education, leads discovery and innovation, and makes strong contributions to economic development and growth in Illinois. President Killeen builds and maintains close partnership with state government and private industry, which has resulted in continued strengthening of the University of Illinois System and its international reputation for excellence. Recommitting to focus on delivering an international strategy and implementation plan while strengthening and balancing collaboration with faculty are important goals for the coming year.



Jesse H. Ruiz, Chair
University of Illinois Board of Trustees

November 5, 2025
Date