

## Annual Evaluation

Marie Lynn Miranda  
Chancellor University of Illinois Chicago  
Vice President, University of Illinois System  
September 30, 2024

Dear Marie Lynn,

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

This year has been a critically important period for you and for UIC as you have worked to engage deeply with the faculty, staff, students of UIC and the overall stakeholder base in Chicago and beyond. I congratulate you on a very successful and impressive year of attainment and accomplishment. Notably, you have developed a clear and appropriate set of 5 strategic priorities and a mission statement that resonates deeply with UIC in its evolving setting. I commend you on the clarity and sincerity of the statement of purpose for UIC – one that that you clearly both own and personify.

Your five priorities (student success, research and infrastructure, community engagement, partnerships and recruiting and retaining excellent staff) are evident throughout your activities and in your leadership style. This alignment of mission, leadership style and strategy is a remarkably positive accomplishment of your first year. The laser-like focus on student success is of critical importance.

A tangible accomplishment has also been the successful preparation of the HLC's reaccreditation visit, occurring early on your watch. The reputation of UIC continues to climb, with notable upgrades in ranking and a deeply encouraging national recognition of the profound impact of UIC on social mobility.

The recent feedback from the HLC re-accreditors included this quote:

“There is compelling evidence that UIC's leadership is committed to a mission that emphasizes access to excellence and our meetings with faculty, staff, and students showed that while UIC is an institution in transition, in many ways, there is enthusiasm about serving its students and community in distinctive ways that emphasize its public mission and location in one of the nation's largest and most challenged urban communities.”

You have worked well with me and your colleagues in the system administration and have acted to be regularly “present” with faculty, staff and students across the complex landscape of city, campus, and state. You have risen to the unanticipated challenges of geopolitical strife and its manifestation on campus without the kind of severe damage observed elsewhere in higher education.

UIC's ranking in the U.S. News and World Report has risen to 80 among all national universities in the most recent report. Other international and national rankings also show important gains and enhanced recognition. This is an encouraging sign for the future. I offer my sincere congratulations on all of these and other accomplishments, and, also my thanks for your collegial and collaborative approach to serving the entire University of Illinois System.

Enrollments at UIC have now reached an exciting plateau, as planned, all requiring careful recruitment of new faculty according to the detailed plans your team has developed. Faculty retention and recruitment efforts have been productive, and several key hires have been recently announced, including some distinguished faculty recruits and cabinet administrators. It remains a very diverse class of students, with large numbers of Pell-eligible learners, and students who are first in their family to go to college. UIC exhibits effective onboarding and

retention programs for underserved communities. All the metrics supportive of a diverse and inclusive student body are very good and generally improving. You have most importantly added yet another bumper class of graduates to society, with in-person celebrations that were simply inspiring!

Significant progress has been made at UI Health, under the excellent leadership of Dr. Barish. The hospital continues to be in the "black" with ever increasing levels of activity and good morale. The opening of the recent facility additions has been particularly successful (Atrium and Specialized Care Building).

You have made significant and noteworthy administrative appointments, bolstering your leadership team, although some key departures have also occurred. You have recruited strong and diverse leaders. You have devoted personal, significant time and energy to the critically important issues concerning systemic racism that are very much in the national spotlight and are strong elements of our enterprise risk framework.

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. You have national leadership positions and have made many significant contributions to the nation's higher education efforts, including hosting the recent visits to campus of senior leaders and legislators.

You have directly led various successful fund-raising efforts, including the recent historic naming of the School of Pharmacy. It is very clear to me from this record fund-raising work that there is very significant external trust and confidence in UIC leadership and direction. We are now working on the definition of the next fundraising campaign after the great success of "*Ignite*".

Your support for the system's DPI/IIN project has opened the door to very important opportunities for expansion of influence into Chicago and in various multi-lateral partnerships, of the state-wide level, as well as nationally and internationally. A significant component of funding for the Drug Discovery Pavilion comes from this source. I thank you for your partnership on this key system strategic initiative. I look forward to hearing specifics of a robust plan in this regard.

You continue to focus intensely on the affordability and quality of the student experience as our highest priority in a most principled manner – one that all can appreciate and acknowledge. The record (or near-record) enrollment with the largest and most diverse class ever in the near aftermath of a global pandemic and discouraging national and international events is simply a magnificent accomplishment.

I am still concerned about the relatively slow progress on black student enrollment and look forward to hearing your thoughts on how you propose to pick up the pace in this regard.

The quality of the university is extremely high, and you are clearly committed to maintain and extend its reach and renown both nationally and internationally. You support the key advocacy role and have participated actively and importantly in raising our visibility in Springfield and participating in the annual State Tour, leading to the positive budget outcomes, as well as robust capital funding appropriations. You have supported our longer-term legislative agenda and have been effective in building stakeholder support within the legislature.

Your plans for next year are appropriate and timely and I continue to urge you to move forward assertively. Your work to improve the budget process for the University is important and I applaud the positive and transparent manner in which this important effort has been conducted with (now) new leadership at the Vice-Chancellor level.

There is no question that you continue to face a number of tough issues, notably on the budget and deferred maintenance fronts. You have made significant progress and have put many (if not most) of the long-standing difficult issues on a healthful forward course, with re-energized leadership and momentum. I greatly enjoyed the

most recent state-wide tour that we jointly conducted and look forward to our discussions about ways to take advantage of the state-wide “platform for performance” that we now have.

Congratulations on the design and roll out of the successful “Spark Talks”!

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 addressing student success, racial inequities, antisemitism and islamophobia, campus culture, student safety, first amendment, etc. It is just great to be working with you on these issues!
2. Continue to take advantage of your growing national and urban leadership standing and role. This is a major asset for us!
3. Please continue to work closely and collaboratively with the University system leadership. Take seriously your vice-presidential role (e.g., with DPI and IIN). UIC must, under your leadership, leave behind the “not respected sufficiently” sense that has pervaded all too much over many years now. I ask you not to feed this still-viral sense of resentment (I will urge Chancellor Jones in a similar manner), through your concerns about “not being sufficiently consulted”. It will be important to open lines of communication in all directions and take responsibility for knowing what is at stake and what is underway or planned.
4. There was some input to me concerning issues with your availability, expressed to me in terms of some canceled meetings, having what some consider to be an overly strong “gate keeper” for a chief of staff (rather than a facilitator), concerns about procurement effectiveness at UIC, etc. I look forward to a conversation about such perspectives, shared on and off campus to some degree.
5. Continue modeling a visible and effective partnership with me in my role as system president.
6. Help me continue to work toward an effective reform of the System Offices, and the system-wide URO programs, including the IQMP, DPI, and IIN initiatives.
7. Continue your focus on Philanthropy and the planning and implementation of an ambitious strategy for UI Health.
8. Continue to work effectively with shared governance, extending and supporting our base of faculty excellence. Careful recruiting of new faculty will a major, ongoing emphasis in the next year.
9. As you are well aware, there are still important needs within the university system to clarify roles, responsibilities and communication pathways. Your thoughts about how to improve these pathways are pivotal and I look forward to a conversation
10. 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. Significant criticism is still heard on the topic of the System’s progress on African American recruitment and retention.
11. Marie Lynn – 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.

*Timothy L. Killeen*

10/16/24

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Timothy L. Killeen  
President

Date

10.16.2024

*Marie Lynn Miranda*

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Marie Lynn Miranda  
Chancellor and Vice President

Date