

October 31, 2002

To: Campus Community

From: Manuel A. Esteban  
President

Subject: Review of Vice President Scott G. McNall, Provost and Vice President for Academic Affairs

Provost Scott G. McNall began his ninth year of service to the University this past August as the Provost and Vice President for Academic Affairs. I am asking the university community to provide me with information that will help Provost McNall continue to serve the institution well and to help him do an even better job as provost. The role of the provost is a complex one, spanning many areas of responsibility. In order to provide you with a context for evaluating his accomplishments, and to help you point to the areas in which he should concentrate his energies, I would like to explain briefly what the provost is asked to do and identify those units which report to him.

Provost McNall is responsible for all of the academic planning for the university, constructs an overall budget framework for Academic Affairs, and makes allocations to the academic units to carry out their functions. Reporting directly to the provost are the deans of the seven colleges (Agriculture; Business; Behavioral and Social Sciences; Communication and Education; Engineering, Computer Science, and Technology; Humanities and Fine Arts; and Natural Sciences), the Dean of Regional and Continuing Education, the Director of Public Events, the Associate Provost and Director of the Center for Excellence and Teaching, the Vice Provost for Enrollment Management, the Vice Provost for Human Resources, the Vice Provost for Information Resources, the Vice Provost for Budget and Institutional Effectiveness, the Vice Provost of Academic Affairs and Dean of Undergraduate Studies, and the Dean of Graduate and International Programs and Vice Provost for Research. Provost McNall is responsible for 80 percent of the university's general fund budget (approximately \$97 million) as well as the budget associated with the University Research Foundation of which he serves as President. This year's grant and contract activity will total close to \$30 million.

I have asked Provost McNall over the course of the last eight years to help me with a number of projects and to take responsibility for a wide range of initiatives. I have asked him to work closely with the Chancellor's Office, local political officials and citizens, and to be an active ambassador for the campus. He serves, and has served, on several important systemwide committees, including the Academic Technology Advisory Committee and the Workload Study Committee, both of which he co-chairs. I asked him to help implement the Strategic Plan of the University, which he has embraced. He developed in concert with his colleagues an action plan for Academic Affairs, which is updated each year and tightly linked to the campus strategic plan. He budgets strategically and on the basis of well-established and well-articulated goals. This focus has helped the university achieve many of its goals and has advanced the University in the eyes of the educational community.

Provost McNall maintains his own active intellectual agenda. The accomplishments which he

would like you to consider in reflecting on his achievements, and on the things you would like to see him do in the future, include

- Working to celebrate teaching;
- Creating the Center for Excellence in Learning and Teaching;
- Working with others to secure a system of nature preserves for the campus, including the 4,000 acre Big Chico Creek Ecological Preserve;
- Establishing the model of the teacher-scholar;
- Helping the university maintain its systemwide leadership role in the use of academic technology;
- Creating a performance-based budget system;
- Securing external resources to help create high-quality learning environments;
- Encouraging grant and contract activity;
- Establishing programs to mentor new faculty;
- Celebrating interdisciplinary work and programs;
- Encouraging the creation and deepening of programs focused on the environment.

You will help me, and will help Provost McNall, by responding thoughtfully to the attached questionnaire. It is the Provost's goal to help provide a link between the past and the future of the University, and he needs your help and guidance in doing so.

Please return it to my office in care of Carol Berg, Kendall Hall 105, Zip 150, by Friday, November 22, 2002.

CALIFORNIA STATE UNIVERSITY, CHICO  
 PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS REVIEW QUESTIONNAIRE  
 Fall 2002

INSTRUCTIONS: Listed below are a series of statements capturing the various dimensions of the performance of a Provost and Vice President for Academic Affairs. Please indicate the extent of your agreement with each statement by checking (  ) the appropriate box on the scale following the statement. and then circling the number that represents what you perceive to be the importance of this area to the Office of Provost. If you believe you do not have sufficient information on which to base a judgment, please mark the "NOT AVAILABLE" (N.A.) box.

The report of the Provost review, including the interpretation of data obtained from this survey, will be transmitted only to President Esteban and the EORRC. Any and all information obtained from this survey will held in confidence by the EORRC and no statement will be attributed to individuals in the committee's report to the President. Because there are a number of legal bases upon which disclosure may be compelled, it is essential to note that complete confidentiality or anonymity cannot be assured to persons providing input--written, oral, or any other form.

Following each series of statements, we have provided an opportunity for you to make written comments.

I. ACADEMIC LEADERSHIP

Since assuming his position at this university, Provost McNall has demonstrated

1. A commitment to the teaching function of the University.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.

What is the importance of this item to the success of the Provost and Vice President for Academic Affairs? Using a scale of 5 to 1, with 5 representing the highest level of importance and 1 representing the lowest level of importance, please circle your response.

	5	4	3	2	1
	High				Low

Following each statement below is an area to rate the importance of each item as you did here. Please note that for all subsequent items the extended descriptor is not included in order to save space and paper.

2. An ability to provide leadership in promoting teaching excellence.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.

	5	4	3	2	1
Importance to success of Provost and VPAA	High				Low

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3. Leadership in fostering high quality academic program development.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.

	5	4	3	2	1
Importance to success of Provost and VPAA	High				Low

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4. A well articulated vision for the academic functions of the institution.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

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5. An ability to encourage and facilitate scholarship and other professional growth among faculty.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

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6. A willingness to invest in faculty and staff development.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

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7. An ability to facilitate faculty efforts to obtain research and teaching support.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

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8. An appreciation for the appropriate relationships between teaching and professional development activities.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

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9. The ability to deal with others in a fair manner.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							High				Low

10. The ability to conduct himself in a professional manner.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							High				Low

11. A commitment to technological innovation that benefits the academic mission of the University.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							High				Low

12. The ability to provide, both directly and/or through the dean and/or chair, sufficient and appropriate information for my unit to make decisions on budgetary issues.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							High				Low

13. The ability to provide, both directly and/or through the dean and/or chair, sufficient and appropriate information for my unit to make decisions on personnel matters.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							High				Low

Below, please make any additional comments you feel would aid the Review Committee in assessing Provost McNall's academic leadership. These might include achievements and/or failures, impact on the University, and remaining tasks to be accomplished.

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II. ADMINISTRATIVE AND ORGANIZATIONAL ABILITIES:

Since assuming the post of Provost and VPAA, Dr. McNall has demonstrated

1. The ability to oversee the development and implementation of the University's strategic plan.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.						
							Importance to success of Provost and VPAA	5	4	3	2	1
								<b>High</b>				<b>Low</b>

2. A commitment to the recruitment and retention of high quality faculty.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.						
							Importance to success of Provost and VPAA	5	4	3	2	1
								<b>High</b>				<b>Low</b>

3. The ability to effectively administer university policies and procedures.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.						
							Importance to success of Provost and VPAA	5	4	3	2	1
								<b>High</b>				<b>Low</b>

4. An ability to effectively secure resources for and allocate the resources within Academic Affairs.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.						
							Importance to success of Provost and VPAA	5	4	3	2	1
								<b>High</b>				<b>Low</b>

5. An ability to communicate the priorities and goals of Academic Affairs to the university community.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.						
							Importance to success of Provost and VPAA	5	4	3	2	1
								<b>High</b>				<b>Low</b>

6. A positive impact on the institution's commitment to a diverse university community.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

7. An ability to assemble and coordinate an effective management team in the Office of Academic Affairs.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

8. Encouragement of and investment in faculty and staff efforts to acquire external resources.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

9. The ability to effectively represent the university in a positive light to various publics.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

10. Effective communication with faculty, students, staff, and administrators.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	N.A.					
Importance to success of Provost and VPAA							5	4	3	2	1
							<b>High</b>				<b>Low</b>

In the space below, please provide suggestions that would aid the Review Committee in assessing Provost McNall's administrative and organizational abilities (leadership, management, communication, integrity). What are the Provost's administrative and organizational strengths and where does he need to improve?

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III. OVERALL PERFORMANCE:

Overall, I would rate Provost McNall's performance as

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Highly Successful	Successful	Somewhat Successful	Somewhat Unsuccessful	Unsuccessful	Highly Unsuccessful

In the space below, please provide suggestions that would help the Provost and Vice President for Academic Affairs become more effective.

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IV. AND FINALLY . . .

1. What is your status?

<input type="checkbox"/>	Permanent Faculty	<input type="checkbox"/>	Temporary Faculty
<input type="checkbox"/>	Administration	<input type="checkbox"/>	Staff
		<input type="checkbox"/>	Other

4. Please characterize the frequency of your contact with Provost McNall.

Using a scale of 5 to 1, with 5 representing frequent contact and 1 representing no contact at all, please circle your response.

5	4	3	2	1
Frequent				None At All

THANK YOU FOR YOUR COOPERATION IN COMPLETING THIS SURVEY

Print your name \_\_\_\_\_ Your signature \_\_\_\_\_

Return to  
Office of the President  
c/o Carol Berg  
Kendall 105  
Zip 150