

Vibrant Units (0 to 5)		Warning Signs (0-3)		Challenged Units (0 to 5)	
_____	Respectful dealings among colleagues, department	_____	Complaints disproportionate to other units, campus	_____	Serious misconduct: discrimination; sexual; financial; criminal, etc. (arrests, lawsuits...)
_____	Openness, transparency, mutual support and respect	_____	Email and/or social media wars, harassment, silos, conflict aversion	_____	Culture that suppresses or hides problems; punishes reporting; faculty schisms, battles, flareups
_____	Culture of excellence and quality; strong applicants	_____	Weak or ineffective hiring, requests for transfers, departures; salaries out of balance with comparable units, responsibilities	_____	Repeated inability to hire, retain quality professional and support staff
_____	Support and mentoring for professional and support staff alike (exempt and non-exempt)	_____	Weak evaluation practices; favoritism; lack of accountability	_____	Toxic atmosphere, especially for junior staff members
_____	Open discussion of ideas and projects; high productivity	_____	Declining productivity indicators	_____	Standing below peers; uneven across unit
_____	Distributed responsibilities, aligned with individual strengths and job descriptions	_____	Disregard for financial situation of larger institution, or unit	_____	Unit business at a standstill; in gridlock
_____	High level of communication—willingness to listen, compromise; problems addressed, not submerged	_____	<i>Ad hoc</i> practices; forum-shopping; seeking desired answers from different levels; hiding problems	_____	Lack of transparency, hidden agendas; staff involve others in disputes
_____	Innovation respected, rewarded to meet mission, unit, and client needs	_____	Constituent or client dissatisfaction, complaints	_____	Stagnation; lack of client interest in services or offerings; outdated approaches
_____	Leadership has high expectations, uses policies, makes decisions, builds community	_____	Bimodal evaluations; generational discord; externalizing problems (blaming others)	_____	Weak or autocratic leadership; different messages to different audiences; meddling by others or from above
_____	Collective vision of goals and priorities.	_____	Limited sense of priorities given scope of responsibilities, unit function	_____	Many individual priorities without shared purpose
TOTAL _____		TOTAL _____ (subtract)		TOTAL _____ (subtract)	