

Vibrant Units (0 to 5)

Warning Signs (0-3)

Challenged Units (0 to 5)

_____	Respectful dealings among colleagues, department
_____	Openness, transparency, mutual support and respect
_____	Culture of excellence and quality; strong applicants
_____	Support and mentoring for professional and support staff alike (exempt and non-exempt)
_____	Open discussion of ideas and projects; high productivity
_____	Distributed responsibilities, aligned with individual strengths and job descriptions
_____	High level of communication—willingness to listen, compromise; problems addressed, not submerged
_____	Innovation respected, rewarded to meet mission, unit, and client needs
_____	Leadership has high expectations, uses policies, makes decisions, builds community
_____	Collective vision of goals and priorities.

_____	Complaints disproportionate to other units, campus
_____	Email and/or social media wars, harassment, silos, conflict aversion
_____	Weak or ineffective hiring, requests for transfers, departures; salaries out of balance with comparable units, responsibilities
_____	Weak evaluation practices; favoritism; lack of accountability
_____	Declining productivity indicators
_____	Disregard for financial situation of larger institution, or unit
_____	<i>Ad hoc</i> practices; forum-shopping; seeking desired answers from different levels; hiding problems
_____	Constituent or client dissatisfaction, complaints
_____	Bimodal evaluations; generational discord; externalizing problems (blaming others)
_____	Limited sense of priorities given scope of responsibilities, unit function

_____	Serious misconduct: discrimination; sexual; financial; criminal, etc. (arrests, lawsuits...)
_____	Culture that suppresses or hides problems; punishes reporting; faculty schisms, battles, flareups
_____	Repeated inability to hire, retain quality professional and support staff
_____	Toxic atmosphere, especially for junior staff members
_____	Standing below peers; uneven across unit
_____	Unit business at a standstill; in gridlock
_____	Lack of transparency, hidden agendas; staff involve others in disputes
_____	Stagnation; lack of client interest in services or offerings; outdated approaches
_____	Weak or autocratic leadership; different messages to different audiences; meddling by others or from above
_____	Many individual priorities without shared purpose

TOTAL _____

TOTAL _____ (subtract)

TOTAL _____ (subtract)