

Vibrant Units (0 to 5)	Warning Signs (-3 to 0)	Challenged Units (-5 to 0)
<p>--- Respectful dealings among colleagues, department; consistently high student feedback</p>	<p>--- Complaints disproportionate to other units, campus</p>	<p>--- Serious misconduct: discrimination; sexual; financial; criminal, etc. (arrests, lawsuits...)</p>
<p>--- Curricular adaptations meet changing needs (student, etc)</p>	<p>--- Email wars, harassment, silos, conflict aversion</p>	<p>--- Containment culture; faculty schisms, battles, flareups</p>
<p>--- Culture of excellence and quality; innovation in teaching supported</p>	<p>--- Enrollment declines, lack of curricular innovation; cancelled or missing classes regular occurrence</p>	<p>--- Curricular stagnation, lack of student interest in offerings; outdated curriculum</p>
<p>--- Support and mentoring for faculty and students</p>	<p>--- Weak P&T practices; many terminal associate professors</p>	<p>--- Toxic atmosphere for junior faculty, students</p>
<p>--- Open discussion of ideas and research; excellent teaching modeled and rewarded</p>	<p>--- Declining scholarly indicators (few curricular innovations, little sharing of research on learning)</p>	<p>--- Scholarly/teaching standing below institution's; uneven in unit</p>
<p>--- Distributed service responsibilities, aligned with faculty strengths</p>	<p>--- Poor student progress to program completion/graduation/degree</p>	<p>--- Departmental business at a standstill; in deadlock</p>
<p>--- High level of communication—willingness to listen, compromise</p>	<p>--- Ad hoc practices; forum-shopping; seeking desired answers from different officers</p>	<p>--- Lack of transparency, hidden agendas; involvement of students in faculty disputes</p>
<p>--- Openness, transparency, shared governance</p>	<p>--- Weak or ineffective hiring; requests for transfers, departures</p>	<p>--- Repeated inability to hire, retain quality faculty, staff</p>
<p>--- Leadership has high expectations, uses policies, makes decisions, builds community</p>	<p>--- Bimodal evaluations; generational discord; externalizing problems</p>	<p>--- Weak or autocratic leadership; different messages to different audiences</p>
<p>--- Collective vision of goals and priorities</p>	<p>--- Many individual priorities without shared purpose</p>	<p>--- Limited sense of priorities</p>
<p>--- TOTAL -----</p>	<p>--- TOTAL -----</p>	<p>--- TOTAL -----</p>