

Vibrant Units (0 to 5)	Warning Signs (-3 to 0)	Challenged Units (-5 to 0)
<p>— Respectful dealings among colleagues, department</p>	<p>— Complaints disproportionate to other units, campus</p>	<p>— Serious misconduct: discrimination; sexual; financial; criminal, etc. (arrests, lawsuits...)</p>
<p>— Openness, transparency, shared governance</p>	<p>— Email wars, harassment, silos, conflict aversion</p>	<p>— Containment culture; faculty schisms, battles, flareups</p>
<p>— Culture of excellence and quality; strong candidates</p>	<p>— Weak or ineffective hiring</p>	<p>— Repeated inability to hire, retain quality faculty, staff</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; high productivity</p>	<p>— Declining scholarly indicators (productivity, PhDs, PhD placement time to degree....)</p>	<p>— Scholarly standing below university's; uneven in unit</p>
<p>— Distributed service responsibilities, aligned with faculty strengths</p>	<p>— Requests for transfers, departures</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>— Curricular innovations, adaptations to meet changing student, campus, needs</p>	<p>— Enrollment declines, lack of curricular innovation</p>	<p>— Curricular stagnation, lack of student interest in offerings; outdated curriculum</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>