

Vibrant Units (0 to 5)

Warning Signs (0 to 3)

Challenged Units (0 to 5)

_____	Respectful dealings among colleagues, department
_____	Openness, transparency, shared governance
_____	Culture of excellence and quality; strong candidates
_____	Support and mentoring for faculty and students alike
_____	Open discussion of ideas and research; high productivity
_____	Distributed service responsibilities, aligned with faculty strengths
_____	High level of communication—willingness to listen, compromise; problems addressed, not submerged
_____	Curricular innovations, adaptations to meet changing student, campus, 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
_____	Weak P&T practices; many terminal associate professors
_____	Declining scholarly indicators (productivity, PhDs, PhD placement, time to degree...)
_____	Financial disarray
_____	<i>Ad hoc</i> practices; forum-shopping; seeking desired answers from different officers; hiding problems
_____	Enrollment declines, lack of curricular innovation
_____	Bimodal evaluations; generational discord; externalizing problems
_____	Limited sense of priorities

_____	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 faculty, staff
_____	Toxic atmosphere, especially for junior faculty, students
_____	Scholarly standing below university's; uneven in unit
_____	Departmental business at a standstill; in gridlock
_____	Lack of transparency, hidden agendas; faculty involve students in disputes
_____	Curricular stagnation, lack of student interest in offerings; outdated curriculum
_____	Weak or autocratic leadership; different messages to different audiences; meddling by previous leader of unit
_____	Many individual priorities without shared purpose

TOTAL _____

TOTAL _____ (subtract)

TOTAL _____ (subtract)