

Combined

Items in Ariel 12 pts font are actual responses

Format of responses: (Issue Rank [1...3]) <Response>

Edited parts are in [...]

Content was edited to protect respondents identity

Faculty

Teaching

Teaching Load

(1) Graduate level teaching loads based upon state funding levels by number of students, results in higher numbers for graduate students per class than desirable

(3) Reduce teaching load to [XX]

Teaching Quality

(2) A refocus on teacher preparation

(2) The student/faculty ratio which is more than [XXX: X] [improved T.A. budget lines] [more support for online courses] [e.g. no staff proctors in testing center]

New Offerings to Students

(3) Find ways to offer alternatives to typical degree paths that are constrained by coming to UH at certain times (especially during the day)

(3) Curriculum redesign

Other

(1) Growth within the department support of TAs

(2) Growing dependence on lecturers

[3] *Workload*

(3) Clearly communicate the workload expected from individual faculty members so that possible inequalities in workload can be removed

[12] *Faculty Support and Development*

(1) Rebuilding junior faculty confidence in the concept that the future will not just be a version of the failed past that they (rather than their senior colleagues) will have to deal with moving forward in the next decade

(2) Development of the clinical faculty, career mindset rather than just a job, a greater commitment to the academic academy

(2) Mentor tenure track faculty

(2) Spend more time on development of faculty and orientation of new clinical faculty

(2) Support our young tenure track faculty to succeed in tenure and promotion

(3) Appreciate the current faculty so they won't leave

Faculty Recruitment

Attraction and Retention

(1) Faculty Recruitment

(1) Faculty retention

(2) Addressing issues related to the retention and recruitment of strong faculty members

(2) Attraction and retention of minority faculty

(2) Attraction and retention of minority faculty

(2) Attraction and retention of minority faculty

(2) Faculty Retention

(2) Faculty Retention

(2) Retain and develop our best faculty. Increase the size of our faculty to be commensurate with other top tier institutions

(2) Retention and recruitment efforts of high-productivity, high-potential faculty

(2) Speed of offers to new faculty and existing faculty getting outside offers

- (3) Appreciate the current faculty so they won't leave
- (3) Attracting and retaining top faculty members

Increasing Quantity of Hires

To compensate for Retirement and Attrition

- (1) Recruiting new faculty to address retirements
- (1) The hiring of new faculty (we lost 12 over the past few years)
- (1) Rebuild the faculty. We currently have requests forward to replace seven faculty, most of them full professors, who have been lost to retirement or attrition over the past several years
- (1) Recruiting new faculty to address retirements

General Need for Increase

- (1) Faculty hiring (both quality and quantity)
- (1) Faculty recruitment
- (1) Increase faculty size
- (1) New hires
- (2) Additional faculty for teaching and research. This includes increasing tension between more teaching loads pressure for, simultaneously with more research grant funding pressure
- (2) Have a competitive budget to support recruitment and double faculty size in departments
- (2) Hire more faculty
- (2) Hire more faculty
- (2) Increase faculty size
- (2) More faculty
- (2) More faculty
- (2) Increase size of faculty
- (3) New hires to support our Graduate Program

Increasing Tenure Track Faculty

(1) Add tenure track position

(1) Continue to build the size of the full time tenure track faculty, but not on the backs of continuing faculty

(1) Overreliance on adjunct faculty

(1) Provide tenure track positions; stop using instructional and research faculty as default for tenure track

(1) Receiving monies to hire tenure track faculty instead of adjuncts

(1) Staffing: we need more tenure track positions

(2) Commit to finding resources for tenure track positions to stay competitive with other state and national universities

(2) Increase the number of tenure track faculty so that we can be competitive with other major universities in the State and Nation. Compare our number of tenure track faculty with other universities per student, per revenue dollar, per geographic location, per research output

(3) Faculty lines

Improving Relationships Among Faculty

- (1) [discrimination against junior faculty members in resource allocation, favoritism]
- (2) Counseling to encourage more collaboration and less paranoia
- (2) To improve our current work environment, one that is now full of hostility and mistrust among colleagues
- (3) Have [social] events running in [for] different levels professors, senior researchers, postdocs ... people should know each other and that is going on in the department well
- (3) Increase interaction between clinic and basic science faculty

Salary and Compensation

Salary Increase

- (1) Faculty Salaries
- (1) Faculty Salaries
- (1) Faculty salary
- (1) Many colleagues have mentioned the salary survey
- (1) Pay raises for existing faculty
- (1) Salaries
- (1) Salaries
- (1) Salary increase
- (1) Salary increase
- (1) Salary raises
- (1) Salary raises
- (2) Faculty Salaries
- (2) Faculty Salaries are a problem
- (2) Salary
- (3) Faculty salaries

Salary Compression

(1) Develop a plan to address salary compression, Short term and long term plan, similar to Univ of California

(1) Develop a plan to reduce salary compression and increase salary compensation

(1) Develop a plan to reduce salary compression and increase salary compensation

(1) Faculty salary issues above; the year UH provided NO merit or cost of living raises was more of an faculty issue than was acknowledged by our Administration. Doing so midyear at reduced level did not compensate

(1) Salary Compression

(1) Salary compression

(1) Salary compression

(1) Salary compression and related issues

(1) Salary compression around [XX-XXk] for some

(1) Salary Compression issues

(1) Salary issues (keeping with national averages, compression, etc.)

(2) Faculty salaries are an ongoing concern for members of the Department. Compression and inversion and erratic merit pools, faced with increasing cost of benefits means that faculty consistently lose ground in terms of salary increases

(2) Salary compression of longtime associate professors who were not HIRED to do research

(2) UH Salary Rpt indicating compression, inversion & regression in long-term faculty salaries. Long-term commitment does not appear to pay off here. Merit raises to supplement, based upon merit & achievement; But also Cost of Living increases are warranted, & merited by faculty

(3) Salary compression

(3) Salary compression

(3) Salary compression

Salary Inversion

(1) Salaries do not compare favorably to Carnegie I schools and it is causing us increasing difficulty in hiring without grotesque salary inversions

Pay Fairness

(1) Salaries & salary equity

(1) Salary inequities among faculty

(2) Inequalities in faculty between various colleges

(2) Pay equity between new hires and extant faculty

(2) Salary ([XXX] faculty seem to earn less than faculty from other colleges)

(3) Compensation for supervising doctoral students

(3) Compensation for supervising doctoral students and other related duties

(3) Disparities in faculty salaries and startup packages

(3) Professors should receive course equivalent or financial compensation for supervising doctoral students

Salaries should better reflect performance

Informing about Retirement Options

(3) More info about retirement choices, I have independent financial advisor who has made it easy for me and taken charge, without this help I would not be doing so well and would be in the same boat as many of my coworkers

Set-Up Packages

(1) Obtaining more resources for new faculty set up packages

Benefits

(1) Benefits for faculty retiring with over 2500 hours of accumulated sick leave

(1) Greater tangible signs of appreciation for faculty - perhaps free benefits -- to wellness center, sports events, etc.

(1) Salaries, benefits

(2) Benefit packages

(2) Benefits

(2) Good health insurance coverage

(2) Making sure faculty is better informed - from the outset -- about benefits. Insufficient information is provided at key times about pension benefit choices. Also, given the huge cost of health insurance to the university, wouldn't it make sense to give faculty free Fitness Center membership

(2) Salary and benefits

(3) Benefits

(3) UH Benefits packages are not on par with many universities, and need to be improved

Improving Relationships among Faculty

(1) Creating a climate of collegiality among the faculty

(2) To help librarians be seen more as partners and colleagues by the faculty and administration

(2) Accessibility to faculty - more social mixers -- most faculty never even see, let alone talk to one-on-one, the top of the hierarchy. Unity comes from knowing one another

Promotion and Tenure Standards

(1) A clearer understanding of the promotion and tenure process in terms of what the expectations are in terms of research productivity, teaching and service within their own department and across the University

(1) Double standard for salary and another double standard for promotion. Faculty hired from outside at the rank of Professor often have a less distinguished record than current faculty denied promotion. But the folks with more modest records get paid more

(2) Clarifying promotion and tenure guidelines

(2) Tenure standards

(3) Clarity in tenure and promotion guidelines

Improving UH Competitiveness

Benchmarking to Assess Current Position

(1) Provide information to compare UH environment (faculty condition, merit promotion, etc.) with other equivalent university

Improving Student Quality

- (1) Improve quality of students
- (1) Improve quality of students
- (1) Improve student quality
- (1) Improving student quality
- (2) Get better students (graduate and undergraduate)
- (2) Get better students (graduate and undergraduate)
- (2) Improve the quality of students
- (2) Increase quality of students
- (2) Increase quality of students (undergrad and grad)
- (2) Need for significant increase in quality of undergraduate students
- (3) Attract more high quality students
- (3) Attract more high quality students
- (3) Improve graduate student quality
- (3) Improve ranking and quality of student body
- (3) Improving ranking and student body
- (3) Increase in undergraduate student quality
- (3) Increase in undergraduate student quality
- (3) Work closer with area public school systems see if there is any way their students who enroll at UH could be better prepared

Improving Faculty Quality

Recognition of the Need to Attract and Retain

- (1) Addressing issues that relate to retention and recruitment of quality faculty
- (2) Attraction and retention of minority faculty
- (2) Develop strategies to facilitate faculty recruitment and retention

Attraction and Retention using Compensation

(1) Salary adequate to retain top faculty

(1) Faculty Compensation. If the administration wants to be in charge of a top tier university, then they should pay its faculty like they deserved to work at a top-tier institution. The [faculty] salary survey shows that lots of people are not being paid what it would take to replace them

(2) Better conditions for being competitive on the job market: domestic partner benefits, support for international candidates (working papers), spousal hires

Improving Working Conditions and Intellectual Environment

(1) To improve overall working conditions for UH Faculty: salaries, benefits, research support

(3) Contributing to an intellectual environment that will attract high quality faculty

Increasing Quality of Hires

(1) Attracting good faculty

(1) Recruit better faculty

(1) Attracting good faculty

Improving Reputation and Ranking

(1) UH ranking in US World News is very low, lower than what the faculty deserves. Figure out a strategy to improve it. Higher ranking will get better students and better new faculty. We need them

(1) Work towards UH being research 1 institution

(2) University image and standing

(3) Help the university have a stronger reputation in the city and the state

(3) Improve the TX Senate and legislatures impression of UH

Participating in QEP Initiative

(1) Continuing work on the QEP proposal

(3) Ensuring involvement of all interested faculty in the QEP

(3) A coherent approach to undergraduate (and perhaps graduate as well) writing and research; the QEP initiative is a good start in this direction but it ultimately needs to take shape at the college level

Participating in Tier 1 Initiative

(1) Issues related to Tier 1 parity in state funding support

(2) Making sure interests of all faculty are taken into consideration in UHs drive for Tier 1 status

(2) Tier 1 research university related issues (course loads, research support, etc.). One issue of interest to me personally has to do with teaching loads: [some profs] have a 23 load, despite heavy research expectations

Changing Mentalities and Values

(1) To broaden the perspective and involvement of the faculty to be more involved in designing and maintaining the competitiveness factor of the university. Help faculty discard the "hierarchy" and "silo" mentality and embrace "partnership" mentality; replace "me" with "we"

(3) Improve the intellectual lives of our students

Nurturing Excellence in Departments, Colleges and University

(1) Advancement of Excellence in the College

(1) Advancement of Excellence in the Department

(1) Advancement of Excellence on Campus, and development of adequate resources to attain that excellence

(1) Improving Department Ranking

(1) Increase in Excellence and strengthening of the world/state/community perception of Excellence for UH

(2) Generation of resources to support the move to excellence

(3) Continue a focus on excellence and growth while responding to continuing maintenance concerns

(3) Improve ranking of the department

(3) Set an example of work ethics and true commitment to UH

(3) Support academic and teaching excellence

Improving Image: City, State, Nation, World

- (1) To get UH recognized as a top tier university
- (2) Improve the image among students and community
- (2) Increasing stature of UH in the State, Nation and World
- (2) Raising the profile of the university in the community, state, and nation
- (3) Increase image of University in the city

Working with State Government

- (1) Engage the community/city of Houston to push State legislature to establish U of H as next flagship university
- (1) Improve the perception of UH in Austin

Improving Ranking

- (1) UH ranking in US World News is very low, lower than what the faculty deserves. Figure out a strategy to improve it. Higher ranking will get better students and better new faculty. We need them
- (2) To lead us to a higher level of local and national academic ranking
- (3) Improve overall ranking of UH

Exploiting Existing Strengths

- (3) Focus on our unique urban environment and our status as the most diverse public research institution around
- (3) Position the University as a global player a university that not only attracts international students, but global resources
- (3) Focus of the Excellence Thrust to capitalize on Houston as the Energy Capital of the World by making UH the Energy University of the World...(at least striving toward such a goal)

Attaining Tier I Status

- (1) Defining university's identity in light of push for Tier 1 status
- (1) Developing UH's profile as a Research I university

PR Campaigns

(1) Promoting the public and academic visibility of the University as a quality institution

(2) PR and associated development fundraising/endowments promote what we have to the city so we are as well known local as we are nationally for our areas of expertise

Improving Governance

Instilling Honesty, Openness, User-Friendliness, Unity

Instilling Honesty and Openness

(1) Honesty and openness

(2) Honesty and openness

(3) Honesty and openness

Atmosphere

(2) Atmosphere: a more efficient, more “user friendly” less bureaucratic environment at all levels that would make studying and working at UH more supportive

Instilling Unity

(1) Having a clear mission for the main campus that brings people to together rather than divides the campus

(1) Strategic initiatives on behalf of the goals for UH as a total institution and the ways in which its component parts may relate to one another. In other words, for the university to be a more integrated system, not a constellation of domains

(1) Create university wide thrust areas from a bottom up perspective rather than a top-down approach

(2) Providing a clear and unambiguous message that the professional/programmatic success of each of the administrative units across campus is linked to central administration support of those units

Improving Shared Governance

(1) Assure a full process of shared governance

(1) Improve shared governance

(1) Improve shared governance

(1) To embrace the concept of partnership between faculty and administration to create a stronger climate of collegiality - to involve faculty in creating a more competitive university for the future

(2) Establish better communication between faculty, depts. and administration for issues that affect us all for example, the administrations position seems to change often on satellite campuses vs. online/distance learning vs. weekend university

(2) Extending governance to the Departments and Colleges

(2) Real involvement of the faculty, staff and students in areas that impact them

(2) Shared governance

(2) Shared governance

(2) The folks in E Cullen need to have a better understanding of how their actions effect faculty and students. Peoplesoft. Room Assignment [...]

(3) Establish a mechanism to allow faculty has more role in upper level hiring

(3) Maintenance of shared governance

(3) Maximum information and transparency from the administration in decision making

Addressing Inefficiencies of Specific Bodies

(1) The office of the Provost is not efficient. It is a burden

(2) The University General Counsel doesn't seem to think that she represents the faculty

Policies

Bylaws

(3) Develop departmental bylaws

Students

(1) Policies governing students progress towards graduation and completion of degrees

(1) Policies governing students progress towards graduation and completion of degrees

Faculty

(2) Faculty policies governing the quality of professional opportunities and recognition of contributions of faculty

(2) For faculty policies governing the quality of professional opportunities and recognition of contributions of faculty

(3) Sabbatical policy

Academic Honesty and Ethics

(3) Work on issues of Academic Honesty and Ethics

Planning

(1) Should have goals each year for what can be done for faculty

(2) Developing a realistic, pragmatic and implementable plan for the future of the college, understanding that such a plan will always be a compromise between the ideal and the practical

(2) Excessive reliance on numerical metrics such as number of papers published and dollars brought in, almost at the expense of scholarship

(3) Being involved in the long range plan of the university with regard to the development of commercial interests around the perimeter of the university

(3) Exploring and leading in developing methods of growing the university through more efficient use of resources

Agility

(2) Responding to emerging opportunities in the city and on the campus

(3) Maintaining current awareness of campus priorities

Department-Level Governance

(1) Improving the governance of a couple of departments

(3) Reorganization of the college departments and doctoral programs

Bureaucracy

(2) Greater autonomy from a university central bureaucracy that micromanages or, at a minimum, greater transparency in the rules that are applied. Do we really need, for example, [some of the Deans]?

(3) Administrative structure, specifically, the problems that have arisen since the merging of the arts and social sciences

Planning and Leadership

(1) Stronger governance

(1) Firm written commitments by Dean

(1) To renew our leadership and to work towards a more democratic model of internal governance

(1) Evaluation of the department chair

Finances

Budgeting

Process Improvement and Transparency

(1) Budgeting process

(1) Ensuring that academic priorities for the university are foremost in planning and budget matters

(2) Open, correct and transparent budgets

(3) All budget data be available online

Allocation

To Research

(1) Increase funding for humanities and social sciences related research

(3) Increase research funding

To Other Causes

(2) Understanding (unfortunately) that the price of professional success (as a faculty member, as a program and as a department) will always be paid upfront

(2) Raise funding to support on campus faculty activities identify areas where visible programs can be created

(2) The continuing deficit in financing athletics at the expense of the academic departments

(2) Working with the Coordinating Board to rationalize the formula funding scheme

(3) Provide fund for administrative support for the aforementioned Centers and Cores

Raising Funds

- (1) Improving the university's finances
- (1) Increasing State and Federal resources to University
- (1) The long term financial health of UH should be improved
- (1) To raise funds
- (1) Work on capital campaign
- (2) Fundraising
- (2) Increase in community visibility and community support (\$\$\$)
- (2) Increasing fund raising efforts
- (2) Raising research funds at a time when government funding is diminishing
- (2) To continue to achieve research excellence, we need to decouple some state funding from credit hour generation. The so-called Excellence Funds do address this to a degree, but have become a political football with every other public institution in the state wanting a piece of the pie
- (3) Building the university's financial foundation: looking into funding from state, building endowment, etc.
- (3) External funding efforts - private and legislative -- which provide the support for many of the other items listed in this survey
- (3) Fund raising campaign
- (3) Having several models for acquiring external funding
- (3) To get more state monies for the university

Increasing Endowment through Campaigns and Better Returns

- (1) Build endowments. Great universities have great endowments. We have lacked continuing attention to growing endowments
- (1) Capital campaign to increase endowment
- (1) Increase the size of the endowment and improve its financial returns
- (2) To increase our endowment
- (3) Endowment development

(3) Increasing the University Endowment

Facilities

(3) Health Sciences Center

More Space

(1) More office and teaching space requires new building

(1) New building, more space

(2) Acquiring control of our own classroom space, particularly the classrooms in our building

(2) Completion of SEC building

(2) Instrument cores for high end equipment run by trained, helpful persons

(2) Space

(2) Space

(2) Space: we need more rehearsal space, a new recital hall, an organ performance space, etc.

(3) New or improved buildings that, at a minimum, will replace the space destroyed in Tropical Storm Allison [...]

(3) Space to provide both individual offices for all faculty and specialized teaching lab spaces

Specific Centers

(1) Health Science Center

(2) Health science center

(3) Health Sciences Center

(3) Stop treating the Law Center as an afterthought. It is a huge asset that should be cultivated and used

Library

Relationships with Faculty and Students

(1) Strengthening liaison relationships between librarians and teaching faculty

- (1) To have stronger relationships with the faculty and departments on campus
- (2) To reach more students and teach them what the libraries can offer them, so they can enrich their education

Support

- (1) More aggressive support for more library resources serving the disciplines in the college. The UH is seriously under resourced when it comes to databases and electronic resources needed for research and teaching
- (1) Strengthening administrative and faculty support for the library
- (2) Insuring that both the faculty and university administration support the libraries
- (3) That the faculty and university administration recognizes the Library as a very valuable asset

Cooperation

QEP Involvement

- (1) Library involvement in QEP

To keep the libraries involved in the QEP

- (2) Getting reference and instruction librarians fully involved in the QEP

Tier 1 Initiative

- (1) Making sure the Library is involved in advancing the University's push to a tier 1 institution
- (2) Ensuring role of librarians and library in Tier 1 initiative (including research clusters" model)
- (2) Ensuring role of library in Tier 1 initiative (including "research clusters" model)
- (2) Making sure support for the library is sufficient to provide the services and collections faculty would expect in a Tier 1 institution

Project Completion

- (1) Put the empty new research building into operation
- (2) SERC building completion
- (2) The SERC building should be finished

Improvements

- (1) Adequacy of facilities and efficient use thereof
- (2) Decaying infrastructure
- (2) Improve the neighborhood surrounding UH campus. The students and faculty should feel safe in and around campus at any time of the day
- (2) Improving/beautifying the campus
- (2) Renewal and upkeep of physical infrastructure and equipment
- (3) Building and classroom maintenance, upgrading, and upkeep. Many buildings are in dire need of upgrading and even of basic repair
 - (3) Building renovations
- (3) Campus master plan
- (3) Facilities improvements (especially science laboratory space)
- (3) improve physical image of university (i.e. promote high-level design for campus buildings, etc)
- (3) Improve the neighborhood surrounding UH campus. The students and faculty should feel safe in and around campus at any time of the day
- (3) Increase computing resources

Improving Space Allocation

- (1) Remove inequities in quality and quantity of lab/office space
- (2) Assess space issue with respect to the faculty in each college and advocate adequate space requirement for all faculty
- (2) Improve space allocation for all colleges

Research

Research Support

Internal Support

Support with Policies

- (1) Research support (teaching release, publication support, travel support)
- (1) Research support for the humanities (increase publication grants, promote university wide research leave policy, promote post third year review, pre-tenure leave, etc)
- (2) Sabbatical policy
- (2) Supporting research
- (3) Work with administration to make it more possible for faculty to undertake and complete research projects

Funding

General Funding

- (1) More investment in research
- (2) Financial support for Faculty travel and Research
- (2) Increase research funding, especially for smaller projects that just need things like subject money
- (3) Stronger support for faculty research

Travel Support

- (2) More research and travel funds available, continued support for faculty research
- (2) More research travel funds available, continued support for faculty research
- (3) Additional travel money
- (3) More research travel funds available, continued support for faculty research
- (3) Professional resources (e.g., travel)

Infrastructure

(1) The lack of infrastructure to support research in the social sciences. That includes many items: Inadequate internal UH funds for research. No common statistical and computational resource center. Burying the online research tools of the library

(2) Dysfunctional University Grants & Contracts shop

(2) Improvement of the research infrastructure

(2) Improvement of the research infrastructure

(2) Increase research infrastructure

(3) Improve support for grant writing

(3) Research support

External Support

- (1) Identifying external funding sources for qualitative research
- (2) Dysfunctional University Grants & Contracts shop
- (2) Find funds to support more seed grants for faculty research
- (2) Lack of a client base for research, and dependence upon local community agencies for client centered research
- (2) More development on external funding
- (3) Developing a more mature approach to securing external funding based on interdisciplinary, multi-investigator, multi-center research funding
- (3) Improvement of the research infrastructure
- (3) Research Infrastructure at UH level. Collaborative research agreements with Medical Center complexes, to ensure we can participate equally at those sites with research
- (3) Research mission increase the stability in Office of grants and contracts and make sure their mission is one of support rather than policing
- (3) Research support increase research grants directed to scholarly work as outcome and not solely focused on increasing external funding

Quality and Productivity

- (1) Creating a strong brand image connecting research with sociocultural awareness
- (1) The research push and mistaken view of what constitutes research
- (1) What constitutes research-when research is mistakenly thought to mean funded grants that produce IDC... We need a campus wide discussion on this topic
- (2) Motivation of low productivity faculty to increase scholarly activity
- (2) The research push and mistaken view of what constitutes research
- (3) Focus on what it will take to increase faculty productivity in terms of sponsored research
- (3) Improve research output

Students

Recruitment and Retention

(2) Support for recruiting students at undergraduate and graduate levels

(3) Attraction and retention of minority student body

(3) Recruiting better students and new faculty

(3) Student recruitment and retention

Increase undergraduate enrollment

Serving Students

Improving Education Experience

(1) ...for the teaching urban university mission expansion to other geographical areas around Houston, should we or not, and how if we do, increase distance ed?

(1) Improve the quality of the educational experience for students

(2) Doubling or tripling the number of on-campus students to begin to create a sense of a college community

(3) Developing a coherent approach to providing for the academic needs of two very distinct and separate student bodies within the same college

(3) Increase focus on attracting the best students but also focusing on unique characteristics/situation for our urban/commuter students

Improving Financial Aid, Scholarships, Affordability

(1) Keeping UH affordable for all of its students, including those in graduate and professional programs

(2) Streamline administrative issues for students financial aid problems have gotten MUCH worse these past 2 years. This and other problems with graduation (degree plans) etc seem to get tangled up and many students have dropped out

(3) Increasing student scholarships in order to reduce the number of hours our students have to work to put themselves through college. Fighting the formula funding that rewards universities which have more privileged students who can and do get through college more quickly

Campus Life Quality

(1) Quality of community life on campus: the need for more coherent communities of students and also of faculty and staff who can participate in the intellectual life of the university

Services and Mentoring

(3) Improving services to students (advising, career counseling, tutoring)

(3) Mentor students on a more personal level, including entering freshmen, graduating seniors (to transition to graduate school) and graduate students

Graduate Program

General

(1) Ph.D program

(1) Ph.D. programs

(2) Ph.D. programs

Starting Doctoral Program

(3) Getting a Ph.D. program

(3) We need to build our library holdings in preparation for our new Ph.D. programs in [X] and [X]

Recruiting Graduate Students

(2) Improve graduate student quality and quantity

(2) Increase doctoral enrollment

(3) Graduate student support and resources for recruiting graduate students. We have potential to admit more fine graduate students but no resources to recruit them

Cooperation

Interdepartmental Collaboration

(1) Increase interdepartmental dialogue and research efforts

(1) Starting interdisciplinary research centers

(1) Increase visibility and resources for interdisciplinary programs

Community Outreach

(1) Better relationship with the Houston community. With a closer relationship the university would gain an incredible amount of support and financial backing. Houston is a wealthy city and most of its professionals are UH alumni

(1) Community outreach

(2) Good relations with the legislature

(3) Becoming more integrated into the city of Houston

Other

(2) Building up of centers and institutional arrangements to as to enhance exchanges across departments, colleges and throughout the university

(3) Developing a coherent Health Center Initiative that places UH both physically and metaphorically as the "University of Choice" in any situation where entities within the TMC require an academic partner

(3) Establish closer relation with medical center; consider merging UH with UT Health Science Center

(3) Legislative relations (and understanding of what REALLY occurs at a university)

(3) Move towards a health sciences center or University

Increasing Staff Quantity and Quality

(1) Increase in resources for staff (in order to help faculty and students perform better)

(2) Increase funding to hire more staff in order to promote more efficient work place

(3) Streamline staff hiring and possibly even firing!

Other (?)

(2) Increase IDC returns by 2 fold

(3) Set up cores and run these cores effectively