May 16, 2001

TO: Academic Senate Faculty

FR: Michael E. Adams, Chair
Graduate Council

RE: Reorganization of Graduate Affairs on the Riverside Campus

Attached please find a position paper written by the Graduate Council in response to administrative changes made this year by the Executive Vice Chancellor. These changes include devolution of all fiscal responsibility for fellowships and financial support of graduate students from the Graduate Dean to the College and School Deans, the merger of the Graduate Division and the Office of Research Affairs, and the appointment of the Vice Chancellor for Research and Graduate Affairs. This reorganization significantly impacts the administration of graduate education on this campus, particularly the ability of Graduate Council to carry out its charges according to Academic Senate bylaws (see attachment #2).

The administration has stated their intention to decentralize responsibility for academic and fiscal issues related to graduate affairs from the Graduate Division to the Colleges and Schools. At each University of California campus, the Regents have established Graduate Divisions as major academic units (see attached) for administration of graduate affairs. Among the responsibilities of the Graduate Dean is representation of Academic Senate faculty acting through the Graduate Council. The transfer of traditional responsibilities of the Graduate Dean and Graduate Division to College/School Deans raises serious concerns about the future involvement of Academic Senate faculty in graduate education.

Comments on the reorganization of Graduate Divisions provided by Graduate Deans at other UC campuses are included as attachment #3.

Attachments:

1. Position paper: Graduate Council Proposals for Reform of Graduate Affairs Administration
2. Academic Senate Bylaws and Standing Orders of the Regents Governing Graduate Affairs at the University of California
3. Comments of Graduate Deans from other UC campuses.
Graduate Council Proposals for Reform of Graduate Affairs Administration

I. Recent Administrative Initiatives and Rationales

In September, 2000, the Executive Vice Chancellor (EVC) initiated changes in the regulation of graduate affairs on the UCR campus. Among these were:

• The merger of the Office of Research Affairs and the Graduate Division
• Appointment of the Vice Chancellor for Research and Graduate Affairs
• Devolvement of fellowship resources from the Graduate Division to the Colleges/Schools.

Since the Graduate Division and the Graduate Dean act on behalf of the Graduate Council to regulate graduate affairs, these changes impact the ability of the Council to carry out its charges under Academic Senate Bylaws. These changes ultimately affect the traditional roles played by senate faculty in the promotion of graduate education on this campus. On March 9th, 2001, the EVC met with the Graduate Council to discuss his initiatives and the problems they are meant to remedy. According to the EVC, the problems consist of the following:

1. A lack of alignment exists between academic planning within Colleges/Schools and graduate student enrollment planning.

   • This lack of alignment exists in spite of the fact that graduate student admissions and recruitment are traditionally handled through direct consultations between Graduate Division (GD) and graduate program advisors, department/program Chairs and their representatives. Evidently, a poor liaison has existed between the Graduate Dean and the Deans of the Colleges/Schools. This has hampered the Deans’ abilities to coordinate programmatic development within their respective units. The Graduate Council agrees that this is a major problem, which should be addressed.

2. Institutional support for graduate students at UC Riverside is disproportionately high, and cannot be sustained. Increased funding from outside sources is essential for further development of UCR as a major research university.

   • The EVC argues that the College/School Deans should take control of fellowship funds and leverage them through negotiations with programs and principal investigators. The Graduate Council agrees that the Deans should play more active roles in developing financial incentives for greater extramural contributions to graduate student support.

   • A corollary to this is that fiscal responsibility and accountability is rightfully shared among the Colleges/Schools and the Graduate Division.

II. Objectives
In analyzing these problems and the new administrative structure promulgated by the EVC, the Graduate Council identified a number of administrative problems in need of attention. These include the manner in which the Council carries out its charges under Senate bylaws. Consequently, we provide a series of objectives designed to improve how graduate affairs are handled at UC Riverside:

i. Align academic program planning in Colleges/Schools with graduate enrollment planning by bringing the College/School Deans into the process.

ii. Develop incentives to increase extramural funding of graduate students.

iii. Improve the liaison between the Graduate Council and the Colleges/Schools.

III. Proposals

In the interests of accomplishing the above objectives, we offer the following proposals.

1. The Colleges/Schools will formulate recruitment packages, leveraging block grant and fellowship funds with other resource streams at their disposal. These include TAships, GSRs, extramural funds, loans, etc. This will allow the Deans of Colleges/Schools to create incentives for programs and faculty to contribute extramural funds in the form of contracts and grants.

2. The Colleges/Schools will be notified of their block grant and graduate fellowship allocations in advance of the academic year, ideally 6 months ahead of their recruitment period and 1 year before students arrive. Such an arrangement will enhance programmatic planning. It is anticipated that the current allocations provided to Colleges/Schools would serve as a the baseline for anticipated support in the next year but this should be carefully reviewed.

3. Allocation of block grants and fellowships to the Colleges/Schools will be based on previous allocations adjusted to current enrollments and on quality and performance of graduate programs. The Graduate Division will provide needed information for graduate programs in the form of annual data collections detailing admissions information, enrollment statistics, time to degree, attrition rates, etc. This information will inform the Graduate Council, graduate programs, and College/School Deans about the effectiveness of fellowship processes and facilitate curricular and/or programmatic changes, enrollment planning, recruitment strategies, etc.

4. The Graduate Dean must become a major force within the Administration for academic planning of graduate programs on the campus. This is essential for two reasons:

   i. First, in planning the overall expansion of graduate enrollments, there is a need for graduate affairs to have a strong voice. A carefully directed expansion of graduate programs is critical if we are to fulfill our destiny as a major research university.

   Proposals of the Graduate Council 4/06/01 --3--

   ii. Second, the Graduate Dean should have a strong voice in the allocation of funds in order to effectively advocate graduate affairs on behalf of the Graduate Council.

5. The Graduate Dean, acting on behalf of the Graduate Council, will allocate all graduate resources - block grants and fellowships - to the Colleges/Schools on an annual basis for
their use in formulating recruitment packages. The Council views this as an essential element of their charge to allocate fellowship resources and to evaluate the effectiveness of the fellowship programs. By serving as the “bank” for graduate student fellowships, the Graduate Division is in the best position to utilize all the appropriate fund sources for these students, including “need-based” funding. The Graduate Division also is in the best position to allocate funds across the campus, as in instances where programs wish to defer a fellowship for one year and replace it with a TAship due to programmatic needs. Furthermore, by retaining some of the fellowship funding within the Graduate Division, the Graduate Council will be in a position to ensure that continuation support for students will be provided when needed (e.g., to bridge gaps in PI funding) and to provide merit-based dissertation year grant support.

6. The Graduate Division will retain a portion of fellowship funds to be awarded by the Graduate Council for Chancellor’s Distinguished Fellowships, to be awarded competitively based on merit. The purpose of these fellowships will be to promote recruitment of the most excellent student applicants regardless of College/School affiliation. The Graduate Council, through the Graduate Dean, will also continue to distribute support from diversity funding sources, such as the Eugene Cota Robles Awards and the Graduate Opportunity Fund Awards, so that the most deserving candidates across the campus receive these funds regardless of College/School affiliation.

7. The Graduate Council and Graduate Dean should promote initiatives such as interdisciplinary graduate programs spanning Colleges and Schools. This can be accomplished only if the Graduate Dean has close working relationships with the College/School Deans. The Graduate Dean will also have to take a leading role in negotiating joint UC/CSU doctoral programs, such as have been proposed by the Chancellor for the Ed.D. degree. Moreover, the emergence of new degree categories in UC (such as the Master of Advanced Studies) requires careful scrutiny and monitoring by the Graduate Council. The Graduate Division has to serve as institutional memory for the coming decade as these programs mature and proliferate.

8. The Graduate Division and the Office of Research Affairs should be separate units. As the representative of the Graduate Council, and because of the ever widening responsibilities for graduate affairs on a growing campus, it is imperative that the Graduate Dean's time and energy be devoted exclusively to issues of graduate education, and that he report directly to the EVC.

The rapidly expanding responsibility of the VC for Research in present day research universities includes issues such as technology transfer, patents, copyrights, intellectual property, industrial liaisons, and venture capital investments for research. The Graduate Council firmly believes that the wide-ranging portfolio of the VC for Research would preclude a critical focus on graduate affairs. Furthermore, delegation of graduate affairs to an Associate Dean is viewed as an unacceptable devaluation of this vital educational function.

Proposals of the Graduate Council 4/06/01 --4--

The Graduate Council views the importance of the research office and its mission as deserving of an individual fully-committed to the research enterprise; the same is true for the Graduate Dean. Both positions require extensive expertise and commitment and neither position should be reduced to a half-time status – our campus deserves better if we are to grow into a major research university.

9. The Graduate Dean has final authority on graduate admissions, as stipulated in the Senate
10. The Graduate Division will handle all enrolled student issues, including compliance with regulations, eligibility, financial support, conferral of degrees, etc. The Council will expect periodic reports from the Graduate Dean informing on these matters and the discharge of these responsibilities – the Graduate Dean is acting on behalf of the Council in these matters.

11. The Graduate Council will handle all program reviews, internal and external. The Council will encourage greater participation of the College/School Deans in all aspects of the review process.

12. The Graduate Council will be expected to handle postdoctoral issues in the future. This is currently being handled by Graduate Councils across the UC system. UC Riverside needs to take on these responsibilities, including the question of uniform salaries for postdoctorals, benefits, term limits, and the joint UC/CSU postdoctoral teaching program.

IV. Governing Relationships for Implementation

1. Charges of the Graduate Council

   • Incoming students - Among the charges of the Graduate Council are “to set policies and standards for admission to graduate status (Bylaw, Section 8.14.2.3)”, and “to set standards for appointment of graduate students to be Teaching Assistants, Teaching Fellows, Research Assistants, and recipients of University Fellowships (Bylaw, Section 8.14.2.4)”.

   • Enrolled students - The Graduate Council, through the Graduate Division, regulates all aspects of enrolled graduate student affairs, including allocation of financial support, assessment of compliance and ongoing eligibility, including "need-based" criteria. To carry out these charges, the Council operates through a Graduate Dean on all UC campuses.

   • Central administration of these charges through the Graduate Dean is the only practical way, administratively and fiscally, of ensuring an effective liaison between the Graduate Council and the respective graduate programs. It cannot be emphasized enough that the Graduate Dean serves as the representative of the Graduate Council.

2. Four Critical Relationships

   • Graduate Council and Graduate Programs – The Council, through the Graduate Dean and Graduate Division, has traditionally exercised its charges directly with the graduate programs through their graduate advisors. As the campus grows, this relationship will become more important, as new programs are initiated and existing programs are reviewed, modified and expanded. The Graduate Division will provide the Council with all data regarding graduate student performance, such as GPA, qualifying exams, time to advancement to candidacy, success in securing extramural fellowship funding, time to degree, rate of withdrawal, success in finding employment, etc. These criteria will be used to evaluate the performance of graduate programs and serve as an indicator of eligibility for future fellowship allocations.

   • Graduate Council and the Deans of Colleges/Schools – The Graduate Dean evidently has had a poor liaison with the Deans of Colleges/Schools over the years on the UCR campus. The reasons for this are not immediately apparent. From consultations with the Deans, it is
evident that the Graduate Division is viewed as a bureaucratic entity charged with compliance and clerical pursuits rather than as an academic unit with programmatic interests. This view is held despite the fact that the Graduate Dean and Associate Deans in collaboration with the Council conduct program reviews on a regular basis for the purpose of maintaining high quality graduate education at UCR. The Graduate Dean also makes frequent decisions on academic exceptions which requires in depth interactions with graduate programs and assessment of academic quality. The Council feels strongly that the Graduate Dean should be involved in high level academic planning along with the College/School Deans.

• **Graduate Council and Administration** – The Council believes that Graduate Affairs is a substantial portfolio that requires the full-time devotion of a Graduate Dean, who reports directly to the EVC. The suggestion that a Vice Chancellor for Research should also handle graduate affairs is viewed as impractical. At major research universities, the rapidly expanding charge of the VC for Research, including issues such as technology transfer, patents, copyrights, intellectual property, industrial liaisons, and venture capital investments for research, does not allow for a critical focus on graduate affairs. Clearly, graduate affairs would be delegated to an Associate Dean, whose connection to the other Deans and high administration on campus would be indirect. This would establish two administrative layers between Graduate Council and the EVC and thus create an unacceptable distance between the Academic Senate and the higher administration.

• **Graduate Council and Research Units** - The Council appreciates the increasing need for extramural resources for graduate student support. One mechanism whereby the Council’s interests in this arena can be met is through close collaboration between the Graduate Dean, the Vice Chancellor for Research and the College/School Deans. Examples of this include the recent development of a collaboration between the Los Alamos National Laboratories and UC Riverside and the expanded agreement between UC MEXUS and CONACYT, both of which offer funding opportunities for graduate students. Additional examples would include the development of graduate student training grants or fellowships (such as the GAANN grants and the AGEP grant). Partnerships between the Graduate Dean, VCR and College/School Deans should help foster new opportunities for increasing these resources for our campus.

V. Concluding Statement

The University of California's special mandate as the sole public institution entitled to grant advanced graduate degrees carries with it special obligations. Most notable among these is the responsibility to provide rigorous academic programs that are autonomous from the general undergraduate degree programs of the various colleges and schools. Graduate Divisions have been established on all the general campuses to ensure that graduate programs have an independent administrative structure that buffers them from the exigencies that might arise within the various colleges. Thus the Graduate Division, as an academic unit of the campus, has its own degree programs, faculty, student body, system of regulations and requirements, and system of shared governance. This arrangement provides independent advocacy for the University's mission of graduate training and independent evaluation of the rigor and quality of its various programs. To diminish this independence would suggest that such training could be cost effectively conducted under the aegis of undergraduate organizational structures. Such an impression would, we believe, weaken the University's position as an institution with a special mandate for graduate training.
Under the following Academic Senate bylaws, Graduate Council represents the faculty in the administration of graduate education:

“exercises regulative and coordinating functions in the Graduate Division of the Riverside campus . . . ; (Section 8.14.2),

It is the duty of the Graduate Council to set policies and standards for admission to graduate status; (Section 8.14.2.3),

It is the duty of the Graduate Council to set standards for appointment of graduate students to be Teaching Assistants, Teaching Fellows, Research Assistants, and recipients of University Fellowships; (Section 8.14.2.4),

It is the duty of the Graduate Council to recommend the award of fellowships and graduate scholarships, including honorary traveling fellowships, . . . ” (Section 8.14.2.6).

[Emphasis added]

These and other responsibilities outlined in the bylaws stipulate that the Graduate Council acts as an arm of the Academic Senate to oversee graduate education on UC campuses. Under this arrangement, the Graduate Division serves as an agent of the Graduate Council to implement policy. Furthermore, the Graduate Dean as ex officio member of the Graduate Council is the primary conduit of communication between the Council, the Graduate Division, and the Colleges and Departments in which research and graduate education are conducted.

The importance of these responsibilities to the mission of graduate education at the University of California is emphasized in the Standing Orders of the Regents of the University, which stipulate that:

“The Board has established the colleges, schools, graduate divisions, certain other major academic units, affiliated institutions, and related activities at the several campuses and facilities of the University of California, and, upon the recommendation of the President of the University, with the advice of the Academic Senate, has established the degrees awarded by the several academic units of the University. The Board shall approve the establishment and disestablishment of colleges, schools, graduate divisions, and organized multicampus research units, upon the recommendation of the President with the advice of the Academic Senate. Detailed provisions of such establishment and disestablishment shall be set forth in the minutes of the Board. The Board may amend these provisions by resolution, upon recommendation of the President of the University. The President is authorized to approve name changes of academic units and establishment, name changes, and discontinuance of degree titles, upon approval by the Academic Senate. (Includes amendments through March 15, 1996). [Emphasis added]

(Standing Order 110.1 of the Regents)
American universities feel periodically tempted to decentralize the administration of graduate education, but sooner or later common sense prevails. The college deans have many concerns, and graduate education doesn't always make it to the top of their agenda.

I personally favor a system of matching funds, where the graduate dean uses some of his/her resources to challenge the college deans to spend more money in graduate student support. I have been doing this quite successfully and I plan to continue.

In response to your question about roles, the graduate council legislates/recommends and the graduate division executes/implements. They work very closely. With respect to funding, the graduate council allocates individual fellowships and provides guidelines for the allocation of the block grant, which is done by the graduate division.

I don't think what you are talking about can be done without radically changing this system.

This country has the best graduate programs in the world, and one reason for it is that it has graduate councils and graduate divisions.

I would not tamper with a system that is the envy of the world.

Best,

Cristina Gonzalez, Graduate Dean
UC Davis

2. From UC Santa Barbara, on the role of the Graduate Division

Dear Professor Adams,

At UCSB, the Graduate Division is responsible for administrating and allocating all graduate fellowship funds and block grants which stands at approximately 9 million dollars this past year. Without the Graduate Division and the advice of the Graduate Council, it will not be possible to use the funds as a leverage for stimulating and encouraging the academic departments to improve the quality of their graduate education, not only in terms of the quality of the recruited graduate students, but also in terms of the climate of graduate education, the quality of graduate student mentoring and the enhancement of diversity. Unlike a College or a Division, the Graduate Division has an overall view of the campus. With this larger perspective, the Graduate Division is able to take into account of the differences between the various departments as well as the common grounds shared by all departments. We can use funding as a stick warning laggard departments to wake up and work in earnest to improve their strategy of recruitment, their climate of graduate education, and to constantly update their curriculum in order to reflect the new directions of scholarly development in their field, especially the frontier of interdisciplinary and multidisciplinary effort. In this regard, the Graduate Division together with the Graduate Council play a critical role in External reviews of departments and programs. Needless to say, the Graduate Division works collaboratively and closely with all Colleges and Divisions. We keep each other informed of developments and events at the departmental level, and we collaborate in problem-solving. The downside of getting rid of the Graduate Division is that no one will have the large perspective of graduate education on campus. The Colleges and Divisions
then compete with each other for resources in graduate education and each College and Division risks becoming increasingly parochial. At UCSB, the Graduate Division often becomes the conduit and filter for ideas and strategies to flow across Colleges and Divisions. The Humanities, for example, have benefited immensely from Engineering's strategies of recruiting outstanding graduate students, after the Graduate Division remodeled the practices from Engineering to make them suitable for humanistic disciplines.

More importantly, the Graduate Division serves as the steward of streamlining and administrating the entire process of graduate education, from admission to awarding the final degree. In this respect, I don't see the Graduate Division as the center of authority for the process. Instead, I see the Graduate Division as a facilitator, sometimes a trouble-shooter, but most of the time, a service-rendering unit to assist each and every department by providing them with new and good ideas, by automating and servicing those aspects of the process that are common across the campus (so that departments and Colleges don't have to reinvent and duplicate these services), by making academic and financial records instantaneously available through electronic channels to relevant individuals, departments and other administrative units on campus, by implementing various strategies and efforts for enhancing diversity, by playing a lead role in providing career counseling and general advice to graduate student often in collaboration with Colleges, Divisions and sometimes Departments, etc (I can go on to list pages of various types of service we provide at UCSB). The important thing that a Graduate Division must bear in mind is NOT to become a bureaucracy for enforcing rules and regulations. Even though some rules and regulations, for example, a student cannot serve as a TA for more than 6 years, inevitably exist, the Graduate Division at UCSB tries to minimize its role in that regard. Instead, the UCSB Graduate Division considers its primary duty as the following: TO ASSIST AND ENABLE ACADEMIC UNITS TO MAKE AND IMPLEMENT THE BEST ACADEMIC DECISIONS. This scope of this duty is almost boundless. A Graduate Division can do as little or as much as it wishes. The desirability and attractiveness of a Graduate Division depends heavily on the extent of its capacity to perform this duty.

Eliminating the Graduate Division will eliminate the administrative capacity for performing this duty.

Dean's Comments --3--

I hope my rambling is helpful. I just returned from a working trip and face a heavy load of work. This is written up extemporaneously and albeit, not very carefully. But I think I have expressed my main point of view.

Charles Li, Graduate Dean
UC Santa Barbara

2a. From UCSB, on merging the Research Office and Grad Division

I feel strongly that one person will not do justice to two such demanding jobs. At San Diego, Dick Attiyeh does not administer the actual grant application and grant funding aspects of the research enterprise. That huge administrative load is borne by the Vice Chancellor for Administrative Affairs. Dick only concerns himself with policy issues in research, besides being the Graduate Dean.

Charles Li, Graduate Dean
UC Santa Barbara

3. From UC San Francisco

The linkage with Research Affairs has never been in place at UCSF. As you know, we have a unique linkage at UCSF between the Graduate Division and Student Academic Affairs. Both report through the Academic Vice Chancellor and I have a direct line of access to the Chancellor in my dean’s role similar to that of the other 4 professional school deans at UCSF. This arrangement has worked very well for the campus, for the Graduate Division, for student affairs and student relations, and for the students. As I have invented the relationship (an ongoing, seemingly endless task), I do not know if other individuals would find the linkage one that is as inspiring as it is to me. Time will tell about that.

There seems to be no end to the inventing and "un-inventing" of the Graduate Divisions. The whole concept has some major flaws that lead to this tinkering. UC-B just uncoupled the linkage with research affairs and UC-I, I believe, just re-linked after some re-thinking (I may not have the whole story on UC-I). I believe that the role of the graduate dean needs strengthening on all the campuses. I am in the vast minority of those holding viewpoints on this matter. I personally would not enjoy having the research affairs responsibilities as these are becoming so heavily regulated and complexly arrayed with industrial relations, scientific conduct, management of animal facilities, and capital projects. It is unlikely that the graduate studies portion can ever receive adequate attention or priority in such a composite organization. A campus such as UC-R needs to place greater priority on graduate education and has been focused almost exclusively on undergraduate enrollment for 10 years. Graduate education, while linked strongly to the research program, needs nurturing by independent voices who can advocate effectively for the needs of faculty and students as educators and learners. This is not the central or highest priority mission of research affairs. I vote for a separate structure, more resources, and a stronger participation in development of a balanced academic program. A strengthened graduate program will work wonders at UC-R in stimulating the appeal of the campus for faculty and for students at all level. I wish you well. Keep me posted.

Dean's Comments --4--

Cliff Attkisson, Graduate Dean
UCSF

3. From UC Irvine, on the question of allocating fellowships.

Professor Adams,

As Dean of Graduate Studies I allocate to the academic units (schools) essentially all of the campus discretionary funds for support of graduate students (both new and continuing students). The individual recipients of this financial support are identified by the academic units. I look to the Graduate Council to establish the policies that guide the allocation and I report back to the Graduate Council on the final decisions. (Of course, I am also accountable to the Chancellor and the Executive Vice Chancellor)

I also consult with the deans about specific criteria that influence the allocation; e.g. the number of new graduate students, availability of alternative forms of support (e.g. restricted graduate fellowships and research assistantships), retention rates, and time to degree. There are no formulas driving the allocation but these factors influence allocation decisions.
One advantage of allocating the funds centrally is the ability to handle cash flow issues; for example, if an academic unit has an unexpectedly high yield of admitted students, we help the academic unit to "borrow" from the next year allocation thus enabling the academic unit to honor all their commitments. We also help the academic unit to "carry forward" into the next academic year any unused fellowship funds.

I hope these comments help.

**Bill Parker, VC for Research and Graduate Affairs**  
**UC Irvine**

3a. *From UC Irvine, on the question of merging the Research Office and Graduate Division*

The answers to your questions:

1) UCI has a combined position of Vice Chancellor for Research and Dean of Graduate Studies and has had this combined position for at least two decades.

2) In the technical and scientific disciplines, there is little difference between research and graduate education. Graduate education would be impossible without the resources from extramural grants, and research would be impossible with the contributions of graduate students. Combining the Vice Chancellor of Research and Dean of Graduate Studies means that issues arising from employment and support of graduate students are integrated with issues of research development; graduate enrollment planning takes place in a context fully aware of research support; time to degree and other educational issues are integrated with research management; and regulatory training and compliance issues affecting both research and graduate training are integrated.

Dean's Comments --5--

The case for combining the Vice Chancellor for Research and Dean of Graduate Studies is less compelling in arts, humanities and social sciences.

I see no serious downside if there are sufficient, and separately dedicated, staff. The skills for good staff work in research issues is different from the skills for good staff in graduate studies. The balancing of staff between research and graduate studies requires constant attention.

3) Absolutely.

4) I find that new graduate programs in the technical and scientific disciplines must be considered simultaneously from the perspective of education and research. Thus the combined structure is actually more important in a time of growth. From the perspective of the arts, humanities and some social sciences, the combination of Vice Chancellor of Research Positions and Dean of Graduate Studies is a potential disadvantage. The concern is that the research issues will distract the Dean from graduate issues. There is some truth to this concern. I find that I do not have sufficient personal time to be involved in the development of all new graduate programs.

My office supports both the Graduate Council and the Council on Research. We have dedicated staff for each Council.
I hope these comments help.

Bill Parker, VC for Research and Graduate Affairs
UC Irvine