Academic Program Review

UCSF Graduate Council and Graduate Division

November 2023

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ACADEMIC PROGRAM REVIEW: AN OVERVIEW OF THE PROCESS

UCSF Graduate Programs are recognized as some of the best in the world, and are critical to the UCSF mission. Periodic Graduate Program reviews ensure continued program quality in a rapidly changing scientific and academic world. Reviews are meant to encourage active and continuing self-examination, as well as providing impartial feedback on program success and the role of each program in the larger context of the UCSF mission. Reviews can also provide a means of identifying programs whose expansion would benefit the UCSF mission. A successful program review should integrate faculty and student input with the external review to the benefit of the program and the UCSF community at large.

I.   Schedule of Academic Program Review

Program Reviews are scheduled as follows:

PhD programs with T32 Grants: Programs with NIH-funded Ruth L. Kirschstein NRSA Institutional Training Grants (hereafter, T32 grants) may opt in or out of the Graduate Council program review. Programs with T32 grants must apply for competitive renewal of those awards every 5 years. These applications consist of a rigorous self-study, the aggregation and analysis of student data (demographics, outcomes), and external evaluation by a committee of peer reviewers. Thus, the quinquennial T32 renewal follows the same processes and achieves the same goals as an external program review organized by the Graduate Division on behalf of the Graduate Council. T32 Graduate program directors will notify the Graduate Dean of their plan of action.

Programs that choose to opt in may choose to undergo the formal external review process up to two years before they begin to work on their T32 renewal (with the goal of incorporating the external reviewers' report and the program's response into the T32 renewal application) OR they may choose to undergo a more informal internal review process. In either case, the Graduate Division will work with the program to create and administer a Graduate Student/Alumni survey.

PhD and other doctorate programs without T32 grants: Programs without T32 grants will undergo external program reviews every 8 years according to the attached schedule (Appendix I). These reviews will convene 3-4 faculty in the discipline from peer institutions and will be organized by the Graduate Division on behalf of the Graduate Council. Prior to the external review, the program director will work with the Graduate Dean's office to develop an in-depth self-study document which will include a meaningful set of questions to guide both the self-study and the external review report.

Master's programs: The one-year Master's programs will undergo external program review every 5 years. The two- and three-year Master's programs will be reviewed every 8 years. These external reviews will be conducted in the same manner as described above for the PhD programs without T32 grants.

Master's programs Requiring External Review by state and/or national accreditation bodies: Master's programs which require accreditation from a national accreditation body may opt in or out of the Graduate Council program review. These accreditation processes consist of a rigorous self-study and external evaluation by a team of reviewers who are experts in the field. Thus, the accreditation review follows the same processes and achieves the same goals as an external review organized by the Graduate Division on behalf of the Graduate Council. Master's program who must undergo external accreditation will notify the Graduate Dean of their plan of action.

Programs that choose to opt in may choose to undergo the Graduate Council external review process up to two years before they begin to work on their accreditation renewal (with the goal of incorporating the external reviewers' report and the program's response into the accreditation renewal application). In

either case, the Graduate Division will work with the program to create and administer a Graduate Student/Alumni survey.

New PhD and Master's programs: New PhD and Masters programs will be reviewed 3 years after the first enrollment of students. Following that review, the same schedule for PhD and Master's programs that is described above will be followed.

Certificate programs: Certificate programs are not reviewed by the Graduate Council with one exception. The Clinical Research Certificate Program is reviewed at the same time that the Clinical Research MAS is reviewed, which is every 8 years.

II.   Selection of the External Review Committee

The External Review Committee will generally consist of three to five highly qualified individuals who are not affiliated with the UCSF campus or the program being reviewed. It is typically not appropriate to appoint former faculty members, alumni, or research collaborators. Criteria for committee selection include a history of involvement and success in scholarship, research, and/or teaching in the specific field. In fields where technical expertise is required, a representative from industry may be included.

The graduate program will submit a list of potential reviewers to the Graduate Dean. The Dean, or or her designee, will review the names, provide additional recommendations, and also solicit recommendations from the names submitted by the program. The goal is to appoint a diverse team of reviewers, who represent both public and private institutions. The Graduate Dean, or her designee, is responsible for inviting the reviewers, finalizing the review committee, and selecting the chair of the committee.

Travel expenses, if the review is in person, and honoraria are provided by the Program. The Dean's Office will set the amount of the honoraria for the external committee members and chair.

A Graduate Council member is appointed by the Council Chair to serve as a liaison to the review committee. The liaison attends all sessions of the site visit as appropriate, serves as a campus resource throughout the visit, and debriefs the Council on various aspects of the review process.

III.   Program Self-Study

At least six months prior to the campus site visit, the program will begin their self-study. Guidelines for this study are contained in the section titled **Academic Program Review: Preparing the Self-Study**. In general, the study includes information on the curriculum, teaching, research, faculty, students, postdoctoral fellows, resources, and future direction of the program. The process includes a significant amount of planning, data collection, analysis, and writing. The self-study is forwarded to the Graduate Division for review prior to setting the dates for the external review. Once reviewed, dates for the external review will be established. The Graduate Division will send the self-study to the External Review Committee a minimum of four weeks before the scheduled site visit.

IV.   Graduate Student Survey

An important element of the external review is the anonymous, on-line Graduate Student Survey conducted by the Graduate Division. Approximately two months prior to the review, students in the program and alumni from the program are contacted by e-mail and asked to complete the survey through a survey software mechanism (i.e., Qualtrics). Results are collected and analyzed by the Graduate Division and shared with the External Review Committee prior to their visit. The survey will be shared with the graduate program and Graduate Council at the same time that it is sent to external reviewers, with the

assurance that individual student responses are not identifiable.

V.   Information Provided to External Review Committee

Once a date for the external review has been set, the Graduate Dean, or a designee, will invite experts in the field to serve as external reviewers. Once the committee is established, the Dean and/or Associate Dean will meet with the reviewers to establish the review expectations and answer questions. Four weeks prior to the review, the Graduate Division will send the External Review Committee the program self-study, the completed Graduate Student Survey, the "**Academic Review: Guidelines for External Report**," and the tentative site visit agenda.

VI.   Campus Site Visit

The one- or two-day Site Visit can be carried out in person or virtually through an online platform such as Zoom. The virtual format may not be used more than once every 10 years.

Site visits will include meetings with the Program Director and department chair(s), program faculty, students, the School Dean, the Graduate Dean, and the Associate Provost. External Review Committee members may request additional meetings with campus representatives and/or changes to the agenda as appropriate. Time is set aside for the External Review Committee to meet privately on the first (and if applicable, second) day.   If in person, a working dinner may be held at the end of the first day of the review, including the Graduate Dean and Graduate Council Liaison.

At the end of the program review, the External Review Committee will hold debriefing sessions with the Program Director and members of the program executive committee, the School Dean, and the Graduate Dean. The site visit agenda and details may be altered as appropriate at the discretion of the program and the Graduate Division. Sample virtual and one-day and two-day in person agendas are included in this document for use or modification.

VII.   Program Review External Report

The chair of the review committee is responsible for coordinating the writing of the External Report. The purpose of the report is to provide a thoughtful, objective, and comprehensive assessment of the program under review, as described in the section **Academic Program Review: External Report Guidelines**. In consultation with the Graduate Dean, the program may customize the report guidelines so as to have the review emphasize areas that are most appropriate and useful for the program.

The report should include the strengths and achievements of the program, critical issues to be addressed, a set of recommendations, and comments on the future direction of the program.

The External Reviewer's report should be finalized within four weeks of the site visit and forwarded to the Graduate Dean for distribution to the graduate program and the Graduate Council.

VIII.   Graduate Program Preliminary Response

The Graduate Program will meet with the Graduate Dean to discuss the External Reviewers report. If needed, the program will address any areas of confusion in the report and provide details around areas of concern.

IX.   Graduate Council Review

The Graduate Council Liaison and Graduate Dean will lead the discussion of the External Report at a Graduate Council meeting. The Council will correct any factual errors in the report, analyze the assessment and the recommendations to the program, and prepare a written request to the program to respond to specific issues in the review. The Council will request that the program send a written response addressing the potential weaknesses and areas for improvement from the External Report. This letter may include recommendations for which the program has direct responsibility as well as those for which the school dean and other campus leaders need to be involved.

The Graduate Council will send the written request for response to the program with the External Report.

X.   The Program Response

The graduate program director, in collaboration with the program faculty, will prepare a written response to the External Report. The response should include the program's assessment of the report, the plan and timeline for addressing the recommendations of the External Review Committee, changes that have occurred since the review, and future directions. The program's response should be sent to the Council and Graduate Dean within two months of receiving the External Report.

XI.   Program Review Approval

Once the Graduate Council and the Graduate Dean receive the program response, the Council will vote to approve the program review. The Council will write a letter to the program notifying them of the results of the vote, with a copy to the Graduate Dean, School Dean, Senate Division Chair, Executive Vice Chancellor, and Chancellor. The program review materials will be included in this communication to inform campus leadership.

XII.   Follow-up and Post Review Process

The Graduate Division will maintain records of all external program reviews. Campus leadership should go to the Graduate Division with questions about reviews.

The role of the Council in the post-review process is to serve as an advocate for the program, provide an overview of the strengths and limitations of the program to senior leadership, and identify areas that may require follow-up and attention prior to the next review. The Council makes the determination on a case-by-case basis as to the need to invite the graduate program director and/or School Dean to a Council meeting to discuss the recommendations of the review. Such a meeting is designed to develop a shared understanding of the strengths and needs of the program and to highlight those areas that may require additional resources.

In certain cases, the Graduate Council will request an update from the program director two years after the review, in order to ascertain the program's progress in implementing recommendations stemming from the External Report.

Between program reviews, the Graduate Dean will bring any issues that arise to the Graduate Council and will advise the Graduate Council. The Graduate Council will consult with and advise the Program Director. The Graduate Council may ask the Program Director to describe how they will address the issue and may exercise certain authorities over the program as needed.

XIII.   Requests to Delay Program Reviews

To request a delay to a scheduled program review, the Program Director will write a letter to the Graduate

Council and the Graduate Dean outlining the reasons for the request and suggesting an alternative timeline for review. Requests for delay must be filed 9 months in advance of the deadline for program review. The Program Director may be asked to attend a Graduate Council meeting to discuss the request. Graduate Council will vote on the request and write a letter notifying the program and Graduate Dean the results of the vote. If the request is approved, the program review schedule will be updated accordingly.

XIV.   Graduate Council Liaisons

A Graduate Council Liaison will be assigned for each program review. The liaison will be a Graduate Council member and should not be the program director or a member on the executive committee of that program. The liaison attends the opening and closing sessions of the Campus Site Visit and leads the discussion of the External Report at a Graduate Council meeting, with the Graduate Dean.

Approved by Graduate Council November 2023

Replaces document:
ACADEMIC PROGRAM REVIEW: AN OVERVIEW OF THE PROCESS (July 2023)

ACADEMIC PROGRAM REVIEW: PREPARING THE SELF-STUDY

Degree Program

1. Provide a brief history of the program at UCSF, its goals, and major areas of scholarship. What role does the program play within the larger UCSF community? Are there any unique characteristics of the graduate program that distinguish it from similar programs at other institutions?

2. What are the requirements for completion of the degree? Include course requirements, participation in program seminars and activities, and required research/lab rotations.

3. Summarize the recommendations made by the external reviewers in the previous program review and describe whether and how the program has addressed these recommendations.

4. Describe any new initiatives or directions that are planned over the next five to eight years, as appropriate.

Faculty

1. Provide a list of all faculty who are actively engaged in the graduate program. For each faculty member provide a CV in NIH Biosketch form or UCSF format.

2. What are each faculty member's teaching commitments, including formal didactic courses, participation in journal clubs and other program activities, and direct supervision of thesis students?

3. List faculty research support for the current year and the last five years.

4. Describe any changes that have occurred in program faculty over the last five to eight years, as appropriate. Include any newly hired faculty and those who have left UCSF and the reasons for their departure.

Student Admissions, Enrollment, and Academic Progress

1. Describe the program's selection process for admitting new students. Describe outreach and recruitment efforts to achieve diversity in the admission process. Please include any other factors crucial to the criteria you use in selecting students. Describe how student progress towards degree is evaluated, including specific mechanisms in place for review and structures in place for individual supervision, advising, and counseling. What support systems exist to identify students who may be having stress-related or other personal problems and for directing them to appropriate treatment services?

2. Indicate any students who have withdrawn or been dismissed and the reasons for these actions.

3. Provide a list of the publications and presentations of current graduate students in the program.

4. List the title of all dissertations completed within the last 5 years. Provide the URLs to the entire dissertation of the last five graduates from your program.

5. Provide information on graduate employment including first and present positions. This list should cover students who have graduated during the last 10 years.

Learning Outcomes

1. Describe the learning outcomes for the program: what are specific knowledge, abilities, and skills that students should acquire. How do your degree requirements and benchmarks enable you to assess

learning outcomes for your program? For example, what is the purpose of the required courses? What do exam committees look for in written and oral examinations and final defenses? What do you expect students to take away from required activities like teaching, conference presentations, and grant/fellowship applications?

2. Describe the evaluation plan for the degree program. The evaluation plan should specify how learning outcomes assessment is used to conduct broader programmatic assessment. What specific data will be collected and how often will it be reviewed?

3. How are students informed of the program's learning outcomes?

4. UCSF has two institutional learning outcomes – knowledge and professionalism. Describe how your program satisfies these two required outcomes.

Resources

1. For all registered students, list all sources of support and dollar amounts including all national and local fellowships, scholarships, training grants, research and teaching assistantships, and self-support.

2. Indicate other sources of extramural support, such as endowments and dollar amounts directly related to the graduate program. Do you receive industry support? How does your program support student recruitment, interviews, retreats, and administrative assistance?

3. Describe the space and other resources available for training graduate students (laboratories, office space, library holdings, support services from Office of Career and Professional Development, Student Disability Services, the Food Market, etc.)

4. Describe resources available for student participation in local and national conferences.

5. Are the resources available for your graduate program adequate? What resources would be needed to make the program more effective and to further its mission? Include any suggestions for remedies, if needed. Are there issues that the Graduate Division or campus administration should address?

Administration

1. Describe the administrative structure for your program.

2. What role do students play in programmatic decisions within the graduate program?

3. What is the extent of interaction and coordination with other interdisciplinary programs, departments, and schools at UCSF?

4. Please provide a copy of the administrative budget with a statement highlighting any projected shortfalls or deficits that will need to be addressed by university leadership.

Approved by Graduate Council April 2023

Replaces document:
ACADEMIC PROGRAM REVIEW: PREPARING THE SELF-STUDY (May 2014)

ACADEMIC PROGRAM REVIEW: SAMPLE 1-DAY VIRTUAL AGENDA

8:00 am   <u>Welcome and Overview of Review Process</u>
               Vice Provost for Academic Affairs
               Dean of School
               Graduate Division Dean
               Graduate Division Associate Dean
               Graduate Council Faculty Liaison

8:35 am   <u>Program Organization, Admissions and Internal Review</u>
               Graduate Program Director
               Department Chair
               Former Program Director(s)
               Graduate Division Dean
               Graduate Division Associate Dean
               Graduate Council Liaison

9:40 am   <u>Discussion with Senior Faculty: Curriculum, Teaching, Research Areas of Concentration,</u>
               <u>and Future Plans</u>
               Graduate Program Director
               Department Chair
               Former Program Director(s)

10:10 am   <u>Discussion with Junior Faculty: Curriculum, Teaching, Research Areas of Concentration,</u>
               <u>and Future Plans</u>
               Junior Faculty

10:45 am   <u>Discussion with Program Alumni</u>
               Career Prospects, opportunities, and the role of PhD

11:40 am   <u>Break</u>

12:10 pm   <u>"Brown Bag Lunch" with Current Students </u>(Closed to Faculty)
               Views of core curriculum, settling into program, student life, transition to dissertation
               research, continuing support, etc.

1:10 pm   <u>Affiliated Faculty</u>

2:00 pm   <u>Program Administration</u>

2:30 pm   <u>Closed Reviewer Session</u>

4:30 pm   <u>Discussion and Debriefing: Senior Leadership</u>
               Vice Provost for Academic Affairs
               Dean of School
               Graduate Division Dean
               Graduate Division Associate Dean
               Graduate Council Faculty Liaison

Department Chair
Former Program Directors

5:15 pm   <u>Discussion and Debriefing: Program Faculty and Department Leadership</u>
Department Chair
Former Program Directors
Program Faculty
Dean of School
Graduate Division Dean
Graduate Division Associate Dean
Graduate Council Faculty Liaison

ACADEMIC PROGRAM REVIEW: SAMPLE 1-DAY IN PERSON AGENDA

Date-Room TBA

8:00 am	Van or Taxi pick up at Hotel
8:30 am	<u>Welcome and overview of review process.</u> Vice Provost for Academic Affairs Dean of School, if available Dean of the Graduate Division Assistant Dean for Graduate Programs Graduate Council Faculty Liaison
9:00 am	<u>The Graduate Program: Organization and Leadership.</u> Graduate Program Director and Executive Committee
10:00 am	Break
10:15 am	<u>The Graduate Program: Admission Process, Selectivity, and Student Support</u> Graduate Program Director and Admissions Committee
11:00 am	<u>The Graduate Program: Core Curriculum and Research Training</u> Graduate Program Director, Graduate Advisors, relevant course directors
Noon	Lunch with students (closed to Program Faculty and Staff)
1:30 pm	Discussion with Alumni (closed to Program Faculty and Staff)
2:30 pm	Break
3:00 pm	Discussion with Current Program Faculty
4:00 pm	Discussion with Departmental and Program Leadership on Future Plans
5:00 pm	Review Panel Executive Session
6:00 pm	<u>Van or Taxi pick-up. Working dinner and debrief</u>

ACADEMIC PROGRAM REVIEW: SAMPLE 2-DAY IN PERSON AGENDA

Day 1 – Room TBA

8:00 am	Van or Taxi pick up at Hotel
8:30 am	Welcome and overview of review process. Vice Provost for Academic Affairs Dean of School, if available Dean of the Graduate Division Assistant Dean for Graduate Programs Graduate Council Faculty Liaison
9:00 am	The Graduate Program: Organization and Leadership. Graduate Program Director and Executive Committee
10:00 am	Break
10:15 am	The Graduate Program: Admission Process, Selectivity, and Student Support Graduate Program Director and Admissions Committee
11:00 am	The Graduate Program: Core Curriculum and Research Training Graduate Program Director, Graduate Advisors, relevant course directors
Noon	Lunch with pre-qualifying students (closed to Program Faculty and Staff)
1:30 pm	Executive Session
2:30 pm	Meeting with post-qualifying students (closed to Program Faculty and Staff)
3:30 pm	Break
4:00 pm	Discussion with Senior Program Faculty (Have been at UCSF > 5 years)
5:00 pm	Transportation back to hotel
6:00 pm	Van or Taxi pick-up Working dinner with Review Committee and Graduate Dean.

Day 2—Room TBA

7:30 am   Van or Taxi pick up at Hotel

8:00am   Breakfast at UCSF
                          Meeting with recent graduates of the program.
                          (Note that postdocs are scheduled for a separate meeting at 11 am.)

9:00 am   <u>Future Plans for the Graduate Program</u>
                          Graduate Program Director
                          Director of umbrella organizations as appropriate, e.g., QB3, PIBS, Systems Biology

9:45 am   Meeting with new faculty (Hired in the last 5 years)

10:45am   Break

Noon   Lunch. Discussion of the results of the anonymous student survey

1:00pm   Executive Session

2:00pm   Debriefing with Graduate Dean

3:00 pm   Debriefing with Graduate Program Director, one to two members of the program's
                          Executive Committee, the Graduate Dean, and the School Dean

4:00pm   Adjournment

Approved by Graduate Council April 2023

ACADEMIC PROGRAM REVIEW: GUIDELINES FOR EXTERNAL REPORT

The academic program review external report should address the areas outlined below. The report need not be confined to this particular organization or format. The review committee is encouraged to also provide specific recommendations on other relevant topics, e.g., student recruitment procedures, course offerings, etc.

I. Program

A. What are the goals of the program? Is it meeting its own goals and the expectations of others? Is it meeting the needs of the students, of the discipline, of the university, of society? What is the program's promise for future development and contributions?

B. Are curriculum offerings sufficiently diverse to allow for a broad range of educational experiences and specialization in the major sub-divisions of the discipline? How do program requirements (for example, courses, examinations, etc.) compare with those of other graduate programs in the field?

C. What coursework, seminars, and other educational experiences are offered in the area of integrity in science and professional conduct of scientists? How does the faculty communicate with students about ethical behavior in the conduct of research, in the analysis of data, and in the reporting of research findings?

D. Are sufficient resources allocated to the program to allow it to meet its goals? Are the resources allocated used in the most effective manner? Is the program as productive as possible given the resources available to it?

II. Students

A. Are students of high ability attracted to the program? What criteria are used in admitting students to the program? Does the program have an effective plan with sufficient resources for recruiting new students?

B. Are the students in this program diverse in terms of gender, ethnicity, and socioeconomic background? What has the program done to promote and maintain such diversity? What is the history of the program's outreach efforts?

C. Does the program have established procedures for regularly evaluating student performance? Does the program ensure that adequate information and good advice are provided to students?

D. Do the students have sufficient opportunities to participate in program activities, committees, and to provide input on their experiences?

E. Do the students have ample opportunity to interact with faculty about research projects, teaching opportunities, and progress toward the degree?

F. Does the program provide sufficient financial support for its students?

G. Does the program have a support process or strategy to help students overcome problems that may impact on their academic progress?

H. Do students complete the program within normal time limits? What is the quality and scope of research results or other scholarly work published by graduate students?

I. Are students successful in finding suitable positions upon graduation?

J. What is the morale of the students in the program?

III. Faculty

A. What is the general scholarly quality of the faculty of the program? Is the faculty adequate in numbers and sufficiently broad in interests for the program offered?

B. Do faculty members receive sufficient support for their teaching and advising activities in the graduate program?

C. Are faculty members of quality being recruited and retained? Is the faculty diverse in terms of gender, ethnicity, and background?

D. What is the morale of the faculty in this program?

IV. Physical Facilities and Other Resources

A. Is the physical plant, e.g., classrooms, office space, laboratories, study and lounge areas, satisfactory? Is the library adequate to support the instruction and research needs of the program? Are web-based resources sufficiently utilized by members of this graduate program?

B. Is there adequate equipment to support graduate instruction and research? Is there adequate administrative, technical, and other staff assistance for this graduate program?

V. Strengths, Weaknesses, Recommendations

Approved by Graduate Council April 2023

Replaces document:
ACADEMIC PROGRAM REVIEW: GUIDELINES FOR EXTERNAL REPORT (May 2014)

APPENDIX I: SCHEDULE OF ACADEMIC PROGRAM REVIEWS

Year	Term	Program
2022	Fall	Oral and Craniofacial Sciences MS
2023	Winter	
	Spring	Developmental and Stem Cell Biology PhD
	Fall	Medical Anthropology PhD
2024	Winter	Global Health Sciences PhD MS Translational Medicine Clinical Research MAS Genetic Counseling MS Global Health Sciences MS Nursing PhD
	Spring	Neuroscience PhD Biomedical Sciences PhD Rehabilitation Science PhD Healthcare Administration and Interprofessional Leadership MS
	Fall	
2025	Winter	Bioengineering PhD Tetrad PhD Health Data Science MS
	Spring	
	Fall	Pharmaceutical Sciences and Pharmacogenomics PhD
2026	Winter	Computational Precision Health PhD
	Spring	Chemistry and Chemical Biology PhD Physical Therapy DPT
	Fall	
2027	Winter	Oral and Craniofacial Sciences PhD
	Spring	Biological and Medical Informatics PhD Epidemiology and Translational Sciences PhD Biomedical Imaging MS Biophysics PhD
	Fall	
2028	Winter	
	Spring	Developmental and Stem Cell Biology PhD

Year	Term	Program
	Fall	MS Translational Medicine
2029	Winter	Global Health Sciences MS
	Spring	Healthcare Administration and Interprofessional Leadership MS Neuroscience PhD Biomedical Sciences PhD
	Fall	
2030	Winter	History of Health Sciences PhD Bioengineering PhD Tetrad PhD
	Spring	Oral and Craniofacial Sciences MS Sociology PhD
	Fall	Pharmaceutical Sciences and Pharmacogenomics PhD
2031	Winter	Medical Anthropology PhD
	Spring	Chemistry and Chemical Biology PhD
	Fall	Global Health Sciences PhD Clinical Research MAS
2032	Winter	Nursing PhD Genetic Counseling MS Oral and Craniofacial Sciences PhD
	Spring	Biological and Medical Informatics PhD Biomedical Imaging MS Rehabilitation Science PhD Biophysics, PhD
	Fall	

Schedule as of April 2023. Schedule may be adjusted as necessary by the Program with concurrence of Graduate Council and Graduate Division.