



March 7, 2014

To: Jose Wudka, Chair, Riverside Division

From: John S. Levin, Chair, Executive Committee, Graduate School of Education

Subject: University of California, Riverside, Strategic Plan (February 7, 2014)

The Graduate School of Education Executive Committee has reviewed the UCR Libraries Strategic Plan. Members of the committee were pleased with the written document and its ambitions.

The document, in the view of the Chair of the Executive committee, suffers from hyperbolic and at times inappropriate diction. For example, p. 2 (and there is an absence of page numbers), under Vision, the use of “empower” suggests a condition of hierarchical authority, not consistent with my view of a university; as well “empower” is an inappropriate verb in “empower positive change;” p. 3 and elsewhere “Nimbly and effectively,” describes the actions of a deer rather than an organization unless the library views itself as part of the business/corporate community depicted in the business management literature (there is a superfluity of nimbleness in the document); “aggressively transform” on page 1; “Aggressively adopt” and “aggressively seek” on page 4 suggest a rather hyper-masculine stance. There are other terms--“personalized experiences” and “maximally meet”—that are just not clear, and phrases that are just incorrect and hyperbolic: see page one for “to enable the libraries to transform itself.” In short, the document needs considerable editing, clarifications (what “new methodologies,” what “new pedagogies”? and how specifically are these going to be implemented?), and pulling back on assertions. As well, it is not always clear if the plan is for the campus or the Libraries, or special campus constituents: the governance structure on page 5 could be for the libraries and staff; the culture (“Create a culture”) could be for the faculty given that it is tied to grant opportunities; and of course some of this could be intended for students: but none of this is clear enough.