

## **BERKELEY INSTITUTE FOR THE STUDY OF SOCIETAL ISSUES**

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The Institute for the Study of Societal Issues (ISSI) at Berkeley greatly impressed the visiting committee during our recent visit on March 4 and 5, 2015. In our judgment, the Institute serves important and distinctive -- and indeed, as far as we could tell, unique -- purposes at the University of California Berkeley as a high quality research center with a strong educational component and an obvious commitment to serving diverse graduate and undergraduate students. The Institute's core leadership and staff are dedicated, professional, extraordinarily hard-working and savvy: we were especially struck by how much has been accomplished since Martin Sanchez-Jankowski became the Director of ISSI, working with invaluable and extremely expert assistance from only two paid staff members Christine Trost and Deborah Lustig (and even though only Christine is full-time). The Institute clearly has a vision and well-articulated plans for how ISSI ought to operate, how it can move forward, and how it can contribute to the University beyond successes already achieved under conditions of limited resources.

Our report proceeds in accordance with the charge we received from Vice Chancellor Fleming. First, we take up ISSI's strengths and contributions. Second, we examine ISSI's needs and resource-related challenges. Third, we look more specifically at the six centers operating under the physical and institutional rubric of ISSI, briefly surveying the contributions and needs of each. Fourth, and finally, we turn to recommendations for ISSI generally (and overall).

### **I Strengths and Contributions**

#### **A. Academic Rigor**

ISSI was founded in 2009 after a merger of the Institute for the Study of Social Change and the Survey Research Center. All our conversations at ISSI indicated a thorough going commitment to academic quality and to rigorous research and education. Relatively new centers such as those researching Native-American issues, right-wing studies and ISSI's new Social Medicine initiative (see also Section III, on specific centers, below) exemplify the application of high quality scholarship to important social issues -- issues that are not being taken up elsewhere, and which ISSI provides national leadership by addressing. ISSI's extensive experience with and knowledge of ethnography as a research tool -- institutionalized in its Center for Ethnographic Research -- also reflects this commitment to rigor as well as strong concerns for social issues and to maintaining a sense of continuity with the Institute's past history. ISSI continues to show deep

concern for vulnerable populations but its distinctive mark is to place first-rate empirical research and analytic sharpness at the forefront of its well-defined mission.

Rigorous expectations were also noticeable on the educational side as exemplified in the Graduate Fellows program. Graduate students in this program are required to attend presentations, provide regular updates on progress, and produce work through deadlines that chart 'next steps' all the way through degree completion. In our experience, the Graduate Fellows program seems virtually a model for offering diverse students the kind of close supervision -- i.e., receiving excellent feedback as well as support vis-à-vis useful deadlines and collegial encouragement -- that academic programs ought to provide but often do not. Students we spoke with who went through the program reported that they might not have received their Ph.D. degrees and gone onto successful careers without ISSI's intensive assistance and intervention. ISSI staff and faculty obviously invest considerable time and energy on the program, and its evident success reflects enormous dedication. As far as we know, ISSI is quite unique in providing what struck us as a remarkable level of support to past and present cohorts of diverse students.

Overall, then, academic quality is clearly ISSI's bedrock, demonstrating a commitment to excellence that runs across its present practices and further plans.

## **B. Supportive Space and Community for Students**

Our review committee spoke with many students whose views of ISSI were enthusiastic and positive. Students repeatedly characterized ISSI as a place where their interests and concerns were valued and supported. Recent graduates described ISSI in glowing terms; as with the Graduate Fellows Program, many said it had strongly affected their entire graduate careers and experiences. It is worth emphasizing that while the students at ISSI are by no means all minority, ISSI succeeds in serving a notably diverse group of undergraduate and graduate students; likewise, while ISSI's work is not exclusively focused on issues of concern to minority students, much of its research centers on questions of interest to students concerned about social inequalities and discriminations. The result is a place -- and a supportive space -- where students in general, as well as minority students in particular, find their academic work validated and supported. This also seemed the case for many faculty. Consequently at least for some number of diverse faculty and students, it seemed like ISSI was the place, more than anywhere else on campus, where they felt very much at home. We see this as extraordinarily important and valuable for UC Berkeley. Such overwhelmingly positive feedback also suggests that graduates of ISSI go into the larger academic community as ambassadors for the University overall, contributing to the University's ongoing influence and creating networks of alumni who remain - and will remain --supportive of both ISSI and Berkeley.

### **C. Interdisciplinary Focus**

In social research institutes, interdisciplinary approaches are often the norm. ISSI has succeeded in providing an institution wherein students and faculty who wish to take this approach in their scholarly work can find others of like mind. This approach to academic inquiry is particularly important for scholarship that rigorously addresses social issues; moreover, issues involving past and ongoing inequalities often demand interdisciplinary contributions so as to encompass their multi-dimensional character. Unfortunately, though, academic departments can too often become 'siloes,' a problem that ISSI has effectively avoided by insisting on research that addresses social issues collaboratively. Impressively, ISSI's work involves interdisciplinary collaboration not only among social scientists (bringing in anthropologists, sociologists, political scientists, historians and economists) but has also attracted faculty and students beyond the social sciences from, among other places, the School of Education, the Law School, the Public Health School and even a professor and project from the Natural Resources faculty.

### **D. Methodological Contributions**

Across its six centers, ISSI supports a range of methodologies that include qualitative as well as quantitative research and approaches. On the qualitative side, we were impressed by ISSI's Center for Ethnographic Research that specializes in this valuable research methodology -- ethnography -- allowing researchers to understand issues from the point of view of groups or organizations being researched. For community and organizationally-focused scholarship, and certainly for research on inequalities that affect groups whose problems ISSI faculty and students often analyze, this is a powerful tool applicable to many disciplines and types of qualitative research. In particular the Center for Ethnographic Research, housing a number of extremely well-respected ethnographers including Martin Sanchez-Jankowski himself, helps to make the University a force in this methodology within the larger academic research community. One indication of ISSI's reputation in this field is the success and popularity of ethnography workshops it has offered. As we suggest later, this is one area where growth (and revenue generation) has occurred and where expansion may be helpful for ISSI. At the same time, we noted that quantitative research -- going back to the Survey Research Center that merged into ISSI -- is also supported, furthered and applied to varied social issues.

ISSI, then, contributes to the University both through its interdisciplinary/collaborative character and by its inclusion of both ethnographic/qualitative and quantitative methods and approaches. At the same time, through its clear strength in ethnographic and qualitative work, it provides a significant counter-balance to the tendency of some social science disciplines to focus too narrowly on quantitative approaches. While such methods are useful and powerful, their limits can be significant if and when particular study areas generate fewer data sets and information must be obtained by alternative means. Community focused research can be particularly ill served by ignoring qualitative techniques, and ISSI enhances the University's repertoire through

its ability to rigorously conduct varied types of research including but not limited to the ethnographic.

### **E. Distinctive Research Concerns**

Another contribution of ISSI is its commitment to focusing research on groups whose experiences and issues would not otherwise receive adequate scholarly attention. The Latino Center is well established and serves both as a home for Latino faculty and students and as a place where extensive research and collaboration specifically focused on Latino issues occurs. Also ISSI's new Center for Research on Native American Issues concentrates on Native Americans and issues affecting Native communities in California and across the United States. Importantly Joseph Myers -- one of the most recognized spokespeople for Native American issues in the United States -- is the Co-Chair of this Center along with Martin Sanchez-Jankowski. This is an area with which ISSI seems very distinctively involved, contributing both research and concrete policy proposals like ones seeking to make Indian youth more computer literate; notably, too, a \$3 million proposal has been submitted to NSF to offer STEM training to Indian youth. Such work struck the committee as hugely important and admirable for a public university; it speaks to ISSI's successes and multi-faceted contributions both to Berkeley, the State of California and beyond.

## **II Needs and Resource-Related Challenges**

For all the reasons elaborated above, ISSI has excelled at fulfilling its research mission through faculty engagement, project initiation, the generation of new centers, interdisciplinary collaboration in the social sciences and beyond, and by providing impressive and distinctive levels of training and support for diverse students and faculty. Again, the Committee was greatly impressed with the quality of programs and staff involvement in all of the scholarly and programmatic activities of ISSI, including working closely with graduate and undergraduate students in professional and scholarly development. We left with the firm impression that ISSI is a Berkeley 'jewel,' serving very important functions for the University overall.

However, we were concerned that all of this happens with insufficient financial support and on an extremely limited budget. Creative, hard working, and resourceful staff impressed us as extraordinarily good at leveraging limited resources, securing internal and external resources, and managing funds/grants/institutional support so as to obtain maximum 'bang' for ISSI's dollar. This was evident by at least one glaring metric: the quantity and quality of yearly programs, activities and graduate student training/mentoring taking place with a strikingly small-staff (only 3.3 total FTE, including Work Study students) and a declining resource base. The work that staff undertakes and manages is extraordinary in depth and breadth, going well beyond the total number of weekly and daily work hours compensated by their FTE budget. This was not

told to us directly but we were left wondering how staff was able to do what they do with so little.

To be clear, there are resources that are secured through internal and external grants by the numerous research centers housed at ISSI -- including the Center for Right-Wing Studies, Center for Latino Policy Research, and Center for Research on Native American Issues -- to undertake research activities and support their staff/directors. This section of our report, though, is directed at analyzing the general level of administrative resources that oversee the broader mission and administrative obligations of ISSI including staff that coordinate and manage the entire ISSI enterprise. This includes the Associate Director (100% time), Assistant Director (75% time), Graduate Training Coordinator (35% time), Event Specialist (75% time), and IT Specialist (50%) plus a few work study students who serve as receptionist and who perform other small administrative tasks.

### **A. Staff Burnout and the Need for Increased Staff Budgeting**

The Committee was gravely concerned about staff burnout and continued austerity measures that limit scholarly activities and engagement. Key staff (associate and assistant directors) are highly educated Ph.Ds and their work combines the best of teaching, research and academic management, university committee work, and empirical research and dissemination. These are highly valued activities in a university enterprise and are normally undertaken in disciplinary departments and among ladder rank faculty. It is not an understatement to say that staff members undertake their work partly from passion for scholarly engagement on issues of inequality and partly because they love working in a stimulating academic environment at a research institute housed within one of the best public institutions in the nation. Yet committee members were very concerned that this core staff's 'larger than life' (and outstanding) level of engagement could lead to 'burn out' unless the University provides well-deserved additional staffing resources. Thus, one of our major recommendations (see below) is that at least one additional full-time staff member be added to ISSI, and that Deborah Lustig's 75% position increase 100% of her time rather than diminishing, as is currently planned to only 50%. Without additional staff resources, we are concerned that the University will be falling short of institutionalizing (in the long term) the considerable successes and services to Berkeley overall that ISSI is currently providing (in the short term going forward).

### **B. Space Related Needs**

Our visiting committee was taken on a thorough tour of the building in which ISSI is housed and was impressed with its majestic grace, size, and the central location ISSI occupies just south of the campus. In a different direction, though, the committee was struck by the relative lack of upkeep of the building and some of the offices within it: in addition to basic upkeep and work on the building's general condition, improvements seem needed in terms of upgraded furniture and renovation of some of the shared spaces; an outside area could be a terrific porch for people to

congregate on but is currently unused and apparently unusable. While a complete renovation might be in order, our recommendations below also include more modest suggestions for ‘upgrading’ the building and spaces within it that would cost relatively little and accomplish a good deal: these include painting, new furniture, a focus on making shared space more comfortable and conducive to academic sharing and collaborations (e.g., white boards, movable conference tables and chairs, and IT access). Whereas a complete renovation could cost millions, upgrading the inside of the building through a more modest, incremental plan would entail a fraction of the total cost and would go a long way toward making ISSI’s space more conducive to Berkeley’s stature and the excellence of its faculty, graduate students, and undergraduate student body.

The committee also was concerned that one of the centers -- the Center for Latino Policy Research -- is housed in a separate location, albeit right across the street from ISSI’s main building. The concern was mostly over CLPR’s relative isolation and not receiving the benefit of a more centralized space within which faculty, staff, and student interactions and engagement contribute to academic synergies and multi-disciplinary collaborations. We wondered whether future renovation, as part of a long-term plan for ISSI, might be able to create additional space within ISSI for the CLPR.

### **C. Mentorship and the Graduate Fellows Program**

One of ISSI’s signature strengths is its impressive and long track record of mentorship to graduate students, undergraduate students and -- as also occurs under the aegis of the Center for Research on Social Change -- junior faculty as well. For over 40 years since 1973, ISSI has been training underrepresented (as well as majority) students through various programs including one of its signature accomplishments, the Graduate Fellows Program. But ISSI has other mentoring programs as well that involve writing and research ‘workshop-ing’ of papers.

ISSI’s mentoring is impressive for several reasons. First, and as previously noted, alumni include a virtual (and historical) ‘Who’s Who’ of faculty superstars and upcoming junior faculty. To say ISSI contributes to a diverse pipeline is almost to understate their contributions to increasing and re-populating that pipeline since at least 1973. Second, ISSI’s mentoring success is empirically based, and has a robust record of success and significant impact to the academy – precisely what Berkeley prides itself on doing so well. Finally, ISSI’s proven record of success and best practices on academic mentoring provides a wonderful opportunity to expand their program(s) through more fellowships and to consider entrepreneurial opportunities (best practice manual, workshop training) to replicate their successful model at other institutions of higher learning. The Committee also thought that each of the research centers could do more to engage graduate students, including through further efforts to procure fellowships and resources to support graduate fellows, and in their research and professional training. In this report’s final section, we strongly recommend further support for mentoring across the centers and expansion of the Graduate Fellows model.

### **III Contributions and Needs of Specific Centers**

We met with faculty and directors for each of the six centers operating under the rubric of ISSI. Some of the accomplishments and distinctive research topics of the centers have already been mentioned. In this section, though, we provide brief overviews both of these centers' strengths and of needs they expressed before turning to a final section focused on the committee's recommendations for ISSI going forward. All six centers have in common that they seek extramural funding; engage in collaborative work both inside and outside UC Berkeley; and undertake mentoring tasks for diverse graduate and undergraduate students.

Berkeley Center for Right-Wing Studies. We met with this Center's Chair, Larry Rosenthal, and also with Christine Trost who is the second person most closely involved with the Center. To our knowledge, there is no other Center of this kind in the United States, both in terms of research the Center conducts on right-wing groups and organizations and the extensive archives it contains. The Center houses over 2000 DVDs (more than any other collection in the country) and also has a unique archive of Freedom of Information Act FBI files. Its other achievement was to hold a conference on the Tea Party that resulted in a book on the Tea Party's rise in the United States. As with other Centers, CRWS also engages in student mentoring under the aegis of its distinctive research focus.

A problem the Center faces, though, is that Christine is also the Associate Director of ISSI so that she is stretched thin with a great deal of work for the Institute overall. This means that the Center needs additional assistance to carry out key activities, most notably digitizing their impressive archive..

The Center for Social Medicine (BRSC). We met with Seth Holmes, this Center's Chair, who explained to us that the Center -- started in 2013 -- seeks to bring together people from across the social sciences who look at social medicine and health from interdisciplinary perspectives. He clearly articulated that the Center cultivates an interdisciplinary perspective and is already drawing in faculty and students from anthropology, public health and critical theory, disciplines otherwise not being brought together by the School of Public Health. The Center has held several well-attended events related to medicine and society, and is interested in serving the larger community as well. The committee was impressed by Holmes and by the Center's commitment to responding to local and national concerns about how medicine, public health and society are interrelated.

However an important need of the new Center involves graduate students who would be funded in social medicine, and who could gain from the kind of distinctive mentorship ISSI struck us as so expert at providing overall.

The Center for Ethnographic Research. Chaired by Martin Sanchez-Jankowski, who is also ISSI's Director, the Center for Ethnographic Research seems to be thriving insofar as it engages in both research and training. The Center instructs undergraduate and graduate students in

ethnographic methodology, runs colloquia, conferences and workshops on a wide range of ethnographic research, and actively promotes grant research. The Center also offers roundtables to graduate students that feature well-known young ethnographers like Alice Goffman and Randol Contreras, and summer training to advanced undergraduates through its Undergraduate Research Internship Program.

As our recommendations indicate, we were also quite impressed by creative fund-raising that this Center has done by hosting a workshop on Atlas.ti that generated \$3,350 revenue in 2013. In addition, workshops on ethnography have raised money and can generate additional funding for ISSI. However, ISSI's ability to 'capitalize' on its own innovations in this area are dependent on the University making sure that support staff are expanded rather than diminished (see Section IV below).

The Center for Latino Policy Research -- We were interested to learn that CLPR was founded as a result of a Senate resolution that mandated the University of California to engage in research and policy initiatives to alleviate difficulties faced by California's Chicano/Latino populations. As we have indicated throughout this report, ISSI overall is succeeding remarkably well in serving minority undergraduate and graduate students as well as faculty -- successes that are reflected in this Center's activities as well. The Center is working on several initiatives that Patricia Baquedano-Lopez (Chair) and Rocio Aguilar-Pedroza (Program Assistant) discussed, including helping Latinos to find jobs within the Silicon Valley technology industry, and working to help Latino males obtain higher education. We also learned of undergraduate research apprenticeships the Center offers, and about a variety of well-attended events the Center runs. Strikingly, there are only 50 Latino faculty in the entire University, many of whom rely on the Center to provide a sense of belonging and community that -- as students also indicate -- that would otherwise be missing at Berkeley.

Given all its activities and the mandate it meets, the Center reported several problems. One is that the Center's Program Assistant is slated to go from a 75% to 50% position, leaving the Center less able to fulfill the initiatives it has begun. Another problem is slow administrative response times to requests for reimbursement and hiring.

Center for Research on Social Change -- The Graduate Fellows program spoken about by students so glowingly, and which is clearly a major achievement of ISSI, is run by David Minkus and Deborah Lustig within the Center for Research on Social Change. But this is one of three major initiatives within this Center: a second important program of this Center is a writing group that David heads and which includes Ph.D students, recent Ph.D's and even some undergraduates. This serves a major mentoring function as well. Thirdly, CRSC created a seminar that meets once a month to assist junior faculty who have manuscripts that need improvement. Common to the Graduate Fellows program, the writing group and the seminar is the provision of feedback and mentoring for students and -- uniquely to this Center, as far as we could tell -- faculty as well.



Needs of this Center that obviously emerged were that Deborah Lustig's time is only 75% even though it seems important to expand the Graduate Fellows Program. Many students are turned away from this program (they can only take 6 out of many more applications) who would benefit from it enormously.

Joseph A. Myers Center for Research on Native American Issues. A major strength of this Center, founded in 2010 and which Martin Sanchez-Jankowski and Joseph Myers co-chair, is that -- like other Centers including the Center for Latino Policy Research -- has now provided a community on campus for Native American students. The Center also runs a colloquium series and engages in collaborative research projects, providing support for students through mini-grants and graduate fellowships. We found that the work this Center is doing is innovative and extraordinarily useful including (see above) generating an NSF proposal for money to train Native Americans in stem research and to increase computer literacy among Native Americans.

A major need of this Center is that it needs funding for graduate students. Along with Joe Myers, one of the most well-known (if not most well-known) Native American figure in the State of California, Martin Sanchez-Jankowski has generated some money for Native American casinos for student fellowships. But more fellowship money is also needed from the University to support this Center in the inspiring -- and, again, unique work -- it has been doing.

Across these six centers are several recurring needs -- especially for additional staff funding and for graduate student fellowships -- that we now discuss in turning to the committee's recommendations.

#### **IV. Recommendations for Furthering the Success and Aims of ISSI**

Now that ISSI's period of reorganization has successfully concluded, it is time for the University and the Institute to take collaborative steps to build on its existing strengths. Our recommendations include efforts to augment the Institute's staff (and budget); build on its revenue-generating successes; add to its graduate student program; upgrade its physical space; and improve its visibility so that faculty are engaged more fully.

##### **A. Staff and Budget-Related Recommendations**

As this report has emphasized throughout, ISSI's staff manage to accomplish a remarkable amount on a quite limited budget; staff have played a key role in making both the Institute, and the six centers within it, extraordinarily successful and important for the mission of UC Berkeley as a whole. However again, and as stated in Section II, we are concerned about the staff being over-burdened and about the possibility of 'burn out' going forward in the nearer and longer term; ISSI's limited staff budget makes it difficult for the Institute to operate at maximum potential effectiveness. Moreover, critical staff are being asked to reduce their work time; this strikes us as just the opposite direction merited by the Institute's and its Centers' demonstrated achievements. Consequently, we consider it pragmatic to recommend that the Institute's funding

from the VCR be increased so as to expand rather than reduce staff, thereby allowing ISSI itself to build on -- rather than risk dilution of -- its recent record. In this regard, more specifically:

1. we strongly recommend that the VCR provide funding to allow Deborah Lustig to return to full-time work at the Institute. Her outstanding service to ISSI overall, and key role in the Graduate Fellows Program, make it important to raise (to 100%) her funding; and
2. we urge that the VCR seriously consider investing in an at least one additional full-time hire as a one year (or preferably two year) 'investment' in ISSI based on its demonstrated accomplishments. This (initially) temporary increment in staff would assist Christine Trost in running the Institute and helping with the Centers, while having the added benefit of assisting with revenue generating strategies. Indeed, in **Section B** below, we outline three new as well as already existing strategies for ISSI that entail revenue generation. This potential for generating funding clearly exists (and, under Martin Sanchez-Jankowski's direction, ISSI is impressively now out of debt and seems very well-managed financially). But this potential can only be expanded with the addition of new staff; this is necessary for each of the below recommendations to be realized, especially as the present small staff is already working more than can be reasonably expected. Note that this suggestion of an initially temporary staff 'investment' enables a good possibility that, in a short period of time, monies can be raised to offset (or possibly eventually even fund) the cost of the new staff addition. We believe that ISSI's record merits this investment.

## **B. Fund-Raising Strategies: Building on ISSI's Accomplishments to Date**

In particular, we highlight three strategies for ISSI to use so as to initiate or expand already existing fund-raising. Other strategies are obviously germane, too, but we are especially recommending the following:

1. as a new idea, ISSI should form a national board of prominent academics, practitioners and alumni. The board's purpose would be to assist with fundraising and perhaps to spearhead an annual fundraising event. This could be done in conjunction with a ceremony to honor successful alumni of the ISSI's graduate training program and prominent individuals whose achievements resonate with ISSI's mission. The recommendation seems particularly do-able with the addition of another staff member, as recommended above, to put into practice what strikes us as an excellent new idea;
2. ISSI should expand its already existing and money-raising workshops. The workshops on Atlas.ti (computer assisted qualitative data analysis) training, and on ethnographic methods, have been successful but they could be expanded to bring in even additional

revenue; ISSI should also consider providing other workshops that its faculty are distinctively trained to offer. Once again, though, please note that without expanded staff, as we are urging, this mode of revenue generation will be difficult to actualize efficiently; and

**3.** ISSI should continue to do what we were told it does regularly and well, namely, review many of the grant proposals that go out under its auspices. Our committee was told that this happens as a matter of course, and is a ‘feedback’ process that seems tremendously helpful for faculty working in ISSI and its Centers. Obviously, successful grants are revenue generating for UC Berkeley overall: again, additional (initially) temporary staff is necessary for the expansion of this valuable contribution to the generating of research revenue. Again, this supports our idea of investment in additional staff.

### **C. Expand ISSI’s Apparently Unique Programming**

The ISSI’s graduate training program is a jewel that should be expanded. The Institute should also consider new ways to engage a wider range of faculty. To elaborate:

- 1.** The graduate training program provides outstanding academic support and professional training for students who might otherwise fall between the cracks at Berkeley. We recommend that the graduate program, which again provides a benefit for the campus as a whole, be gradually expanded to accommodate additional students who can benefit from it. The Graduate Fellows program, which is fantastically successful and useful, could accept several more applicants (as we were told, a large number of worthy applicants are now turned away); and ISSI overall deserves several additional graduate fellowships given its new and ongoing initiatives.
- 2.** The Institute provides offices to some faculty members; other faculty are involved in the ISSI as center directors. However, there is room for the Institute to provide more resources for faculty to engage in collaborative research or to sponsor conferences.

### **D. Space Recommendations**

The ISSI is housed in an historic building. As detailed in **Section II** above, though, the building needs significant improvements. The space is attractive and should be preserved for ISSI but the carpets need replacing and the walls need to be painted. There is a porch that could easily and inexpensively be renovated to provide yet another congenial space for building community -- a purpose so important and defining as one of ISSI’s many distinctive contributions.

## **E. Visibility**

ISSI should work to build its profile on the Berkeley campus and in the world of research more broadly. Our suggestions are as follows:

- 1.** ISSI is well-known in the social sciences, especially in Sociology. However, and though it has done an excellent job of engaging faculty in a wide range of interdisciplinary programs and workshops, it is relatively less well-known to other units on campus. We encourage the Institute to reach out to other units on campus even more than it is currently doing so as to ensure reaching the widest range of faculty and students who share an interest in its activities; and
- 2.** The ISSI's website is attractive and informative about upcoming events. Again, though, more could be done. For example, more research conducted by students and faculty affiliated with ISSI could be posted to reach an even wider community.