

TO: Martín Sanchez-Jankowski and Deborah Lustig]

On Thu, Jun 4, 2020 at 6:22 PM Linda Rugg <rugg@berkeley.edu> wrote:

Dear Martín and Deborah

I have long put off writing to you about the future of ISSI, because I was waiting to get more information about the fate of Anna Head House and its feasibility as a home for ISSI's programs. As you know, the estimate for fixing the porch for ADA requirements came in at \$300k. I floated the idea that Deborah suggested (relayed by Jane Mauldon), namely that another pathway for entrance might be done less expensively, but Ben Perez, who handles facilities issues for the Disability Office, figured that even that less expensive option would be a very significant cost (at least \$150k), and as we know, ISSI does not have the funds to make those repairs. Neither does the VCRO. Further, Ben let me know that the Anna Head School is on a list of buildings in such need of repair that the building may have to be evacuated, because the cost of repair is far beyond what campus can afford at present. It would take an angel donor or donors who could support repairs/renovation in the tens of millions of dollars. Making the ADA porch repair on an untenable building would not be a good expenditure of funds.

This is all very disheartening, I know. And further, our estimate is that ISSI has been spending down its reserves at such a rate that survival beyond four years is unlikely. Jane indicated to me that Deborah thought that the amount could stretch significantly further, but that doesn't align with our reading of your expenditures, and we anticipate that the looming budget crisis will force the VCRO into making very significant cuts to our units, which would hasten the draining of ISSI's reserves.

Currently ISSI receives \$350k annually from our office, which is the bulk of the funding that supports the unit. This makes the unit one of the most costly for the VCRO. There have not been gifts that could form significant endowments or large grants that would help cover costs. Given the state of the building and our inability to pay for repairs, the weak response to the director search, the diminishing reserves, and the relative lack of outside funding, we regret that we don't see a way forward for ISSI.

What this means in the near term is that we would like to begin to move those activities that can be preserved into other spaces/units, which is essentially what has happened with the Latinx Research Center. This will take some brainstorming and conversations with other units. We see the disbanding of ISSI as a gradual process that could extend over a couple of years, though we have the problem of Martín's sabbatical; I have not had luck in recruiting an interim director for the upcoming year.

We wanted to be sure to preserve Deborah's position as an exception from the hiring freeze, since she has been invaluable to the unit, and we have now received notification that her appointment will be extended for a year. We want to support her as much as we can.

I am saddened by the loss of this unit, but ORUs were not meant to be supported by campus in perpetuity. There is an expectation that a unit will either begin to achieve independence or give

way to new initiatives (this was the focus of the Sunset to Dawn study of the 1990s). And as I have said, we can look toward trying to preserve some of the valuable initiatives you have fostered by moving them into a new cluster.

I am sorry to deliver this difficult news. I am sure that you have many questions and concerns, and I am ready to hear them. We can schedule a conversation at your convenience.

with best wishes
Linda

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