



## Daniel Jeremy Silver Collection Digitization Project

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### **MS-4850: Daniel Jeremy Silver Papers, 1972-1993.**

Series II: Subject Files, 1956-1993, undated.

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National Society of Fund Raising Executives, Northern Ohio  
Chapter, correspondence and notes, 1985.

# NSFRE

Northern Ohio Chapter  
National Society of Fund Raising Executives  
P.O. Box 1988, Cleveland, Ohio 44106 • (216) 721-4277

April 15, 1985

## Board of Directors

Margaret A. Grattan, CFRE  
President  
James P. Banks  
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Karen Owens  
Virginia M. Pfarr  
L. Leanne Schwind, CFRE  
Ted J. Theodore

## Committee Chairs

Michelle Ann Krochmal  
Awards  
James P. Conway, CFRE  
Bylaws & Ethics  
Gerald Janosek  
Nominations  
L. Leanne Schwind, CFRE  
Professional Education  
Kaye McCandless, CFRE  
Program  
Virginia M. Pfarr  
Membership  
Ted. J. Theodore  
Public Relations

Rabbi Daniel J. Silver  
The Temple Branch  
26000 Shaker Blvd.  
Beachwood, Ohio 44122

Dear Rabbi Silver,

I am writing to you on behalf of the National Society of Fund Raising Executives as their Program Chairman to ask that you be our Key Note speaker at our Silver Anniversary celebration on June 13, 1985.

Participating in this event will be Mayor Voinovich who will be presenting two recognition awards and our National Director, Mr. Richard Wilson from Washington, D.C. Not only will the NSFRE membership (approximately 100 professional fund raising executives from Northeast Ohio) be present, but it is expected that Executive Directors of the major Cleveland Foundations will also be there.

As you may know, the Mandel Center for Non-Profit Organizations was established at CWRU with gifts from the Premier Industrial Foundation, The Cleveland Foundation, and the George Gund Foundations. Also a Professorship in Non-Profit Management was established at the School of Applied Social Sciences. Dr. Richard P. Chait has been named to this Chair.

Cleveland and its surrounding area is clearly becoming the "Center of Philanthropy". In light of this, the NSFRE executive committee unanimously requested that I contact you and ask that you share with us your views of Cleveland.

The location of this Luncheon will be the Cleveland Centre and will begin at 11:30 A.M. (cocktail hour) with the Luncheon starting promptly at 12:00 Noon. We ask that you speak from 25-30 minutes.

Should you have further questions please do not hesitate to call me at the American Lung Association of Northern Ohio (361-8000).

Hoping that your schedule permits your presence with us, I am,

Most truly yours,

*Kaye McCandless*  
Kaye McCandless, CFRE  
Program Chair

April 18, 1985

Ms. Kaye McCandless, CFRE  
National Society of Fund Raising Executives  
P.O. Box 1988  
Cleveland, Ohio 44106

Dear Ms. McCandless:

I thank you for your kind letter of April 15. I will be happy to speak to your group at lunch on June 13. I take it that you want me to talk about some of the problems and challenges which face the City of Cleveland.

I should add that in lieu of an honorarium, I would expect the Society to make an appropriate contribution to the Abba Hillel and Virginia H. Silver Charitable and Educational Fund of The Temple. I trust this is acceptable.

With all good wishes I remain

Sincerely,

Daniel Jeremy Silver

DJS:mp

25th Anniversary Committee  
NSFRE - Northern Ohio  
Mrs. Ginny Parr  
6075 Emerald Drive  
North Ridgeville, Ohio 44039

25th Anniversary Celebration NSFRE  
Northern Ohio Chapter

\_\_\_\_\_ I will attend on June 13, 1985

I will bring \_\_\_\_\_ guests with me

Please make checks payable to NSFRE for \$15.00  
per reservation. Please respond by June 10th.

\_\_\_\_\_  
Name

The National Society  
of Fund Raising Executives  
Northern Ohio Chapter

cordially invites you to attend  
our

Twenty-fifth Anniversary  
Celebration



Thursday, June 13, 1985

12 noon

at

The Cleveland Centre  
3100 Chester Avenue, Cleveland, Ohio

Special Recognition

The Cleveland Foundation

Special Guest Speaker

Daniel Jeremy Silver, Rabbi  
The Temple at Silver Park

RSVP

\$15.00 per person

Cash Bar:  
11:30 a.m.

# NSFRE

File

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National Society of Fund Raising Executives  
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Membership

Ted J. Theodore  
Public Relations

June 26, 1985

Rabbi Daniel Jeremy Silver  
Temple at Silver Park  
University Circle & Silver Park  
Cleveland, Ohio 44106

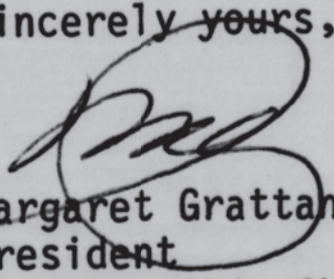
Dear Rabbi Silver:

I would like to express sincere appreciation to you on behalf of the Northern Ohio Chapter of NSFRE for your willingness to speak to us on the occasion of our 25th Anniversary Celebration.

I personally was very moved by what you had to say, and I know that this is true of those who attended. I have had many comments from the audience on your very moving remarks.

We have forwarded a contribution to The Temple in honor of your participation in this event. We are very pleased to do this, and again thank you so much for your participation.

Sincerely yours,

  
Margaret Grattan, CFRE  
President  
Northern Ohio Chapter/NSFRE

MG:vy

# NSFRE

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National Society of Fund Raising Executives  
P. O. Box 1988, Cleveland, Ohio 44106 • (216) 721-4277

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July 1, 1985

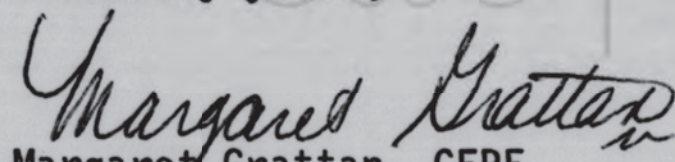
Rabbi Silver  
Temple at Silver Park  
University Circle & Silver Park  
Cleveland, Ohio 44118

Dear Rabbi Silver:

Our NSFRE Board Member Erwin Dieckmann took some photos of our 25th Anniversary Celebration, and I thought you might like a copy of this one.

Thanks again for participating.

Sincerely yours,

  
Margaret Grattan, CFRE  
President  
Northern Ohio Chapter/NSFRE

MG:vy  
enc.



July 9, 1985

Ms. Margaret Grattan, President  
Northern Ohio Chapter/NSFRE  
P.O. Box 1988  
Cleveland, Ohio 44106

Dear Ms. Grattan:

Thank you for sending on the picture which I have  
added to my scrap book. It was a pleasure being  
with you.



Daniel Jeremy Silver

DJS:mp



# The Temple

Rabbi  
DANIEL JEREMY SILVER  
DAVID F. SANDMEL  
SUSAN E. BERMAN

MARVIN H. LINDER . . . . . Executive Secretary  
MONA SENKFOR . . . . . Principal  
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CLAUDIA Z. FECHTER . . . . . Librarian

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STUART M. NEYE . . . . . Associate Treasurer

LEO S. BAMBERGER . . . . . Exec. Secretary Emeritus  
MIRIAM LEIKIND . . . . . Librarian Emeritus

## ALTAR FLOWERS

The flowers which grace The Temple altar are delivered by members of The Temple Women's Association to members who are hospitalized.

Friday, December 14 in memory of Herman V. Markman by his wife Rose, and children Sanford and Sue Luria, and grandchildren. Sunday, December 16 in memory of Edwin A. Strauss by his children Virginia and Arnold Sukenik, Edwin and Jill Strauss, Howard and Jacquie Strauss, and grandchildren. Friday, December 21 in memory of Leo E. Oppenheimer by his loving wife Rose, and children Frank and Sonya, and grandchildren Michael and Peter Oppenheimer; also in memory of Edythe H. Bloomberg by her children Mrs. Lila Held and Mrs. Vivienne Krupkin and grandchildren; also in memory of Dr. Jacob L. Yospur by his loving wife Jeannette and daughter Eleanor Eckhouse; also in memory of Jerome R. Gardner by his wife Jane, and children Mr. and Mrs. Donald Jacobson and Mr. and Mrs. Jeffrey Gardner; also in memory of Esther Binkovitz by her children and grandchildren.

## THE TEMPLE MEMORIAL BOOK

The Temple maintains a Memorial Book. Inscribed names are read at the Vespert Service which occurs nearest to the Yahrzeit.

Robert W. Kabb  
Inscribed by loving wife, Hortense, son Eldon and family.

Philip Lieberman  
Inscribed by loving son Dr. Kenneth I. Lieberman and daughter Mrs. Karen L. Krause.

## TEMPLE YOUNG ASSOCIATES

### HANUKAH DELI DELIGHTS

12:15 p.m. — The Branch

Corned Beef and Latke Luncheon

Ball and Cooper — Professional Puppeteers

### Cost:

Adults \$4.50 — Children under 12 \$2.50 each — Children under 3 no charge.  
Questions? Call 921-2822.

## TWA NOTES

Do you have a new baby in your family? The Temple Women's Association wants you to have a copy of its baby prayer. Written by Rabbi Abba Hillel Silver, it is a lovely keepsake for your new arrival. In addition, each baby to receive a prayer has his/her name recorded in the Birth Book at The Temple. For your prayer, call Doris Eisner at 991-7964.

The T.W.A. has lovely items of Judaica for your holiday gift giving as well as for those special events throughout the year. We are open every Tuesday morning, or you may call Joan Kirschenbaum, 752-1811, for appointment.

When you need stationery or note paper, call Marion Kendis, 932-4173. The T.W.A. will be happy to help you fill your writing needs.

## MAIN EVENT

The first weekend of November 1984 is one of which the congregation can be proud. We were gratified to see the very large and enthusiastic crowds participating in a truly grand celebration. We believe that each and every one of the more than 1600 of our families was touched in some way by the Main Event. I wish to thank all of you for joining in a weekend of worship, rededication, and joy.

The names of Mr. & Mrs. Frederick Rivchun were inadvertently omitted from the list of "Special Friends." We regret the error and thank them for understanding as well as for their generosity.

Further, special thanks are due Bruce Shewitz and The Temple Choir for enriching our worship so beautifully.

## COFFEE HOUR HOSTS

Irving and Ruth Stern are hosts for the coffee hour this morning, December 9. Irving is a member of the Temple Board.

Arthur and Aileen Arnson will be hosts for the coffee hour preceding the service on December 16. Arthur is a member of Temple Board.

## IN MEMORIAM

The Temple notes with sorrow the passing of:

Sadelle Fenberg  
Dr. William V. Gross, Jr.  
E. Dennis Lustig  
Sylvester Marx  
Isobel H. Schiffer  
Guida Stotter

and extends heartfelt sympathy to members of their bereaved families.

SUN	MON	TUES	WED	THURS	FRI	SAT
<b>DECEMBER 9</b>  <b>SERVICE</b> 10:30 a.m. The Temple Branch Rabbi Daniel Jeremy Silver will speak on <b>THE BISHOPS AND            THE ECONOMY</b>	<b>10</b>	<b>11</b>  TWA Activities 10:00 a.m. - Branch TWA Board Meeting 10:00 a.m. - Branch Fellowship & Study Group Rabbi David Sandmel 10:30 a.m. - Branch Temple Board Meeting 8:00 p.m. - Branch	<b>12</b>	<b>13</b>  Seniors' Program 11:00 a.m. - 2:00 p.m. Branch	<b>14</b>  Confirmation Class Trip to Cincinnati  Service - 5:30 p.m. The Temple Chapel	<b>15</b>  Shabbat Service 9:00 a.m.
<b>16</b>  <b>SERVICE</b> 10:30 a.m. The Temple Branch Rabbi Daniel Jeremy Silver will speak on <b>WHAT'S NEW            ABOUT CHANUKAH</b>  TYA Chaunkah Luncheon 12:30 - Branch	<b>17</b>	<b>18</b>  TWA Activities 10:00 a.m. - Branch  Fellowship & Study Group Rabbi David Sandmel 10:30 a.m.	<b>19</b>  TMC Board Meeting 8:00 p.m. - Branch  Second Candle of Chanukah	<b>20</b>  Third Candle of Chanukah	<b>21</b>  Service - 5:30 p.m. The Temple Chapel  <b>THIRD FRIDAY</b> 7:45 p.m. - Branch  Fourth Candle of Chanukah	<b>22</b>  No Religious School  Bat Mitzvah <b>LAURA STERNHEIMER</b> 11:00 a.m. The Temple Chapel  Fifth Candle of Chanukah
<b>23</b>  <b>SERVICE</b> 10:30 a.m. The Temple Branch Rabbi Daniel Jeremy Silver will speak on <b>THE ETHICS OF            HEALTH</b>  Sixth Candle of Chanukah	<b>24</b>  Seventh Candle of Chanukah	<b>25</b>  Eighth Candle of Chanukah	<b>26</b>  No Religious School	<b>27</b>	<b>28</b>  Service - 5:30 p.m. The Temple Chapel	<b>29</b>  No Religious School  Bar Mitzvah <b>DAVID DOLINSKY</b> 11:00 a.m. The Temple Chapel
<b>30</b>  <b>SERVICE</b> 10:30 a.m. The Temple Branch Rabbi David Fox Sandmel will speak on <b>TO SEE THE WORLD            THROUGH JEWISH EYES</b>	<b>JANUARY 1, 1985 31</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>  <b>FIRST FRIDAY</b> 8:15 p.m. - Branch  Service - 5:30 p.m. The Temple Chapel	<b>5</b>  Shabbat Service 9:00 a.m.  Religious School Resumes

POSTMASTER: Send address changes to The Temple Bulletin,  
University Circle at Silver Park, 1855 Ansel Road, Cleveland,  
Ohio 44106-4117.

**THE TEMPLE BULLETIN**  
(USPS 537580)

The Temple  
University Circle at Silver Park  
1855 Ansel Road  
Cleveland, Ohio 44106-4117

Published bi-weekly except during the summer vacation

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**SUNDAY MORNING SERVICES**

<p>December 9, 1984 10:30 a.m. The Temple Branch Rabbi DANIEL JEREMY SILVER will speak on THE BISHOPS AND THE ECONOMY</p>	<p>December 16, 1984 10:30 a.m. The Temple Branch Rabbi DANIEL JEREMY SILVER will speak on WHAT'S NEW ABOUT CHANUKAH</p>
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Friday Evening Service - 5:30 - 6:10 - The Temple Chapel  
Sabbath Service - 9:00 a.m. - The Branch

**DATED MATERIAL  
DO NOT DELAY**

Second Class Postage Paid at  
Cleveland, Ohio

# FIRST FRIDAY

**OUR 12<sup>TH</sup> ANNIVERSARY YEAR**

**8:15 P.M.—  
THE TEMPLE  
BRANCH.  
ELLEN BONNIE  
MANDEL  
AUDITORIUM.**

Kiddush and  
Candle Lighting.

**January 4, 1985**

**THE CLEVELAND OPERA**

**will present**

**"The Romance of Musical Theater:  
From Broadway to the Opera Stage"**

- \* Katherine Lamy and Peter Puzzo  
are coming from New York City for  
this performance.
- \* They will be accompanied by  
pianist Judith Ryder of the Cleve-  
land Opera.
- \* An Oneg Shabbat will conclude the  
evening.





but also, even the greatest, are not immortal. 26th November  
was a day of a new arrival from - The  
man, Bulgarian - the reputation was not to be over -  
The man subsequently never attempts to reproduce N. -  
Coward committed suicide whilst he was in <sup>Rome</sup> ~~Rome~~ Rome -  
I - was in Reggio area, but N. never heard from  
a further 4th day - Some 3 weeks ago it came to  
be an included case - The man called - He  
set forth out to meet of the great school which he found  
in Rome - a man called John L. was a <sup>part</sup> ~~part~~ part -  
he on said was when a subject began to do as  
it must say

Coward is not N. novel

" my son has seen Coward's 5th day - but  
it was never as we had expected - Indeed, even  
myself might have been for the capture of  
the only place of the country but not seen returned  
to where expected - but for the place - One who  
just 20 years old to be great punishment for us  
guilty have been left with guilt - asked  
are in case a local inquiry

Like N. to me a way round in Old City

From Fin practical notions - N. you know of David P. R.

What you know of the Constitution, so far - in the  
 end - London - the case of the case -  
 spent perhaps a common rest - the whole of  
 the day - the fact that the case was long -  
 some of the case - the fact that the case was long -  
 Jan 21 N. the fact

San Jose County - June (1890-1920) Revised - 1974

held out the means of being a special place -  
collected not even a 10. university quest member  
- a just advice - not necessarily an important  
but unless you are convinced that this  
is the major criteria of beauty

I want to have a bit more for the noon about ~~many~~ 6  
 changes ~~needed~~ for a ~~or~~ - over it but needed task -  
 I want to suggest that the route side you it's not passed  
 or are leading to a new 2 years - political unification  
 and economic normal

2 Time it is a year ~~last~~ <sup>the</sup> ~~month~~ <sup>month</sup> you get  
the 5th day of the month & up to 10 days for each  
month of the year - however depends & are very  
low a little more for - can not of course help  
to get up - pay them 1000 / 10000 10000



[illegible]

red - as much / up to 100 / altered 3  
light = much more

32 ~~you are~~ ~~you are~~

Lo 2000 2000

1427 *Asper*

अनुसूचित

So much - easy - we sit tall and ~~close~~, ~~large~~ -  
 2 ~~the~~ ~~independent~~ of ~~English~~ ~~commitment~~.

July  
noted out - no more said day 2707 - 1545 - 5207

Tally - July, under June - High. etc - 1-7

6-11-19

## What's Wrong? (Continue)

University Circle — but, ultimately, the future of this city does not depend on entertainment or excitement but upon economics. In real life people ask about the necessities — employment and opportunity — before they ask about life style and leisure time amenities.

We grew because we served the nation's economy. We fell on hard times when the country no longer needed our services or products. Fifty years ago the nation and the world needed the goods we provided. Today the world no longer needs these goods in such quantity and we can no longer produce our products at competitive prices.

Once upon a time the steel we forged could be shipped across the country and outsell all competition. Today steel can be brought to West Coast ports from Asia and to East Coast ports from Europe; and sold more cheaply than steel made here. The Steel Age is over and so is the age of the assembly line factories which used our machine tools. This is the age of electronics and robotics and these are not the goods in which we specialize.

Cleveland grew steadily until the Depression when, like the rest of the country, the city fell into hard times. Unlike many other areas we did not recover our elan after the Depression and the second World War. It is not hard to know why. We were a city for the Steel Age. America was entering the High Tech Age. We lacked the plant, the scientific know-how and, sadly, the will to develop new products and new markets. A new age was beginning and the leaders of Cleveland preferred to believe that little had changed. We played the ostrich with predictably disastrous results. The numbers are sobering. The human cost they represent far more so. There were some 300,000 blue-collar factory jobs in the area in 1970. By 1971 this number had been reduced to 275,000 and by 1983 to 210,000. One in four factory jobs available 15 years ago no longer exists, and it seems clear that most of these laid-off workers will not be called back.

Cleveland lacks the two special circumstances which have made for the prosperity of certain American cities in the post-war era: government and advanced technological research. This has been a time of expanding government bureaucracies and of the transformation of our information and control systems. Washington has become a major metropolis. State capitals have grown by leaps and bounds. Columbus is our state's capital. Silicone Valley is the symbol of the new economy. We are a city of blast furnaces and steel sheds, not sophisticated research laboratories.

The years between 1980 and 1982 were a time of national economic stringency, but the number of jobs available in the United States still grew by slightly under one percent. In the same period Cleveland lost 50,000 jobs. Between 1982 and 1984 when there was a resurgence in employment levels, Cleveland lost another 30,000 jobs. The census of our Standard Population Statistical Area, essentially metropolitan Cleveland, indicates that between 1970 and 1980 168,000 people left the area and that the exodus continues at about the rate of 10,000 a year.

These facts should give pause to anyone who still believes that Cleveland will again become what Cleveland was a half century ago. If you retain any such illusion, I invite you to look at our Jewish community. Because Jews by necessity have tended to be concentrated in the interstitial areas of business, we provide a particularly sensitive barometer of an area's economic well-being. There were 90,000 Jews in 1950. There are less than 70,000 of us here today — an exodus of about 25%. These numbers are sometime rationalized as the result of the elderly leaving for warmer climates and a falling birth rate. These are factors, but the heart of the exodus has been our children. Our young, excited by new ideas, believe that another market will offer more opportunity or that their professional careers will be enhanced if they settle elsewhere.

## Why has this happened to Cleveland?

Labor blames management. Management did not reinvest

in new plant and equipment or research. When local corporations expand into electronics, they generally built such plants elsewhere. Management blames high labor costs and low labor productivity. Both groups are right, but in the final analysis, whatever the mistakes of our political, business and labor leaders, these alone do not account for Cleveland's slide. Had there been fewer mistakes this town would still be suffering a serious economic downturn. We no longer are in the right place with the right stuff.

Our inability to adjust to a new set of circumstances is the inevitable result of a prevailing state of mind which can only be called provincial. Over the years Cleveland has been comfortable, conservative, and self-satisfied. Clevelanders were comfortable and believed, because they want to believe, that what was would always be. Those who raised questions were politely heard out but not listened to. The city fathers set little value on new ideas or, indeed, on the mind. Business did not encourage research. Our universities were kept on meager rations. I know of no other major American city which has such a meager academic base.

A vignette. In the mid-1880's John D. Rockefeller, then in the first flush of his success, went to see the town's patriarch, Samuel Mather. He wanted to talk to Mather about Western Reserve College. Rockefeller believed that his home town should have a great university. He knew that Mather was proud of Western Reserve and each year made up any small deficit from his own pocket. But Western Reserve College was small potatoes and Rockefeller proposed that the leadership of Cleveland pool its resources and turn the school into a first-line university. Mr. Mather was satisfied with Western Reserve College. Western Reserve was just fine for Cleveland. He and those close to him sent their sons and their grandsons to Yale for a real education. He listened to Rockefeller, thanked him for his interest and suggested that he might take his dream somewhere else. John D. took his advice and in 1890 gave the first million dollars to the University of Chicago, a grant which set that university on its way to becoming what Western Reserve University is not, one of the first rank universities in our country.

The same attitude of provincial self-satisfaction was to be found among our public officials. At the turn of the century, we were certainly the dominant political force in the state; yet, when Ohio's public university system began to expand, no one in Cleveland protested the fact that the northern campus would be an agricultural and a normal school at Kent. Nobody had the vision to propose the establishment here of a major urban university whose research facilities would concern themselves with the problems of the city, its people and its industry. Again, in the 1950's, during the second period of major expansion by the state university system, Cleveland showed little interest. I am told that at first the town fathers actually opposed the establishment of a Cleveland State University. They came around, of course, but ours is still one of the branches with the least research potential and fewest laboratories. Even today much of what it does is limited to the retraining of those who came out of our city schools and to the training of those who will occupy third level jobs in the electronic and computer world. Change is in the air. Our universities are struggling to come of age, but a half century, at least, has been lost because Cleveland did not prize one of God's most precious gifts — the mind.

Some argue that those who ran Cleveland limited the academic community because they did not want an intelligentsia to develop here. Academics and writers have a well-known propensity for promoting disturbing economic and political ideas. The comfortable and complacent do not want their attitudes questioned, but Cleveland's disinterest in ideas extended beyond political conservatism. Our leaders do not subsidize research and development in their corporations or in the university. Case was not heavily funded for basic research. Case was encouraged to provide the training for the mechanical and electrical engineers, the middle level people, needed by the corporations. It is only in the years of economic decline that our business leadership have begun to provide the money for that research which ultimately creates new business opportunities and provides new employment.

Cleveland did not fall behind in one area of technology — medical research. If the city fathers believed that the Steel Age would last forever, that real education took place back East and that it was wise and proper for them to look for investment opportunities elsewhere; they still lived here and they made sure that first-rate health care was available. Our hospitals have been well financed. Medical research has been promoted. Such research was valuable and non-controversial and the results of this continuing investment are clear. The medical field has been the one bright spot in an otherwise gloomy economic picture. Our hospitals have a world-wide reputation. The research done here is state of the art. Recently the medical industry has come on straitened times, but even so, the gains are there and it is not hard to see what might have happened in other areas had our investment in ideas and idea people been significant and sustained.

Cleveland majored in conventional decency rather than in critical thinking. Our town has a well deserved reputation in the areas of social welfare and private philanthropy. Social work here has been of a high order. Until the second World War the city had one of the finest public school systems in the country. We were concerned with the three R's, but research goes beyond the three R's and we never made the leap of intellect and investment which is required when you accept the fact that the pace of change in our world is such that yesterday is the distant past and tomorrow will be a different world.

We have fallen lengths and decades behind cities whose leaders invested money, time and human resource in preparing for the twenty-first century. They broke new ground and laid the ground for the change. We stayed with the familiar. As long as the economy depended upon machines and those who could tinker with machines, Cleveland did well. But when it was no longer a question of having competent mechanics retool your machines for next year's production but a question of devising entirely new means of production we could no longer compete and, to a large extent, we still cannot.

In recent years Cleveland's industrial leadership seems to have come awake to our mind and research gap, but the C.E.O.'s of the major corporations no longer have the power to single-handedly make over the economy. In the High Tech Age the factory which employs thousands, and perhaps tens of thousands, of people is no longer the dominant force. Three out of every four jobs that have been created over the last decade have developed in businesses which are either brand new or employ less than one hundred people. Those who lead old-time production line corporations struggle not to fall further and further behind and are an unlikely source of jobs.

Another of the reasons we fell so far behind is that for decades the major banks were not eager to support bright young outsiders who had drive and an idea but little ready cash. We all know people who went to our banks, were turned down, left town and set up successful businesses elsewhere. The officers of our lending institutions preached free enterprise and entrepreneurship, but most of their loans went to the stable, old-line corporations. For all their praise of capitalism, they were not risk takers. New business formation here has lagged beyond most other cities. Those who have studied the problem report that the rate of birth of new business in Cleveland over the past three decades have been about 25 percent less than the rate of new business birth in other second tier cities, and that despite a new openness at the banks we continue to lag behind other parts of the country. Catch-up takes a long time.

Cleveland's business leadership has become aware of the need for research and development and of the need to stake bright young men and women who have ideas and are willing to risk their best effort to make these successful; but even as we come alive to the importance of the inquiring mind and the risk takers, of the academy and the research laboratory, we must recognize that Cleveland has a special albatross about our necks. Cleveland is not a city. There are over thirty self-governing districts in Cuyahoga County. There are over a hundred self-governing communities in the

(Continued)



The cast of "The Ninth or Tenth Greatest Story Ever Told"

"Why can't we use the Main Temple for affairs like this more often?" — *Gil Margulis and Tuda Evans*



Bubbles Whitman



Rabbi David Sandmel and Wilbert Levin

"I have never seen any sanctuary anywhere look more beautiful." — *Claire Morgenstern*



Merril Sands, Naomi Schumann



Mildred Davidson, Marcella Koerner, Ethel Kendis,  
Faith Becker, Allyn Kendis

"What a wonderful show Saturday night — aren't you going to repeat it?" — *Mrs. Edwin Joseph*



Joan Adler, Marilyn Bedol, Mary Tepper,  
Abby Werbel, Eudice Morse



Rabbi Melbourne and Connie Harris

"We are so happy to have been invited to this wonderful celebration." — *Rabbi Melbourne Harris, of Toledo, former assistant Rabbi of The Temple, speaking for himself and his wife, Connie.*



Dr. Douglas Mayers, Ruth Mayers, Jean Kleinman



Emily Edelstein, Ruth Dancyger, Charles Evans



"The research that went into the services Friday night must have been prodigious." *Irwin Haiman, President of Suburban Temple*

"Sunday morning with all the children, parents and grandparents made me feel good all over." *Clarine Saks*

"It was exciting to see so many people having such a marvelous time — what a celebration — one that will be long remembered." — *George Goulder*



Muriel and Fred Rivchun

metropolitan area. What we call Cleveland is an accumulation of competing fiefdoms.

This sad situation is also a result of our parochial outlook and our unwillingness to look ahead. It was easier to let each group draw unto itself than to work out ways to adjust competing needs and interests. The result is a diminished city. There were 970,000 people in the city in 1945; there are 520,000 people there today, only one in four of us who live in this metropolitan area. The economic gap and the gap of understanding between the suburbs and the city and between suburb and suburb has widened, not narrowed, over the years.

Those who live here lack a shared agenda because we have allowed each area to go its own way and seek its special advantage. Some of our fiefdoms are run simply for the benefit of their traffic courts. Others are run for the benefit of a white or black power group. Some exist to protect the genteel ways of an America which no longer exists. Each is prepared to put obstacles in the way of community planning when a proposal threatens its attitudes or interests.

Do you remember those small groups of whites and blacks who used to meet on the High level Bridge to signify that we were really one city? Their tiny numbers, the very fact their actions were seen as symbolic, underscored how far we have moved away from each other. To be sure, Clevelanders meet together in non-political forums where we profess infinite good will and talk of shared goals; but the talk rarely leads to decisive actions. Why not? We lack a political arena where our needs are necessarily brought forward and brokered. We lack a political structure which would force us to adjust our interests and develop an agenda to which we could commit ourselves, and until such a structure is in place we will not be able to marshal the shared purpose.

Many here this morning work in the city. Few here live in the city. When suburbanites look at the problems of the city we tend to focus on the long range economic problems: how to create jobs and prosperity. Many who live in the city have no work in the city or out of the city. Their problem is how to keep body and soul together. Their problem is not how we can over a five-year period establish x number of new businesses which will provide x number of new jobs but how to provide food, clothing and shelter for their families. We do not see the immediacy of their needs. They do not see the wisdom of our plans and inevitably we frustrate each other's hopes. And so the suburbs mumble about their particular concerns and the city mumbles about its concerns

and the community stumbles into a future for which it has not and cannot plan.

In 1924 the citizens of Lakewood and West Park voted on a proposal to annex their communities to the city of Cleveland. That proposal was defeated and defeated soundly. Since then every proposal to create county-wide government has failed and failed badly. And yet, it should be clear to all that only when we succeed in becoming citizens of a single community will be able to do much about our economy and our future.

Because the City's concerns stop at its borders, its ability to handle the future stops at its borders. The same is, of course, true of the suburbs. In Columbus the city grew by annexing to itself the farm land on which the commercial parks and the new suburbs were built. In Cleveland we went the other way and today you could do some large scale farming within the city limits.

Will we face up to this structural challenge and create metropolitan government? I see little reason to believe that we will. Our history has, if anything, intensified racial and class polarization. If we become a unified city every group and municipality would lose some precious advantage. I can't imagine the citizens of Moreland Hills wanting to throw in their lot with the citizens of Hough. Many mayors would lose their jobs. Many minorities would lose their power base. The suburbs would no longer be able to provide services tailored to the middle class and would have to bear an expensive welfare load. And yet, until we become one politically we will be unable to address effectively the needs of Cleveland tomorrow. You simply cannot plan effectively when all your meetings are at several removes from the councils where decisions are made and those in our many councils will always be able to thwart well-intentioned proposals.

These last years have been better years for this city than the years immediately before. There has been significant building downtown. The highway system is in place. We have created regional transport, regional hospitals, a regional sewage system. But big buildings downtown do not guarantee the city's future. Big buildings downtown can be empty buildings, as some of them are. Regional transport can mean empty buses. The future of Cleveland rests first on a revived economy. A revived economy depends upon bright people and new ideas. People do not get ideas out of the air. Ideas begin in our schools, universities and laboratories. Educational quality is costly.

The future for Cleveland cannot be bought cheap.

A meaningful future depends upon a new recognition of where a city's strength lies. It's nice that our suburbs are famous for their green lawns and lovely homes. It's nice that everybody agrees that Cleveland is a wonderful place to raise children. It's a wonderful place to raise children if you don't want your children to live near you when they become adults. As things stand now, they will make their futures elsewhere. Our suburbs are the result of yesterday's prosperity. Employment and political unity must be today's goal if we are to have a satisfying future.

Unfortunately, we didn't prepare in the fat years for a time when we no longer could take advantage of the circumstances that had made us prosperous. Cleveland did not listen to its Josephs. We did not prepare and the piper must be paid. Those who study such things say that if the American economy stays healthy and the formation of new businesses in Cleveland continues at its present rate, we will be fortunate if in 1990 we have the same number of jobs we had in 1970.

Our future is to be a second-tier city. I do not find that such a discouraging prospect. A prosperous city of two million can be a satisfying place and can provide many amenities. But before we can feel sure even of second-tier status, we must develop a new economic base and a renewed concern for community. We need to revalue our attitudes toward the mind. It is tragic that one in two who enter the City schools never graduates.

Of those who graduate, the best, and who enroll in Cleveland State University, 51 percent need remedial work in mathematics; 62 percent need remedial work in English. Half of the City's children do not graduate from high school. More than half who graduate are not prepared for this world. Is this any way to prepare for the twenty-first century?

When the rabbis were asked, "who is the happy man?" they answered, "the person who is happy with his own lot." The question that Clevelanders must ask is whether we can be happy even if we are not, and will not become again, one of the premier cities of the country. The answer seems to me obvious. We can. But even that modest hope will escape us unless we put behind us the stand patism which has characterized our past and put our minds and imaginations to work in planning for an economy and a community suited to the world of tomorrow.

*Daniel Jeremy Silver*

## A TRIBUTE TO OUR RENAISSANCE WOMAN — MINA KULBER

Calligrapher, costume fixer-upper, props enhancer, sign maker, songstress, actress, choreographer helper, errand-girl, telephoner, baker, cooker, mediator, artistic advisor, comforter. There was no one person so willing to lend us her multifaceted talents. And also she enticed her husband to manage and solve all of our backstage problems. What a couple. What a woman is Mina.