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University Circle Development Foundation, correspondence,
memoranda, and reports, 1962-1966.

A SYNTHESIS OF INTERVIEW REACTIONS . . .

A PART OF THE REFINEMENT PROCESS

WITHIN THE UNIVERSITY CIRCLE INSTITUTIONS, FORTY-FIVE PERSONS--
REPRESENTING ELEVEN DIFFERENCE INSTITUTIONS--WERE INTERVIEWED. . .
REACTIONS TO THE GENERAL PHILOSOPHY OF THE REPORT WERE PREDOMI-
NANTLY AFFIRMATIVE, AND IN SOME CASES UNCOMMONLY ENTHUSIASTIC. . .

"The jungle must be alleviated. We have no choice but to help. Our efforts must be sincere -- not lip service. The institutions in University Circle must be the champions of the surrounding neighborhoods."

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"----- was quite delighted that University Circle is finally involving itself in this problem. He hopes that it represents honest recognition on the part of University Circle that the original program was devised without consideration of its effect on local areas. Had this been acknowledged, it would have been desirable to investigate expansion into the unstable Alta Area rather than the stable Wade Park community. Belief that honesty here is the best policy."

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"Overall, -----'s reaction was that the report itself was very commendable, reflecting depth of thought and preparation and conveying a commitment to neighborhood relations improvement. Perhaps neighborhood relations is not anything more than an idea, for there is no glimpse of what the neighborhoods themselves think about the relationship. Thus, another step to be taken would involve ascertaining from neighborhood informants what image the people have of themselves and what their desires and aspirations are. In short, more background material is needed before a series of programs are talked about."

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"----- said he was impressed with the document. It contained good ideas and that the philosophy of interdependence was sound. He felt, however, that the recommendations in the report were heavy in what he called staff action and not heavy enough on cooperation and involvement of people in the area. There should have been more emphasis on social planning and involvement on large numbers of people."

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"As a 'mental capital', University Circle institutions have an obligation to fulfill the needs of society which has fostered their development. It is significant that in many communities -- Yale, Temple, Harvard, Wayne, University of Michigan, and others -- universities have recently begun to take the lead in this area. University Circle institutions must be real metropolitan institutions-- not just branches of the east side suburban community."

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IN ONLY A COUPLE OF CASES WERE THERE STRONG EXPRESSIONS OF RESERVATION ABOUT THE UNIVERSITY CIRCLE INSTITUTIONS MAKING A MARKEDLY INCREASED COMMITMENT IN THE DIRECTION OF MORE ACTIVE NEIGHBORHOOD RELATIONS PROGRAMMING . . .

"----- feels that Case's activities are oriented towards the national level rather than the local community. He feels that it is important to have good relationships with surrounding neighborhoods. However, he does not feel that this is the priority item in the light of the importance of the basic research program and the raising of academic standards."

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"----- said his reaction was negative because: (a) University personnel are already stretched to the limit and financial resources are too limited to meet all the educational requirements; (b) there is more being done than meets the eye, and these activities fulfill the University's responsibilities as an urban institutions."

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IN A FEW INSTANCES THERE WERE EXPRESSIONS OF REAL DOUBT ABOUT THE INSTITUTIONS' WILLINGNESS TO MAKE THE LONG-TERM POLICY COMMITMENT THAT IS INHERENT IN A PROGRAM OF THIS KIND . . .

"----- felt that the report was well conceived and the recommendations fine if the dominant institutions were prepared to implement them. It would go a long way toward establishing rapport and a sense of participation. On the basis of past performance however, ----- seriously doubted whether there would be the kind of support that was necessary in the matter."

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"----- doubts if the institutions are really prepared to make the commitment that is necessary to do a really effective job in the area. However, he feels the neighborhood relations program is extremely important. It is particularly important to be concerned with the safety of students. It would be disastrous if just one student were seriously attacked and this incident became a national item."

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"----- said the basic idea of the report: "We're in the area and damn well better be part of it" cannot be challenged. But he sensed a movement in the other direction quite often in the University, which wants to be like Harvard--a national institution. Some people identify quality as academic aloofness and a national student body, and feel that these are incompatible with attention to local matters. He does not agree that they are incompatible, and feels that W.R.U. should recognize its responsibilities as an urban institution. This is something in which the responsibility cannot be assigned to the Foundation and forgotten about; it requires institutional commitment."

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IN ONE CASE, THE DOUBTS WERE BASED PURELY ON THE MAGNITUDE OF THE PROBLEM -- A SENSE OF TOTAL DISCOURAGEMENT AT ACCOMPLISHING ANY MEASURABLE RESULTS . . .

"----- said he did not know how meaningful the report and the concepts were. He had some real questions about the suggested solutions to the problems. The problems of the neighborhoods are too basic--social and economic rudiments of life --for educational, cultural, and medical institutions to do much about. At best, they can only play around with solutions. Two such problems are mobility and employment.

"----- applauds the intent of the report and supports it, but he has a feeling of hopelessness with respect to concrete proposals for solutions."

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THAT THERE ARE SERIOUS PROBLEMS INVOLVED GOES WITHOUT SAYING. ONE OF THESE IS THE INEVITABLE COLLISION OF UNIVERSITY CIRCLE EXPANSION PLANS WITH THE INTERESTS AND ASPIRATION OF NEIGHBORHOOD RESIDENTS . . .

"The higher income Negro area is a very good neighbor. The people, however, are living there because they cannot live in other places commensurate with their abilities. They don't necessarily want to live there, but are forced to. Though it is not a segregated neighborhood since whites can move in. But to force these people out (as the report indicates) will be doing an inhumane act in the name of the humanities, and does nothing but compound the already gross social injustices these people suffer. If University Circle exercises eminent domain there thru the City, it will be the ultimate in hypocrisy and will degrade every institution and faculty member in them."

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ANOTHER BASIC PROBLEM RESTS ON THE DYNAMICS OF RACIAL ATTITUDES IN THE METROPOLITAN AREA . . .

"-----said that the report was very good, realistic and progressive, 'but I doubt it will be implemented'. To the people for whom it was written and for the Board of Trustees, it is

quite radical, and while lip service will be given to it, these people are not about to engage in solving the problems of the central city--i.e.: the Negro problem. ----- favored the action-oriented approach instead of the approach used hitherto--high sounding statements in the newspapers. The document can be used as a working document, but do not subject yourself to the cynic's reproach by publishing it. It could be issued to people working in these areas --professional, indigenous leadership, et. al.-- as a demonstration of willingness. We have reached the point where we have to 'cut out the crap and fluff'!"

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"With reference to the increasing demand for action from the Negro community, ----- felt that University Circle should not pull any punches. The problem is predominantly a Negro problem and shouldn't be pussy-footed around with a lot of abstract talk. Work on getting cooperation for better housing and jobs. There is no reason to be embarrassed to think in these terms. It is difficult--especially with respect to the Boards of the institutions--but we must be courageous. If we--the supposedly intelligent and cultured people of the community--do not take the initiative, who will?"

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THE DIFFICULTY OF THE PROBLEMS AND THE EXTREME IMPORTANCE OF ESTABLISHING MEANINGFUL TWO-WAY COMMUNICATIONS VIRTUALLY COMPEL THE ASSIGNMENT OF FULL-TIME STAFF TO THE PROJECT . . .

"It is very important that there be full-time and adequate staff to work on the program. There should be paid people doing their jobs all the time and keeping up on events. It must also be a good staff with much attention being paid to details, as well as to the development of overall policy. Good sources of information must also be developed."

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"The University Circle Development Foundation needs a person on its staff . . . who has doors through which he can build the concept of better relations."

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"----- felt that from the way the report was written it seemed that University Circle was going to do what it felt was necessary to be done --the strong arm was not concealed. She felt that the people in the neighborhoods might react more favorably if the strong arm were more veiled. This can only be accomplished if University Circle goes to neighborhood leaders and says, 'These are our plans. How can we make them as little disruptive as possible?' This must be done on a close level if the leadership can be found and developed."

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"The Foundation needs a person on its staff who also has a University appointment . . . who has open doors through which he can build on the concept of better relations within the institutions and their processes . . . and who can work with community leaders. The requirement is a stiff one -- he must be a double expert and capable of dealing with the problems. The project easily demands one full-time person."

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INEVITABLY, ONE MUST SEARCH FOR UNIVERSITY CIRCLE'S OWN SELF-INTEREST IN CARRYING FORWARD A PROGRAM OF THIS KIND. IT CANNOT BE COUCHED IN TERMS--PURE AND SIMPLE--OF A CONTRIBUTION TO THE SURROUNDING NEIGHBORHOODS OR TO THE COMMUNITY AS A WHOLE. ONE ASPECT IS ITS RELATIONSHIP TO THE IMPLEMENTATION OF THE UNIVERSITY-EUCLID URBAN RENEWAL PLAN . . .

"No urban renewal project goes very far unless a strong group is pushing it. Thus, beyond Phase I not much will happen in the Euclid-105th area unless there is a focal point of leadership in the community or University Circle. The leadership must come from University Circle because of the lack of it in Hough and Glenville, and the growing paucity as time goes on."

"He believes that nothing disastrous would happen to Case or University Circle if the institutions would not pursue a policy of good neighborhood relations. However, he believes that several things would fail to happen--the most important of which is that the Urban Renewal Project would never get off the ground. ----- pointed out it is impossible for the institutions to adopt a policy to stand pat. This would be tantamount to a negative decision. Therefore, the institutions have to do something."

ANOTHER ASPECT IS THE POTENTIAL PSYCHOLOGICAL BENEFITS TO BE REALIZED BY STUDENTS . . .

"----- feels that one of the most important aspects of any neighborhood relations program is a sense of being with the community that we can impart to the students. From his experience, there is every indication that the students at Case tend to be living in an isolated little island. They have no sense of the general community that surrounds them, nor any idea of social citizenship. Therefore, any program or activity that might develop this should have the students actively participating in it for their own education."

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AND ANOTHER IS IN THE REALM OF THE PUBLIC SAFETY OF THE PERSONNEL OF UNIVERSITY CIRCLE . . .

"----- felt that we could choose to ignore the neighborhood situation, but implied that the status quo would only be a temporary situation. He illustrated the the course of status quo would eventually have its repercussions to our detriment even on the national level (e.g.: stabbing of the College of Chiropody student)."

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"----- felt the report had done an excellent job, was forthright and full of good ideas. But he was disappointed about the low voltage given to the human safety factor in these neighborhoods. In fact, he felt this was a very serious problem; said that on reliable sources he has reason to believe that the statistical reduction of crime in the Fifth District was not true; the police were reducing felonies to misdemeanors. The areas were actually more dangerous than they were ten years ago."

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"----- said there was no getting around it. There are many degenerate people around Euclid-East 105th--negro and white. Something needs to be done. Conditions have improved since the advent of the Patrol. But this is only a start. One Negro mother and child on the way to the Music School Settlement saw a policeman killed on a bus some years ago; this was a determining factor in their withdrawal from the Settlement program."

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ALSO, IN USING UNIVERSITY CIRCLE LEVERAGE FOR THE ACCOMPLISHMENT OF BASIC PLANNING OBJECTIVES . . .

"University Circle ought to use its influence for the construction of new freeways which run nearby so as to make itself readily accessible to the whole area. The new urban pattern with its new centers is one reason why ----- favors concentrating cultural elements in this area."

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A NEIGHBORHOOD RELATIONS PROGRAM MUST HAVE REAL MEANING AND MUST SHOW CONCRETE EVIDENCE OF SENSITIVITY AND GOOD FAITH. IT MUST BE FAR MORE THAN A MERE CATALOGUE OF SELF-SERVING STATEMENTS. WITH THAT IN MIND, IT IS WELL TO RECOGNIZE THAT ACTIONS SPEAK LOUDER THAN WORDS; THERE SHOULD NOT BE A GREAT DEAL OF PUBLIC FANFARE TO HERALD THE INITIATION OF THE PROJECT . . .

"Many of the things proposed will be misinterpreted and open to legitimate criticisms of false piety and patronization since University Circle was planned with absolutely no thought given to the surrounding neighborhoods. This should be a 'flaming liberal' document! But-- here the dilemma. It would then probably not be acceptable to the various boards of trustees. How to resolve the hornet's nest? Don't circulate the document widely. Use it only for selective re-action-getting purposes."

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"----- felt that University Circle should be wary of SASS people who tend to seek the perfect. It is important to find indigenous leaders, give them assistance and planning--but not burden them with an elaborate structure of leadership-- favors 'quiet help' which would be modest endeavors in many directions. It should be a natural evolution--not some suddenly announced program. There is also need for some central supervisor or coordinator. The Advisory Committee should be at a high level with people of power and prestige on it."

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"----- noted that life is marked by self-interest motivation and that pious statements were not of much help. One must get out and acknowledge the self-interest and see if cooperation between two forces is possible within that framework--e.g.: the Hough Community Development project started working the landlords and tenants and brought them together in coffee hours et. al. on a block-by-block basis. . . . the Circle ought to assign staff to work as liaison officers with various groups and neighborhood leaders. A concrete act of support would be an appropriation of money for this purpose."

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PART AND PARCEL OF THE REALIZATION OF THIS OBJECTIVE IS THE NECESSITY FOR THE UNIVERSITY CIRCLE INSTITUTIONS TO REACH INTO THE SURROUNDING NEIGHBORHOODS -- TO CREATE A REAL SENSE OF RAPPORT BETWEEN THE INSTITUTIONS AND THE PEOPLE . . .

"----- would like to see the cultural vitality developed in the neighborhoods themselves rather than have the institutions send it to them thru artificial seminars and courses. These have been tried before and do not appear to have done much good. He would have the cultural vitality injected into the neighborhood by drawing together cultural elements throughout the metropolitan area and locating them in the Circle. This in essence is what has developed in Greenwich Village and the College Avenue neighborhood (San Francisco)."

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"----- felt that in informal education programs attention ought to be given primarily to leaders who, with a training background, can then work on the problems of literacy and the like in the neighborhoods. The university, he felt, should remain within the limits of its resources and expertise, which is training leaders."

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"The massive rehabilitation in Hough ought not be attempted without some concern for the relocation problems of those involved. The University Circle ought to be on record not only for its concern with the surrounding areas, but also in favor of the moral positions which alone can solve the problem. Financial assistance and relocation, a breaking down of the middle class housing barriers which contain the Negro in the central city. It was the lack of such a position that caused the Catholic Church to withdraw its support of the Hyde Park-Kenwood Community Council.

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"Much good would accrue from this if University Circle would show concern for human values -- something urban renewal has lost sight of. University Circle must recognize that one cannot change a neighborhood by white transplantation. A change and uplift must be made by the Negroes themselves--self-help and involvement in what is being done."

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HERE, FOR EXAMPLE, ARE SOME SPECIFIC STEPS WHICH SHOULD BE UNDERTAKEN AS VARIOUS ASPECTS OF THE PROGRAM ARE IMPLEMENTED . . .

"Identify the leadership--religious, political, professionals, et.al. Explore areas of common interest with them individually. Involve clusters of leaders in the planning of policies. Follow the normal community organization process.

"Work through existing community organizations. Use them as a sounding board for ideas and suggested uses of the Circle's resources. Don't go in there with a blueprint and try to sell it; work out programs together.

"Call a meeting, more or less formal, sponsored by community leaders, University people and leaders who no longer reside in the areas, but who still have influence. Have this meeting evolve from preliminary contacts and soundings. If need be, ask the leaders about steps to take.

"Once programs are established jointly, it remains for structure and staff questions to be worked out. They must be adequate for carrying out what is needed and for continuous operation. Perhaps some programs will require not a blueprint, but a flexible mechanism which will permit the people themselves to determine what is done."

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PERSONNEL AT ALL LEVELS IN UNIVERSITY CIRCLE SHOULD BE MADE AWARE OF THE BASIC PHILOSOPHY THAT UNDERLIES THIS EFFORT. FOR EXAMPLE, BOARDS OF TRUSTEES . . .

"The Boards of Trustees as yet have not been involved other than on an occasional conversation basis with the neighborhood relations problem. ----- was enthused enough about the report that he feels copies should be supplied to at least some of the members of the Board."

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"If there is not commitment at the top, it makes it difficult for the people, like ----- to act. The policy must also be on a multi-institutional basis because of much cross-referral. The attitude does not necessarily have to be pro-Negro-- just one of accepting each person on his own merits. We have an obligation to meet our national disgrace such as has been demonstrated in Mississippi. We have a right to expect Negroes to upgrade themselves; but at the same time we must help him get going and not hinder him."

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ALSO, FACULTY . . .

"If we are interested in having faculty help in working with the neighborhoods, some recognition ought to be given to these people, for recognition is all that people in the academic field have. It should come from the President, the Dean of the Faculty, or the chairmen of the departments. University Circle should get faculty involved through the groups that mean most to them--departmental encouragement. Many faculty members are not asked to help and do not volunteer. But these people ought to be tapped thru a personal approach--not a general letter. It is also important that University Circle make a greater effort to point out to faculty what is being done in a physical and non-physical sense --and why."

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"Certain faculty members who are asked to make a substantial investment of time in this project should have some financial incentive for doing so. This recognition would thus demand more conscious investment of time and thought."

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AND STUDENTS . . .

"The image of the students and of the University must be enhanced, and the students must be provided with a means of contact with the surrounding neighborhoods, since they are pretty well insulated otherwise. It has long been the policy of the University administrators to insulate the students from the area--which reason, because of muggings and rapings. But there has been no attempt to discuss this problem with responsible leaders--particularly in the Glenville area."

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ONE OF THE WEAKNESSES IN THE ORIGINAL REPORT THAT WAS POINTED OUT BY SEVERAL INTERVIEWEES WAS THE FACT THAT IT DID NOT ADEQUATELY REFLECT REACTIONS AND ASPIRATIONS OF PERSONS FROM OUTSIDE THE UNIVERSITY COMMUNITY. WITH THAT IN MIND, SEVERAL KEY LEADERS FROM OUTSIDE UNIVERSITY CIRCLE WERE INTERVIEWED FROM SUCH WIDE-RANGING FIELDS AS: (a) JEWISH COMMUNITY FEDERATION; (b) URBAN LEAGUE; (c) SETTLEMENT HOUSES AND AREA COUNCILS; (d) HOUGH COMMUNITY DEVELOPMENT PROJECT; (e) CHURCHES AND OTHERS. THERE WAS A UNANIMOUSLY ENTHUSIASTIC AND URGENT RESPONSE TO THE GENERAL PHILOSOPHY OF THE DOCUMENT. . .

"First ----- said that as a statement of philosophy it was most heartening and a great statement of principle. In general, the University is not as intricately bound up in the community as a whole, as it should be. There should be academic learning AND emphasis on the practical aspects of living. The report--while it has a narrow base--(investment in the area)--is a strong commitment and welcome as long overdue."

"The Negro neighborhoods do not look upon University Circle as an ally. It's up the hill. But if the Circle could take an active role in helping solve the problems of the neighborhood communities around it, it would go a long way in demonstrating willingness to follow through on the principles expressed in the document."

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"But ----- was impressed with the report and the cognizance it showed in raising many key and important questions throughout. This leads him to believe that University Circle is concerned and interested in contiguous areas, and he indicated he was gratified to learn of this. He was pleased also to see that some of the suggestions had already been implemented, which again indicated sincerity and commitment.

"----- felt that the kind of propositions which are set forth are sound and are a sign of real cooperation between University Circle and his community. The report also represents an awareness of some very, very basic needs for his community. He did react that these recommendations would require an elaborate community organizational structure over and above physical planning, and that their implementation would require the services of a competent Community Planner."

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QUITE UNDERSTANDABLY, HOWEVER, THERE WERE EXPRESSIONS OF IMPLIED CRITICISM OF INSENSITIVE POLICIES OF THE PAST WHICH HAVE TENDED TO WIDEN THE GULF BETWEEN UNIVERSITY CIRCLE AND ITS SURROUND NEIGHBORHOODS . . .

"The underlying assumption is that the institutions are anchors or stabilizing elements in the neighborhoods. ----- feels that this is a false premise. A very good case in point

is University Circle; here you have a multitude of institutions, but the neighborhood still has gone to hell. Are institutions a contributing factor to this deterioration? ----- said he hadn't thought this through as thoroughly as he wanted to, but it seems to him that this is a very important question which needs review and consideration--an omission in the report."

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"----- did not see any mention of the kinds of help Hough could look forward to from the City. Institutions are not as forceful as they could be. They seem to work with the City in areas of mutual benefit, but only half-heartedly when the stake is less tangible or more general. Why does University Circle commend Deputy Inspector in the Fifth District at the same time Hough neighbors would like to run him out of town on a rail because of poor performance? The institutions must militate for action. If all the forces of urban renewal were applied to Hough, it would be just great--but they won't be. If the cultural and educational institutions pushed to the fullest their objectives, it would be fine; but they seem content with a limited job."

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"No urban renewal project goes very far unless a strong group is pushing it. Thus, beyond Phase I not much will happen in the Euclid-105th area unless there is a focal point of leadership in the community of University Circle. The leadership must come from U.C. because of the lack of it in Hough and Glenville, and the growing paucity as time goes on. The WRU leadership Training Program has only limited impact on Hough because leaders move out and have no contact with recent developments. The program isn't large enough and the problems are too great. It's like trying to move a mountain by moving a ten-pound stone."

"University Circle should implement one aspect of the original plan which never was--namely, consultation with member institutions and interested groups on development plans. There is no official channel for this at the present time; the only channel has been that of information giving by the administration. ----- thought there should have been more two-way communication. Had there been, for example, the quest for eminent domain--the great setback--might have been avoided."

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"As to the leap between what is professional and the actual implementation----- noted that there are a number of hard problems and wondered about the degree of support. He has what he calls touch-stones of University Circle's concrete commitments. These indicators include: (a) leadership by the Circle in effecting the School Housing Committee's program of capital expansion (80% of which is scheduled in the HoughArea); (b) enthusiastic participation in the Yough Development Project. To date, there has been little effective participation by institutional personnel despite the enormous resources that are available."

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IN VIEW OF THE EXISTENCE OF THIS GULF, IT WOULD SEEM VIRTUALLY NECESSARY TO ESTABLISH SOME ORGANIZED MECHANISM WHEREBY UNIVERSITY CIRCLE CAN WORK SIDE-BY-SIDE WITH SURROUNDING NEIGHBORHOODS IN TACKLING PROBLEMS OF JOINT CONCERN. UNIVERSITY CIRCLE WILL HAVE TO TAKE THE LEADERSHIP IN MANY RESPECTS, BUT IT MUST DO SO WITHOUT THE APPEARANCE OF DOMINATION . . .

"----- feels that the Circle should spearhead and organize a power coalition to get support for the University-Euclid Project through a Community Council or Conference. The coalition should include a majority of the interested groups in the area and should operate in the truest sense of a coalition--with alliances changing on different issues but always with the majority of the groups working together.

"University Circle personnel should be willing to play the role necessary and accept the fact that they may 'get only sixty cents back on the dollar invested'. The impression he gets from talking to people is that University Circle is a self-contained unit; you are either in or out.

"If it could be developed in University Circle, a nationalistic kind of feeling -- 'We take care of our own, and we include the Foundation' -- would be good. Something like 'Buy America'. Though he admitted he was opposed to this kind of idea in principle, it would have considerable merit for the area and could be fostered through employee recruitment, scholarships, personnel involvement in the area (including living), and support of the area goals (e.g.: School Levy). This could be a strong morale factor."

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"----- said he thought University Circle could be a catalytic agent for bringing together diverse neighborhoods--e.g.: Alta and Hough. It is not necessary to get together to fight; we might just get together to 'sing' and as a result of the contact at a common meeting over common problems, spontaneous action might follow. As each community acts separately, but on the same pressure points, it might get something done."

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UNIVERSITY CIRCLE DEVELOPMENT FOUNDATION
2009 Adelbert Road Cleveland 6, Ohio

August 21, 1962

NEIGHBORHOOD RELATIONS
UNIVERSITY CIRCLE

I. Inventory of On-going Programs

- A. Organizational
- B. Research

1. Two Doctoral theses on the educational aspirations of students and parents in the Hough Area. These are being done by the Education Department in conjunction with the Cleveland School Board.

2. A study on the feasibility of educating the city's handicapped children with a reasonable number of normal children. Plans for a building to serve both an educational and treatment function have been drawn up and the attitudes of architects and teachers are being sought. There is the possibility of getting a Ford grant to pursue the study begun by the Education Department.

3. Doctoral dissertation in the School of Applied Social Sciences (SASS) on 'gang' groups and deviant behavior groups in the Hough Area.

4. A study by a Sociology doctoral candidate on a grant from the Social Security Commission which is experimentally testing methods of raising the occupational sights and aspirations of Negro boys from fatherless homes.

5. A five-year study of the factors affecting the Ludlow community is near completion.

C. Strategical

1. Working relationship between The Temple and the Fidelity Baptist Church on problems of employment of Hough residents.

2. Epworth-Euclid Church's quiet help in selling a church building below market price to a Negro congregation which sought new facilities. The ministerial staff has continued to lend assistance to the Negro congregation by working with and helping its leadership.

D. Educational

1. Program whereby students in the Education Department are assigned to schools in culturally deprived areas for the sophomore year observation period (elementary school) and the senior year student-teaching period (junior high school).

2. Youth Development Training Program conducted by Western Reserve University. This is an inter-departmental project which seeks to train personnel who come into contact with youth. It is scheduled to run for three years beginning in the fall of 1962. The first year will be spent in developing a curriculum and setting up the courses to be offered in the second and third year. In part supported by a \$151,500 grant from the Department of Health, Education and Welfare. Total of 350 participants in second and third years.

3. Area Leadership Training Courses conducted by SASS and Cleveland College in conjunction with the Welfare Federation, which is designed to train leaders from Area Councils. The first year (1961-62) was devoted to developing a curriculum and holding pilot classes. In the fall of 1962 the program will continue on a full-scale basis with courses or institutes involving 200-300 lay leaders.

4. Inter-group Summer Workshop conducted by Sociology for teachers and professionals in the field.

5. Students in SASS, as part of their graduate work, spend three days a week working with supervision in the following neighborhood agencies: Bell Center, Alta Settlement House, Family Service Association, County Welfare Department, University and Mt. Sinai Hospitals Social Services Department.

6. Cleveland College of WRU has offered the following courses which were specifically directed toward adult education in areas of public concern: Pastor's Study Group on Metropolitan Problems; P.T.A. Leadership Course for more effective participation in educational matters; and a course for volunteers working with retarded children.

E. Neighborhood Action

1. The Student Christian Union (SCU) has sponsored work-study weekends in the Hough and Glenville areas. These weekends involved helping in neighborhood or church-work projects and participating in joint religious observances.

2. The SCU conducts a tutoring program for students at the Glenville High School. The project was begun in February 1962 and involved 15 students from Reserve and Case.

3. The SCU is conducting a summer tutoring program for Addison Junior High students at six location in Hough.

4. Faculty wives at Case are engaged in volunteer work with Hough students at Emmanuel Episcopal Church.

5. Oliver Schroeder, Law School, is active in a consultive capacity with Area Councils Associations. His speciality is public safety.

F. Medical

More than any of the institutions noted above, medical affiliated groups are directly engaged in providing services to the public. Thus, there are no programs specifically oriented to surrounding neighborhoods per se; although the service-areas of the Hospitals encompass parts of such neighborhoods.

1. Whole range of clinic services--e.g.: Obstetrics, family, continuity--of University Hospitals and Mt. Sinai. University Hospitals services are primarily in the Cedar-Scoville-Central area; Mt. Sinai, primarily in the Hough Area.

2. Emergency Ward services, 70 per cent of volume being non-emergency and non-trauma cases, thereby making them an extension of the clinical operations.

3. In-service training for University Hospitals and Mt. Sinai personnel--e.g.: dietary assistants, nurses, medical technicians, etc.

4. Dental School Clinic services on a nominal-fee basis.

5. Participation of nurses in the Nursing School programs providing training in cooperation with the Visiting Nurses Association.

G. Recreation

Neighborhood high schools utilizing the Case athletic facilities for basketball games, etc.

H. Social Agencies

Alta House and Music School Settlement have many activities directed to the residents of the surrounding neighborhoods.

II. Recommendations for On-Going Programs

A. Strategical

1. Establish a clear set of goals. Determine the order of priority which these goals should have in the light of the following criteria:

- a. Impact on community needs.
- b. Usefulness in stimulating University-Community identification.
- c. Appropriateness to experience and/or interest of institution.
- d. Availability of funds.

* 2. Expand area hiring program. Systematically analyze what skills are hard to find in University Circle; train small groups of adults in the direction of developing these newly trained people where it is appropriate.

. Systematically explore natural areas for member institutions to relate to the surrounding neighborhoods in an educational, religious and cultural context.

- a. Lend assistance to science clubs in area schools.
- b. Active support by University Circle in City-wide and area issues of education and urban renewal.
- c. Improve contact between University and Mt. Sinai Hospitals with neighborhood leadership to foster a better image.

- d. Work through an effective committee structure from neighborhood and community organizations to establish adult education courses.

4. To avoid the danger of being termed paternalistic requires a series of steps:

- a. Identify the leadership--religious, political, professional, etc. Explore areas of common interest with them individually. Involve clusters of leaders in the planning of policies. Follow the normal community organization process.
- b. Work through existing community organizations. Use them as a sounding board for ideas and suggested use of the Circle's resources.
- c. Call a meeting, more or less formal, sponsored by community leaders, University people, and leaders who still have influence in the area though they no longer reside in the area. Have this meeting evolve from preliminary contacts and soundings. If need be, ask the leaders about steps to take.
- d. Once programs are established jointly, it remains for structure and staff questions to be worked out.

5. Work with other agencies and groups to accomplish the goals--e.g: Youth Development Project, Cleveland Board of Education's Inter-group Relations Committee.

B. Organization

1. Organize an experimental school in the Circle to improve the educational facilities and draw institutional personnel into the area. The school should, however, be open to all residents without restriction.

2. Establish a Student Center through which students could volunteer their time and energy in helping the people of the surrounding areas.

3. Establish a Council of Departments within WRU in which there would be inter-disciplinary discussion and development of programs to deal with the problems of the neighborhood.

4. Develop a Faculty Speakers' Bureau and a Faculty Wives' Volunteer Bureau.

5. Sponsor a Boy Scout troop in the area.

6. Establish effective communications within the Circle institutions to disseminate ideas and information.

D. Educational

1. Expand the educational programs of Circle institutions to permit more opportunities for children of area residents, e.g.: special symphonies, orchestra rehearsals, art appreciation classes, historical and natural history classes.

2. Conduct an institute in credit and budgeting using both economists and lawyers.

3. Provide in-service training function through the Department of Education (WRU) and in conjunction with the Cleveland Board of Education.

4. Provide counselling service by the Education Department for citizens in the area who want and need to be involved in policy matters in education.

5. Provide technical competence of University in dealing with problems of neighborhood conservation and rehabilitation.

6. Institute intensified youth counselling service using University Circle and Board of Education resources--including help in selecting schools and finding scholarships.

7. Establish a program aimed at discussing real estate problems--ie! the rights and obligations of the landlord and the tenants, the economics of rental property, etc.

8. Give more emphasis to the potential contributions of educational institutions as visualized in report recommendations--youth exposure, architectural assistance and research on reducing physical and human deterioration.

9. Improve the School of Business to provide technical assistance to small businessmen. The program should be developed and support for it obtained through organizational channels to avoid the fallacy of an assumed audience.

E. Neighborhood Action

1. Create playfields and picnic facilities within University Circle. Initiate a program (like that in Toronto) of razing structures on corner lots for playfield purposes. *

2. Establish machinery that would give recognition of achievement to youths in the area in both the arts and the sciences. *

F. Medical

1. Sponsor a University Hospitals Career Day for high school students.

2. Initiate a program of preventive medicine and improved treatment.

3. Provide University Hospitals with the services of a full-time chaplain.

UNIVERSITY CIRCLE DEVELOPMENT FOUNDATION
2009 Adelbert Road

Cleveland 6, Ohio

July 19, 1962

MEMORANDUM TO: Staff Planning Committee
Messrs. Donald Faulkner
Joseph D. Pigott
Charles B. Womer

FROM: Oliver Brooks

SUBJECT: Analysis of Neighborhood Relations Activities
of the University of Pennsylvania, Drexel
Institute and the West Philadelphia Corpora-
tion

(The following report is based on firsthand exposure to the activities of the educational institutions in the West Philadelphia area during a trip in the early part of June.)

One gets the distinct impression that the three agencies mentioned above are considerably more committed and experienced in the problems of Neighborhood Relations than we are at the present time in University Circle. It should be noted perhaps that the West Philadelphia Corporation is in many respects a counterpart organization of the University Circle Development Foundation and was formed approximately at the same time or a little bit later.

By the very nature of geography, the conditions in the surrounding neighborhoods are a subject of much more immediate importance to the two major educational institutions. This can be ascribed to a number of reasons:

- a. The neighborhoods are a more integral part of the institutions' campuses with no logical dividing lines between the campuses and the neighborhoods;
- b. Attractive suburban residential communities are not available close to the West Philadelphia area;
- c. The racial balance in the surrounding neighborhoods is more nearly an equal one than is the case in the Hough Area;

- d. Like the University of Chicago, there has been a long tradition of faculty and staff members of the institutions living in the surrounding neighborhoods. (The number has nearly doubled in a three-year period.).

The real concern with the problem probably dates back to a memorandum written in 1956 by Martin Meyerson (no Chairman of the Littauer Center on Public Administration at Harvard University). This memorandum was predominantly an evaluation of the problems of the surrounding neighborhoods as they related directly to the University of Pennsylvania. It immediately struck a responsive chord in President Harnwell and shortly thereafter a Committee on University-Community Relations was formed. The Chairman of this committee was Donald K. Angell, who serves a role as the alter ego of the President in many assignments.

The two major steps which grew out of the deliberations of this committee were:

- a. The creation of the position of University-Community Coordinator, whose salary is actually paid by the University, but who serves nominally as Associate Director of the West Philadelphia Health and Welfare Council (more will be said about this position in a subsequent section of this report;
- b. The formation of the West Philadelphia Corporation.

It should be noted that the University-Community Coordinator is in many respects merely an additional staff member of the Health and Welfare Council (cf. Cleveland Welfare Federation). The University pays his salary and modest office expenses in a lump sum to the Health and Welfare Council on an annual basis. Physically, he locates himself in the West Philadelphia Health and Welfare district office and serves as Associate Director of that agency. His primary orientation is a social-work one; although because of his dual role, he naturally brings into the job some sense of University Action with respect to some problems. He does continue to meet periodically with the Committee on University-Community Relations, which has representatives both from the faculty and from the administration of the University of Pennsylvania (a copy of the job description for this position is attached).

Some of the specific programs which deserve mention are as follows:

1. Penn-Drexel Cooperative Educational Program for the Lea Elementary School

This experimental program has been developed over a period of many months by a planning committee composed of administrators and instructors of the public schools and of the two institutions of higher education along with the Director of the West Philadelphia Corporation. Tentatively, the program is expected to afford the opportunity to use and develop new ideas and approaches in the teaching of young children, which will be beneficial to the pupils at the Lea School in the first instance, and later to other schools in the West Philadelphia area, and eventually to the City at large. Faculty members are playing a major role.

Before the creation of the Planning Committee, a professional advisory committee on education, with three representatives from the University of Pennsylvania and three from Drexel, prepared a suggested outline for the program. At this point, the Planning Committee (see above) was formed. The Planning Committee has functioned largely as a negotiator and has incorporated the already-established outline as part of a policy of the Board of Education of the City of Philadelphia. (President Harnwell attended all the meetings of the Planning Committee.) In addition, there is a West Philadelphia Schools Committee, numbering representatives of fourteen citizens' organization in the West Philadelphia area (approximate population, 400,000). This is a continuing group that acts as a constant prod in moving forward with school-improvement programs.

The first efforts in terms of new programming at the Lea School are in the direction of counselling programs and library programs. These present only a start, and there will be additional new programs in future months and years. Apparently, one key element in the situation is the fact that the Lea School has a young, enthusiastic and very able principal, who has taken a very active role in the developing of this program. He views this as a real opportunity in which to make a reputation for himself, as well as to provide a higher quality of schooling.

There have been no special inducements for faculty to participate in the development of these programs in any fashion. Those who have participated voluntarily have done so primarily with a recognition of their own self-interest in the quality of the school system in the surrounding community.

2. Councilmanic Scholarships

One rather intriguing device which they have had in Philadelphia for a good many years are scholarships to higher-educational institutions in the Philadelphia area, which are awarded to local young people who are nominated by the councilman from their respective wards in the City of Philadelphia. These nominations are announced with a certain amount of fan-fare, and it has tended to increase the interest of the local political leadership in the problems of the higher-educational institutions.

3. Community-Oriented Research

Two major graduate thesis programs are now under way, which have immediate applicability to the surrounding neighborhoods.

One is an analysis of the block club organizations in the West Philadelphia area, which will be used not only for academic purposes, but also as an inventory to help guide the community relations activities of the West Philadelphia Corporation, University of Pennsylvania, et.al.

Secondly, another senior thesis relates to an audit of the Health and Welfare services available in University City (West Philadelphia). This is designed to point up areas of strength and of weakness with an eye to future corrective measures.

4. Neighborhood Resources

Under a program called the University City Collaborative, seventy graduate students and fourteen faculty members have been developing a project which will be completed during this summer. It attempts to implement physical and sociological improvements in a limited segment of the University City surrounding neighborhoods. The

participants in the project are chosen on a multi-disciplinary basis with each one providing assistance in accordance with his particular skills or experience. Rather than going into this in any detail now, I will discuss it further at some later date when a written report of the project is actually available (about the end of August.) Following this particular action project, it is expected that a University City leadership forum--approximately forty people representing both the institutions and the local citizens' organizations--will be developed. This forum will meet periodically under university sponsorship to discuss in depth various problems of the neighborhood. These sessions will, of course, be well publicized, and it is hoped, will serve a substantial function in educating local leadership and in stimulating neighborhood-improvement activity.

5. Training Courses

By and large, training courses provided by the institutions have not been particularly successful. The most recent one which has been tried and perhaps offers a better promise of success than many others is a course in home-improvement techniques for local contractors.

6. Programs Aimed at Youth

Carl Linn, a professor of landscape architecture at one of the institutions, has developed a private landscaping company, which operates in the North Philadelphia area and which uses the services of many underprivileged and/or under motivated young people. It aimed at the theory that these young people need a real sense of achievement in what they do, and that merely playing games is not enough.

The young people work as partners in the company, realize some percentage of the profits, and carry on the various projects and jobs on a fairly independent basis, with primary guidance coming from Linn.

This is perhaps more an individual effort than an extension of University Policy.

7. University-Community Coordinator

The University-Community Coordinator summarizes his basic functions as follows:

- a. Locating university resources that would be of real value in meeting community problems. Examples . . .
 - . . . Making available scientific equipment for boys' clubs
 - . . . Arranging for use of swimming pools during certain hours
 - . . . Recruitment of faculty for help in specific motivational problems
- b. Advisory role on individual requests for help from social agencies -- a communications link between the social agencies and citizens' groups
- c. Advice to and participation in a variety of citizens' groups
- d. Development of programs designed to fill unmet social needs. Example . . .
 - . . . Special services for children of working mothers
- e. Representation of citizens' groups before appropriate city agencies
- f. Assistance in dealing with relocation problems. The basic approach is to let the city do it, because this is where the legal responsibility lies. But there is an effort to assist and supplement the City's efforts in this field.

The Committee on University-Community Relations consists of the following persons from the University community: Vice-President for Administration (chairman), President of the University (ex officio), Vice-President for Student Affairs, Director of the Fels Institute for Local and State Government, Dean of the School of Applied Social Science, Chaplain of the University, Director of the West Philadelphia Commission, Associate Professor of Sociology (criminologist), Director of the Greenfield Center of Human Relations; Professor of Sociology (social work), and the Director of the West District of the Health and Welfare Council.

8. Assistance in Housing Code Enforcement

An employee of the City Department of License and Inspection works part-time for the West Philadelphia Commission (lunch hour and evenings) and deals specifically with the problems of housing code enforcement. His duties can be briefly summarized as follows:

- a. Manning the Home Improvement Information Center several evenings a week;
- b. Conducting citizens' group meetings on housing code enforcement;
- c. Reporting on special home conversion problems which may arise;
- d. Lecturing on the City's building and housing code at luncheon meetings.

In essence, this amounts to the West Philadelphia Commission paying a certain amount of money to assure a high standard of housing code enforcement in the University City area.

9. University City News

The West Philadelphia Commission was active in stimulating the development of the University City News, a neighborhood weekly, which has a circulation of several thousand in the immediate neighborhood. It is concerned primarily with the affairs of the neighborhood, although it does also deal with some purely University news items.

The newspaper is run as an independent commercial venture, and the West Philadelphia Commission exerts no formal control over its editorial policies.

10. Community-Oriented Research

The University has made some effort--although limited--in the direction of stimulating community-oriented research by its faculty people. The substantive material of the research does not justify consideration in this report. But one aspect of the technique for stimulating it might be appropriate - - -

The President of the University sent out a letter to a list of appropriate faculty personnel which read about as follows: "We are quite hopeful that rather substantial Foundation grants can be made available to the University for research projects that are specifically oriented in the direction of local community problems. I would like to invite you to submit a proposal for such a research project which might be appropriate to your own academic interests and pursuits."

A good many faculty members did respond with proposals of various kinds. At this early stage, however, few of them have actually been implemented.

11. Rehabilitation and Conservation

The West Philadelphia Commission is participating in a six-months project designed to give graphic illustrations of the possibilities and problems of home rehabilitation and conservation. This is financed partly by a Foundation grant.

The homes will be rehabilitated under special plans developed by four panels of professional experts drawn from neighborhood and University personnel. The panels are on:

- a. Construction;
- b. Architecture;
- c. Finance;
- d. License and Inspection.

At the conclusion of the project, each panel will prepare a written report on its particular phase of the project. These reports will later be used as textbooks for a series of neighborhood meetings designed to guide homeowners in rehabilitating their own homes.

During the six-month period, a full-time staff person will be in residence in the demonstration home (in the middle of the University City area). She will be involved in:

- a. Coordinating the actual rehabilitation work;
- b. Various promotional activities;
- c. Referral of individual citizen requests for assistance and advice.

* * * * *

One gets the impression that the technique of the West Philadelphia Commission is based much more on tactful persuasion as opposed to the aggressive power plays that sometimes seem to characterize the Southeast Chicago Commission.

As in the case of Chicago, there would appear to be a wholesale commitment on the part of the institutional leadership that this is an essential part of the operating policy of the institution.

The above memorandum may be an appropriate subject of further discussion at one of our meetings of the Staff Planning Committee.

For the record, there will be another such meeting on Wednesday, July 25, 1962, Tudor Arms Hotel (where else?), at 8:00 A.M.

Sincerely yours,

Oliver Brooks
Vice President

OB:s

UNIVERSITY CIRCLE DEVELOPMENT FOUNDATION
2009 Adelbert Road Cleveland 6, Ohio

Nov. 26, 1962

MEMORANDUM

TO: Staff Planning Committee (Neighborhood Relations)
Messrs. Donald Faulkner
Allen Fonoroff
Joseph D. Pigott
William T. Priestley
Charles B. Womer

FROM: Oliver Brooks

SUBJECT: Analysis of Neighborhood Relations Activities
of Morningside Heights, Incorporated

This constitutes another firsthand report on the neighborhood relations activities of a major urban university. Specifically, it is concerned with Morningside Heights, Inc., an organization not too dissimilar from the Foundation, which numbers among its members: Teachers College, Cathedral of Saint John the Divine, Columbia University, Jewish Theological Seminary, Julliard School of Music, the Riverside Church, St. Luke's Hospital, and the Union Theological Seminary. Some of the historical background on this organization can be found in the University Circle Neighborhood Relations report since Morningside Heights, Inc. was considered in a comparative analysis with the Southeast Chicago Commission.

I would note with some chagrin that the analysis contained in Politics of Urban Renewal (from which the material in the report was drawn) was at least partially inaccurate. Morningside Heights, Inc. has actually made a far greater effort towards development of an effective neighborhood relations program than one would suspect from reading the brief references to it in the Rossi book.

One finds here a parallel to the situation at the University of Chicago and the University of Pennsylvania, rather than one similar to our own. This rests mainly in the fact that many students and faculty persons live within the immediate surrounding neighborhoods rather than in adjacent suburban areas, as is the case here. In this respect, there is much more immediacy to the problems of the surrounding neighborhoods.

My interviews were necessarily limited in time so there are certain details of the below summary which I cannot develop to my full satisfaction.

1) Provision of Venture Capital for Private Development:

Morningside Gardens, a 972-unit cooperative housing project, occupying a two-block area in upper Morningside Heights, stems directly from the promotional efforts of Morningside Heights, Inc. from the inception of the project in 1950, completion required about nine years later.

Nine member institutions of Morningside Heights, Inc. which are physically located closest to the site of the apartment development, actually provided \$700,000 of equity money which was needed to acquire the site for the apartment. The site was made available for this use under Title I Urban Renewal and re-sold by the City of New York to the Morningside Heights Housing Corporation at its written-down value. The total cost of the site was \$1,302,200, of which the institutional contributors provided \$700,000 and bank loans provided the remainder. MHHC is a subsidiary of Morningside Heights, Inc.

Even though the apartments were actually constructed by a private developer, the Morningside Heights Housing Corporation remained closely involved in the project through its entire history. In fact, the carrying forward of this project probably consumed a disproportionately large amount of staff time during the early years of Morningside Heights, Inc. to the exclusion of other activities that might have been attempted.

The Morningside Gardens apartments are comparatively little utilized by people from the member institutions. About 18 per cent of the apartments are occupied by people actually employed by one or another of the member institutions and another 12 per cent of the apartments are occupied by people who are members of one or another of the churches which are member institutions. The individual member institutions were hesitant about investing any of their own institutional money in an effort to reserve cooperative apartments for institutional personnel.

The present occupancy of Morningside Gardens is about 75 per cent white and 25 non-white. There is an effort to maintain this racial balance.

2) Relocation:

When the site for Morningside Gardens was acquired by the Housing Corporation on June 15, 1953, the new owners were faced with the problem of relocating 1,626 families who were then in occupancy on that two-block area. During the course of the relocation effort, 1,201 of these families received some degree of financial assistance.

The Corporation's general policy on relocation was based on: (1) all property was to be maintained in safe condition while tenants remained, but no funds were to be spent beyond the requirements of health and safety; (2) all residents were to be treated as fairly and sympathetically as possible in carrying out the relocation. This relocation was, at the same time, to be conducted as rapidly and economically as possible. The total relocation job took three years.

It is interesting to note that Morningside Heights, Inc. attached sufficient significance to this relocation effort to warrant publication of the booklet on the subject.

3) Building Code Enforcement

Morningside Heights, Inc. has always included as a member of its staff a person who is conversant with the problems of building code enforcement, although actually enforcement procedures have been left up to the appropriate governmental agencies. Morningside Heights, Inc. has always kept in close touch with such efforts, even to the extent of having personnel accompany city building inspectors in some cases, and also in having some personnel appear at court hearings that resulted from violations. From the period of 1958 through 1962, the City of New York conducted six so-called "crash programs" on building inspection. These have resulted in substantial improvement in existing conditions. Morningside Heights, Inc. describes its role as "stimulating and following these crash programs".

4) Youth Programs:

Morningside Heights, Inc spends nearly \$50,000 a year in providing youth programs of one kind or another. Although the organization has held that it should not maintain social activity programs, the pressures of the deteriorating neighborhood have made it necessary to become increasingly involved. The

institutional interest is to occupy young people who might otherwise harass institutional property and personnel. This does not seem to be the subject of concern of any existing social welfare organization with the result that no agency has made a primary effort on the streets near the institutions to divert the children to sports or purposeful work. The staff of Morningside Heights, Inc. has been investing its energy in this direction.

Early this year, with financing provided by the Weeks Fund of the Riverside Church, Morningside Heights, Inc. published a rather detailed report on the youth program of its organization.

Supervisory time has been contributed not only on a professional basis by Morningside Heights, Inc. youth workers, but also on a volunteer basis through a separate organization called the Adult-Youth Association of Morningside Heights. Some of its activities have included: (1) supervision of weekend summer baseball leagues, using Baker Field (Columbia football stadium); (2) the provision of winter basketball leagues, using the facilities of the Teachers College Gymnasium; (3) recruitment of volunteer referees from the Police Youth Squad; (4) development of volunteer study hall programs with personnel help being provided by students at the Jewish Theological Seminary.

Most recently, the Riverside Church has made available the Stone Gymnasium, which will provide supervised recreation and study space for many neighborhood youths.

5) Provision of Community Facilities:

Three or four years ago Columbia needed permission to provide expanded athletic facilities using part of city-owned Morningside Park. As a condition of this objective, Columbia agreed to make the completed athletic facility available to the neighborhood at all times when not actually being used by the University. This amounts to about 200 days a year of neighborhood utilization. In all, Columbia spent about \$200,000 for the development of the Columbia-Community Athletic Field.

6) Street Patrol:

A street patrol consisting of a chief, sergeant, and nine patrolmen became active on April 16, 1962. The patrol is un-armed except for a night stick. At the present time, it is working from 6:00 P.M. to 2:00 A.M., but some changes in these hours may be tried as soon as the men have learned the area well.

In view of the fact that most recent full-year budget of Morningside Heights, Inc. was little more than \$100,000 a year, it becomes clear that neighborhood relations activities represent a very substantial segment of the total mission of this organization. One gets the feeling as well that there is a real sense of conviction among the staff that this is a job which must be done if the institutions are to continue to find Morningside Heights a viable place in which to operate and expand.

Sincerely yours,

Oliver Brooks

Excerpt from YALE NEWS - 10-10-62

YALE, NEW HAVEN COMBINE FORCES
UNDER FORD FOUNDATION PROGRAM

By: Joseph I. Lieberman

Town met gown in the Fellows Lounge of Saybrook College last night to map the initial stages of undergraduate Yale's involvement in a two-and-a-half million dollar program to awaken human resources in New Haven's depressed areas.

The project, known as Community Progress, Inc. (CPI), is being sponsored by the Ford Foundation in association with President Kennedy's Committee on Juvenile Delinquency and Youth Crime.

Among those attending the meeting last night were a number of Yale undergraduates active in Dwight Hall, Mr. Herbert Cahoon, Coordinator of Social Services for Yale, Dr. Laurence Paquin, superintendent of schools for the city of New Haven, and Dr. Max Doverman, director of the Youth Development Project of CPI.

People and Opportunity

The goal of the overall program, according to Dr. Doverman, is to work with "people who act in a deviant manner because of basic frustrations, people for whom a better life is blocked by barriers. Our aim is to break the barriers to opportunity by developing better education, housing, mobility, employment, and leisure time activities. This is also very much a research project and we hope that we will come up with some things that are applicable to many other cities throughout the country." Yale's Sociology Department will probably take part in the research phase of the program.

CPI plans to make a concentrated attack on six neighborhoods in, what Dr. Doverman describes as, New Haven's 'grey areas'. Social workers, administrators, specialists in housing and employment opportunities, and lawyers will all be involved in the attempted reawakening of these problem areas.

Excerpt from "Yale News"
10-10-62

The Community School

The focus of the entire program is a new concept of the 'community school'. Ten schools in the six CPI neighborhoods will be open after school hours for studying, neighborhood activities, adult education, and recreation. The New Haven Board of Education has been given one million dollars of the Ford Foundation funds to strengthen its teaching programs in these areas.

Plans for integrating and expanding three existing Dwight Hall educational programs with CPI were discussed last night. These programs are the volunteer tutoring service, Hillel at Winchester, and teaching deputations.

Craig Jensen, 1964, chairman of the tutoring service, reported that 12 tutors have already begun meeting with their students this year and approximately 150 more will be needed under the expanded program with CPI. One student is assigned to each tutor for a two-hour session once a week. Classes are held on the Yale campus. A new phase of Yale student participation will be to oversee afternoon and evening study sessions in the high schools for students who are unable to study at home.

UNIVERSITY CIRCLE DEVELOPMENT FOUNDATION
2009 Adelbert Road

Cleveland 6, Ohio

Dec. 19, 1961

MEMORANDUM TO: Staff Planning Committee
Messrs. Donald Faulkner
Joseph D. Pigott
Charles Womer

FROM: Oliver Brooks

SUBJECT: Summary Neighborhood Relations Discussions
With Julian Levi and Jack Meltzer

The following is a summary intended to bring out the basic points raised in a discussion with Julian Levi, Executive Director, South East Chicago Commission, and Jack Meltzer, consultant planner for the University of Chicago. The meeting was held on December 14, 1961.

In simple terms, the SouthEast Chicago Commission is the political action arm of the University of Chicago, and is closely identified--from a personnel and a financial point of view--with the University. In addition to serving as Executive Director of the Commission, Levi also serves as a member of the staff of the Chancellor of the University. Likewise, the Chancellor of the University serves as the Chairman of the Board of the Commission.

The main Board or Committee of the Commission has a membership of 90--drawn almost exclusively from the residential neighborhoods involved in the 2,000 acre area that is the subject of the Commission jurisdiction. Its day-to-day operations are under the guidance of a 15-member Executive Committee.

From a staff point of view, the Commission is heavily weighted in the direction of inter-action with the community. As director, Levi himself is intensely sensitive to political considerations and enjoys a close and very workable relationship with the administration of the Board of Aldermen of the City of Chicago. Among his main staff personnel are: (a) Professional sociologist who has special

knowledge in the field of law enforcement and public safety;
(b) Retired Fire Officer who has special training in the fields of building inspection and housing code enforcement;
(c) Community relations director who has detailed knowledge of residents of the community and of various neighborhood organizations, and is extremely active in assisting in the relocation of family units that are displaced by campus expansion.

It is worth noting, too, that the financing of the South East Chicago Commission is closely tied to the neighborhood. Some \$40,000 of the annual budget is raised intentionally from neighborhood organizations and individuals.

The organizational framework is based on the premise that the South East Chicago Commission expresses the self-interest of the University of Chicago. In performing this function, however, it also expresses the self-interest of many other groups and individuals in the neighborhood community.

In terms of its public posture, the South East Chicago Commission in many respects preempts the public spokesman role of the University with respect to those activities that impinge directly or indirectly on the activities of local government. It is difficult, however, to delineate exactly where the dividing line is drawn. The duality of this functional relationship makes it possible for the University to disassociate itself from heated political controversy and thus retain a comparatively pristine image in the eyes of the community. It is always possible for example, for the University to repudiate some of the specific actions of the Commission, if such a course would appear to be justified.

Fundamentally, Levi views the South East Chicago Commission as a professional service organization that is providing many thousands of dollars of on-going service to the residents of the community. Service in this sense can largely be defined as those activities which tend to stabilize and support the community. The scope of the service includes: (a) Blocking of undesirable mortgages; (b) Building inspection and assistance to the City of Chicago in enforcement of housing code; (c) aggressive attack on crime or exploiting victimization of residents of the neighborhood; (d) prevention of neighborhood organizations which oppose the interests of the South East Chicago Commission; (e) Provision of planning services; (f) Active support of neighborhood organizations; (g) Assistance in solving relocation problems.

In the provision of all these services, there is a high degree of inter-action with administrative officials of the City of Chicago. By way of example, the City recognizes that Commission planning talent is more comprehensive than that available at City Hall. The City thus defers to Commission planners in many problems that relate to the area and, in fact, seeks advice from Commission staff personnel in a variety of problems throughout the City of Chicago.

1. Property Acquisition

Property acquisition procedures of the University of Chicago and the Southeast Chicago Commission are essentially carried forward by three separate corporate vehicles.

- A. University of Chicago purchases land directly that is needed for campus expansion in the fairly immediate future. There is a continuing conscious effort to recognize that educational dollars are difficult to obtain; therefore, a real effort is made to keep property acquisition costs within reasonable limits.

Most recently, the Board of Trustees of the University authorized the expenditure of \$12,500,000 for the acquisition of properties--primarily in the Woodlawn area south of the main campus. Of this amount, \$4,500,000 represents properties needed for future campus expansion; \$8,000,000 represents potentially vulnerable properties that will not be needed for foreseeable campus expansion.

- B. Midway Property Trust represents essentially "soft money" that is used to purchase distress properties that are immediately vulnerable to dangerous blight and deterioration. In the purchase of these properties, there is a conscious recognition that there will be some net cost to the University. This is justified on the basis of the necessity for stabilizing the surrounding neighborhood.
- C. University City Realty represents straight university endowment money which is invested in real estate. Such investments are evaluated on the basis of normal market place investment considerations. They are purchased in anticipation of a fair return on the investment.

In the above categories, about \$20,000,000 has been spent to date. About \$8,000,000 has been spent for (A); the remainder has been spent in categories (B) and (C).

II. Special Inducements to Faculty, Staff, et.al.

There are two basic programs which have been developed to encourage University-oriented people to live in the surrounding neighborhood:

- A. Rent Subsidy Program: This program is particularly applicable to lower level faculty personnel and to married graduate students.

Its implementation is based on (a) detailed examination of all well-maintained rental properties in the area; (b) establishment of a gross normal rent for each of these buildings.

When some of these buildings find it difficult to sustain full occupancy, the University steps in to provide the difference between "normal rental" and the amount that the faculty family or graduate student is in a position to pay. Total net cost of this program is running about \$80,000.00 annually.

This has tended to develop an artificial tenant demand that has had a stabilizing effect on the total neighborhood.

- B. Mortgage Assistance Program: (NOTE: Levi admitted that there had been some mistakes in concept at the outset of the program.) In the potential purchase of property by the individual faculty person (within a prescribed geographical area), the purchaser was expected to negotiate for the best possible first mortgage. If the deal was still beyond his financial means, and if other factors seemed to dictate the desirability of the purchase, the University would setp in to underwrite a second mortgage to cover the balance needed.

The main problem that emerged was that this procedure tended to build in an added premium on acquisition costs.

Some measure of relief of this problem has been achieved, however, by (a) expanding the geographical area of the neighborhood in which such second mortgages are appropriate; (b) establishment of a Faculty committee to evaluate in detail such proposed second mortgage arrangements.

It should be noted, however, that the fundamental inducement is not predominantly a financial one. Rather, it is environmental in nature--i.e.: proximity to the University of Chicago campus and its related intellectual climate and availability of first-class educational facilities in the elementary and high school levels.

It has been the initial intent that the neighborhood development area of the South East Chicago Commission should dominate a public high school district. By this means, it would be possible to work toward a level of public education that would appeal to a University-oriented community.

The University of Chicago does operate a private school from the elementary to the high school levels, and this has filled some of the educational vacuum.

There is a conscious effort to sell the philosophy that you have got to live near the University in order to take full advantage of its intellectual climate and resources--club activities, et. al.

NOTE: Annual expenditures for the operation of rental properties was pegged at \$300,000 per year--not including subsidy rental arrangements indicated in (A) above. It was not clear whether or not this represented a net cost.

III. Neighborhood Stabilization Efforts

Levi indicated that the South East Chicago Commission carries on an on-going and aggressive program of using its leverage and knowledge to stabilize the neighborhood. One fundamental tool in this effort is the maintenance of exhaustive files on all properties in the area, including such information as (a) type of occupancy; (b) description and amount

of outstanding mortgages; (c) market value appraisal; (d) past record of building code violations; (e) past record of any criminal violations on the premises; (f) ownership and record of recent real estate transactions.

Levi cited a number of instances in which this information had been used . . .

. . . There were three Chicago lending institutions which had been making mortgages available to undesirable owners--persons with records for habitual building code violations and similar records. In each of these cases the South East Chicago Commission went directly to the responsible executives and/or the Board of Directors of these institutions to obtain cooperation. In some cases, the pressure exerted by the Commission was such as to bring about changes in the administrative management of the firm involved. In all cases, it was effective.

. . . The Commission has made available its records on persons in the neighborhood in order to help Chicago police solve such crimes as aggravated assault.

. . . The Commission has played an active role in assisting in finding relocation housing for persons displaced by University expansion and/or clearance of deteriorated housing.

. . . The Commission has promoted an active social action and welfare program to serve family units that need such help.

This activity has primarily been aimed in the direction of developing a real sense of common interest between the Commission and the residents of the neighborhood. According to Levi, it is looked upon as an organization that provides real and measurable benefits. This has made it possible to forestall the development of any organized opposition.

IV. The Extent of the University Commitment

Levi emphasized time and again the importance of a real sense of commitment and participation on the part of the University. The University of Chicago has an endowment of \$278,000,000 and has made a conscious decision that the expenditure of 10% of this sum to battle against neighborhood deterioration and blight is a wise and self-interested course.

He likened the problem to that of picking up a watermelon. "It's not that picking it up is so difficult; the real problem is getting your arms around it."

He has made a conscious effort to delineate carefully the financial dimensions of all his proposed programs, recognizing the difficulty of asking men with fiduciary responsibility for any "open end commitments".

Individual members of the University family participate actively in support of the program, but they do so purely as individuals--not as representatives of the University.

Likewise, some members of the University community have joined forces with opposition elements. There is no conscious effort to inhibit their activities in whatever directions their individual consciences might dictate.

V. Some Concluding Notes

. . . Levi referred to the desirability of a financial structure and cash flow arrangement similar to that outlined for the Research Laboratory Development (University-Euclid Urban Renewal Project area). (See "Preliminary Prospectus for University Circle Research Center.")

. . . Levi noted that in some cases the Commission had implemented "early acquisition" procedures for properties to be purchased later by the Chicago Land Clearance Commission. This was aimed primarily at stabilizing deteriorating properties--scheduled for eventual clearance--which represented an immediate threat to the neighborhood. In many of these cases, the properties were made available for urban renewal re-purchase by the City at either acquisition cost or market appraisal--whichever is the lesser figure.

. . . There has been comparatively little organized ethnic or religious opposition to the program. At the moment, however, there is substantial opposition being generated by the Catholic Diocese--mainly based on the family dislocation that will result from proposed clearance. This would of course result in a substantial readjustment of presently operating churches and parochial schools. Levi feels confident already existing support and momentum will obviate this opposition.

South East Chicago Commission

vs.

University Circle Development Foundation

COMMENTS ON COMPARABILITY

- . . . The potential residential inducement factor of the public school system does not exist in as marked a degree in University Circle because of the proximity of such well-established suburban communities as Cleveland Heights and Shaker Heights. There are comparatively limited residential alternatives available in the reasonable environs of the University of Chicago -- thus more incentive to locate within the University community.

- . . . The University of Chicago is the single dominant force in the community. In contrast, the U.C.D.F. represents many cultural and educational institutions, with sometimes divergent interests. The problems of an aggressive and identifiable unifying force is not as easy of accomplishment in Cleveland.

O. Brooks

List of Questions posed to Julian Levi

- 1) How do you view your personal role and your organizational role in relation to -- The City of Chicago, University of Chicago, and the neighborhood?
- 2) How does University policy relate itself to problem of stabilizing the neighborhood?
- 3) What general thoughts on University staff or faculty do you have regarding their active participation in neighborhood problems?
- 4) What about ethnic and racial problems?
- 5) Is University role in community one of power structure leverage or active participation in neighborhood, or both?

July 11, 1963

MEMORANDUM TO: Neighborhood Relations Coordinating Committee

Messrs. Willard W. Brown
Nathan M. Cohen
Arthur Leary
Daniel J. Silver
James E. Vail
Howard Whittaker

FROM: Oliver Brooks

SUBJECT: Initial Meeting of U.C.D.F. Neighborhood Relations
Coordinating Committee

This is an effort to bring to your attention some pertinent background material as homework in anticipation of the initial meeting of the above group. As you know the meeting has been scheduled as follows:

Time: 12:00 Noon
July 18, 1963

Place: Wade Park Manor
(Room will be posted under U.C.D.F.)

First, a bit of review. The essential take-off point for this activity from the point of view of the Foundation was the completion of a report entitled "University Circle and its Surrounding Neighborhoods", which was completed early last summer. In the wake of that report, a series of in-depth interviews were conducted with a broad group of faculty and staff persons within University Circle and a somewhat more limited group outside the Circle. These interviews produced: (a) A series of general reactions; (b) A partial list of the already existing activities of the member institutions that impinge directly on the problems of the surrounding neighborhoods; (c) A collation of recommendations for action from all of the interviewees. (A summary of these results is contained in pages 1-24.)

Hand-in-hand with this interview process, I made sporadic efforts to explore with some measure of thoroughness the on-going efforts of other urban universities. (Memoranda on these results are contained in pages 25-49).

In addition the whole matter has been the subject of rather intensive discussion from time to time within URCH -- a group consisting of Messrs. Carothers, Ferguson, **Glennan, Mills**, and myself which meets on a regular weekly basis as one of the key communications mechanisms within the Foundation structure. **The general** approach



has received enthusiastic affirmation from this group. During these discussions, it was agreed that each one of these so-called "initial members" of the Foundation should designate one member each to serve as a member of the Coordinating Committee.

Finally, the Board of Trustees of the Foundation has given authorization for the hiring of one staff person to spend full time in the preparation, refinement, and implementation of an on-going program. It has been generally agreed that this program should go forward with a minimum of chest-beating and public relations accoutrements and, hopefully, with a maximum emphasis on concrete results that can speak for themselves.

To steal the words that one of you used in your interview on the subject of the report:

"Public deeds have to be done -- concrete and visable programs and services provided -- but presented in a routine fashion as part of an overall contribution to the community. Make haste slowly and quietly!"

As you have undoubtedly noticed in our most recent newsletter, Mike Copperman, a recent M.A. recipient from the School of Applied Social Sciences, has joined our staff to work full time as Community Relations Coordinator. He is equipped to bring to bear on the situation a rather varied background, a high degree of maturity, and some practical working experience in the House area and the County Welfare Department. One of his first efforts, since joining us, has been in the direction of testing the program with a much broader group of outsiders than were reached in the original interview process.

It seems to me that the intensely volatile racial situation of the moment makes crystal clear the need for a highly sensitive approach to the whole gamut of problems.

During the refinement process of the past twelve months, I should hasten to note that we have not been wholly inactive in the development of at least some specific programs and the establishment of a variety of lines of communication -- this latter being of immense importance, it seems to me. Rather than putting these items in writing in this memorandum, I will attempt to summarize them orally when we get together.

At the moment the Committee membership consists of those listed at the forefront of this memorandum plus myself and Mike Copperman, who will essentially serve as staff to the Committee as well as in his regular staff assignment within the Foundation. We should, however, consider the addition of two or three more members of the Committee, but I would prefer to forego this step until I have had an opportunity to seek your advice on the matter of appropriate additions to the membership.

7/11/63

We need your advice and guidance on a variety of issues, including:
(a) Establishment of priorities with respect to the implementation of specific projects; (b) Evaluation of overall strategical considerations in the face of the fast-paced changes in the community attitudes and structure; (c) Assistance in evaluating possible new sources of outside funds to help in financing new programs.

I am immensely appreciative of your willingness to serve and will look forward to seeing you on July 18th.

Sincerely yours,



Oliver Brooks
Vice President

OB:b

LIST OF ENCLOSURES

- I. A Synthesis of Interview ResultsPage 1
- II. Inventory of On-Going Programs and
Recommendations for New ProgramsPage 18
- III. Experience at the University of
PennsylvaniaPage 25
- IV. Experience at Columbia University.Page 34
- V. Excerpt from Yale Daily NewsPage 39
- VI. Experience at the University of Chicago. . . .Page 41

July 15, 1963

MEMORANDUM TO: Neighborhood Relations Coordinating Committee

Messrs. Willard W. Brown
Nathan E. Cohen
Arthur P. Leary
Daniel J. Silver
James E. Vail
Howard Whittaker

FROM: Michael Copperman

SUBJECT: Student Volunteer Bureau

The purpose of this memo is to indicate some thinking about the organization of a Student Volunteer Bureau designed to serve some of the member institutions. At this stage the organization of the operating principles have not been fully refined. However, there is the possibility that a graduate student from S.A.S.S. might be assigned to the University Circle Development Foundation for field training. This student's major assignment would be to staff the proposed Student Volunteer Bureau. Since this would constitute a term commitment on the part of the Foundation, we would like your guidance now on the appropriateness and practicality of a Student Volunteer Bureau.

I. RATIONALE

One must evaluate the creation of a student volunteer bureau in its relation to the Foundation's overall objective of developing a sensitive and meaningful neighborhood relations program. The basic criteria which have been suggested as a measuring stick against which to evaluate proposed programs are . . .

- . . . Impact on community needs
- . . . Usefulness in stimulating university-community identification
- . . . Appropriateness to experience and/or interest of the institution or its representatives
- . . . Availability of funds

Measured against these criteria, it would seem that the proposed student volunteer bureau can lay claim to considerable attention for the following four reasons:

1. In the field of Negro relations the student volunteers individually and collectively would help promote good intergroup relations.

2. The students by their volunteer work will serve as a bridge between the member institutions and the people in the surrounding neighborhoods in a natural and non-paternalistic way. By relating to small groups, by tutoring elementary, junior and senior high school students, etc., they will help the member institutions relate to the surrounding neighborhoods.
3. The students will be making a contribution to the solutions of problems that exist in the inner city.
4. The experience of volunteer work will serve the volunteers as a meaningful learning experience which will supplement the academic education that they receive. In this respect it will make the academic experience more meaningful and prepare the students for adult citizenship.

II. AUSPICES

There are several possible alternatives here.

1. The University Circle Student Volunteer Bureau could be officially sponsored by the U.C.D.F., Case, Western Reserve and, hopefully, by the Art and Music Institutes.
2. It can be under the auspices of the Central Volunteer Bureau of the Welfare Federation.
3. It can be a joint sponsorship of the member institutions and the Welfare Federation.
4. It can be student administered completely independent of the institutions.

Experience in other universities show that there is a wide range of practices: (a) The University of Cincinnati has a staff person from the Central Volunteer Bureau on campus to recruit volunteers from the School of Education; (b) Temple University in Philadelphia has a member of the administrative staff responsible for the recruiting of student volunteers. This staff person works in cooperation with the Central Volunteer Bureau of the Health and Welfare Council. The staffing is done by the Temple University; (c) Harvard University, through the Phillips-Brooks House, has its own volunteer recruiting program which is completely independent of the Central Volunteer Bureau; (d) Students at the University of Chicago have formed their own organization which engages in tutoring activities. They consult with faculty members. The University

approves of their activities but the students do not ask for approval nor do they apparently want University sponsorship.

III. STAFFING

There are several possibilities here.

(1) Exclusive operation by Central Volunteer Bureau

Traditionally in Cleveland, the recruitment, training and placement of volunteers has been assigned to the Central Volunteer Bureau. There is merit in having one central office for such activities. Mrs. Lucas, Director of the Central Volunteer Bureau, has considerable experience in the recruiting of volunteers. Members of her staff recruit high school and college volunteers for placement in a variety of institutions and organizations. They recruit college volunteers from John Carroll, Notre Dame Academy, Ursuline, Lake Erie College, Fenn, Baldwin-Wallace as well as Reserve and Case. The Central Volunteer Bureau was established to coordinate the activities of all the volunteers to prevent duplication and overlapping of functions. Mrs. Lucas is aware of where students can be placed and what agencies are prepared to accept student volunteers. Consequently the staffing of the Volunteer Bureau by Mrs. Lucas is a distinct possibility. In fact the Central Volunteer Bureau feels very strongly that they have competence and jurisdiction in this area, and they will strongly resist - at the very beginning at least - a bureau that will not be under their control. There are, however, certain drawbacks.

- (a) The staff person would not promote the idea of the student volunteer bureau. The staff person assigned to this task would interview students in an appropriate agency. Once this task was completed the staff person would be reassigned to other duties at the Central Volunteer Bureau. Consequently, the growth of the Volunteer Bureau would be severely restricted.
- (b) Their orientation is not directed to the surrounding neighborhoods. Consequently, the staff person assigned by the Central Volunteer Bureau would not see as one of their purposes the acting as a bridge between the institutions and the surrounding neighborhoods.

- (c) Mrs. Lucas own orientation appears overly protective of the volunteer. Unconsciously the staff person assigned to this job would be attempting to place students in "safe" placements, such as hospitals or organizations outside of the inner city.

(2) Joint Operation by Central Volunteer Bureau and U.C.D.F.

A graduate student would be assigned to the agencies for field work two days during the first semester and three days during the second semester. If the initial interviewing of volunteers is performed by the Central Volunteer staff person, the S.A.S.S. person might be assigned the job of promoting and recruiting of volunteers as well as the staffing of advisory committees of students and agency personnel for recruiting and evaluating purposes.

(3) Operation by Universities and U.C.D.F.

It might be feasible to obtain a Foundation grant that would make staffing of this Bureau possible on a full-time basis under University and Foundation auspices. This does not necessarily preclude any of the two alternatives mentioned above but it is a possibility for consideration by the Coordinating Committee. It would preclude, however, the possibility of being able to undertake this operation in this coming fall semester.

IV. SUPERVISION

Here, too, there are a wide variety of practices among other universities on the question of supervision of volunteer activities. Some universities, such as the University of Chicago, have volunteer activities carried out entirely by the students with no supervision on the part of University personnel. The recruiting of students, the orienting, training, placing of students is entirely directed by other students. At the University of Pennsylvania the recruiting of students is performed by the University-Community Coordinator who is the counterpart to the Community Service Coordinator of the U.C.D.F. At the University of Pennsylvania the students are placed in a high school for tutoring purposes. The entire operation is under the supervision of the University-Community Coordinator.

1. If the staffing of this operation is performed by the Central Volunteer Bureau, supervision of this person will rest with Mrs. Lucas. The role of the universities in this respect will be to make it possible for students to register for volunteer

activities by indicating an interest in such activities, possibly at registration time. The information would be given to the staff person who would then contact the students, interview and place them in an appropriate agency. There would be no on-going student committee or faculty committee that would help promote the idea or recruit participants. Consequently no supervision would be entailed. The Central Volunteer Bureau would maintain contact with the agencies where the volunteers are placed, but this would be more cursory than on-going.

2. If a S.A.S.S, graduate student is wholly responsible or supplements the work of the staff person, this person would have the responsibility for actively promoting the idea and recruiting volunteers. Consequently, other students should be involved in the promotional process. A functioning committee consisting of representatives from the three major religious organizations, student government, and the fraternities, could be formed. It is not clear at this point what the role of the universities should be with reference to such a committee. Additional information will have to be obtained as to what control the universities would want to have with such a committee. It would appear that the college would want to be able to maintain some type of control over an activity that they are, in effect, sanctioning without stifling the initiative or freedom of movement of the students.

V. SCOPE OF VOLUNTEER ACTIVITIES

Experiences at other universities indicate a wide range of student volunteer activities. Possibly the most extensive is at the Phillips-Brooks House (Harvard University) Students volunteer for tutoring work, for work in mental institutions, correctional institutions, prisons, settlement houses, community centers and hospitals as well as work connected with various fund drives. In addition to this there is a group known as HUT (Harvard Undergraduate Teachers) who work approximately 10 hours a week within classrooms of local schools. The requirement for admission to this program is that each applicant must be at least a junior and have honor grades in his or her major field of study. Volunteer work is also built in to some course requirements at Harvard.

Here in Cleveland, primarily through the Student Christian Union, volunteer activities have been previously organized in tutoring of junior high school students, in work-study camp weekends, in tutoring of students at Glenville High School, and

in clean-up, fix-up programs at Alta House, and in one or two churches in the surrounding neighborhoods. A few volunteers have also done some work at the Cleveland State Hospital. There are approximately 50-75 students engaged in the above activities.

The possible scope of student volunteer activities is virtually unlimited. Mr. John Cox, of Bell Settlement House, indicates that he would like to be able to start a fine arts program at his settlement house on Saturday mornings. Hopefully student volunteers who have skill in arts and crafts and music would be able to man such a program. Mr. Cox stated that he could on occasion use some help from psychology majors for testing. He could also use some volunteers from the political science department to help register residents for voting campaigns. There are fix-up, clean-up campaigns within the University-Euclid Urban Renewal Project and Glenville. There is work that can be done with street clubs; with leading of small groups in settlement houses; boy scouts and girl scouts; with supplementing the work of the Department of Recreation within the school system. There is work that can be done within some of the local churches. Volunteers might be placed in the Department of Welfare.

In general, one could divide the type of volunteer activities into two major categories. (a) An on-going program where the volunteer stays with it for a period of 6-10 weeks. (b) A one-shot program such as a fraternity giving a lecture at a settlement house or painting of furniture or fixing-up of a church.

At this point a number of basic questions present themselves:

- . . .Should the initial activities be restricted to either the on-going projects of 6-10 weeks duration or the one-shot projects?
- . . .Should the scope of the initial project be restricted in any way? For example, should the starting project be limited to a tutoring project?
- . . .Should the volunteer bureau be interested in the entire gamut of volunteer operations - either at this stage of the game or at all? For example, does a student volunteer program at Cleveland State Hospital come under the scope of neighborhood relations? Should the volunteer work be concentrated in the immediate surround neighborhoods? Is one type of volunteer activity more worthwhile than another? Is the location of the volunteer activity important? If so what type of activity should be promoted first and where should the activities be conducted?

. . . How extensive an involvement should be sought from the University in this project? For example, should an attempt be made to interest the Department of Education in initiating an honors program similar to Harvard's? Should the undergraduate course in Social work have field volunteer work built into it? Should similar involvement be sought from the other departments? If the answer is yes, to these and similar questions, what is the correct method of approaching the interested parties?

On the one hand, the type of staffing that is decided upon may determine the answer to some of these questions. On the other, the scope of the volunteer operation may determine the type of staffing that should be sought.

VI. COSTS

There will be some costs involved in such an operation, regardless of whether a S.A.S.S. graduate student or the Central Volunteer Bureau staffs the operation. While the cost may be minimal, it will be necessary to determine who will bear the responsibility for these costs. A certain amount of supplies, postage, posters, coffee, etc. may be necessary if a viable program is to be undertaken. There is also the question of office space and meeting space. If the S.A.S.S. graduate student staffs the operation and a student functioning committee does most of the work, it will be necessary to provide them with a place to meet and do the necessary work. The Foundation has no available space for this purpose. It will be necessary for one of the universities to provide this space.

VII. PITFALLS

In an operation of this kind it might be well to recognize certain possible liabilities that might accrue from the program.

Middle-class white volunteer students who go into hard-core inner city neighborhoods may do so with a variety of motives. It is conceivable that without the proper orientation and training the volunteer can do more harm than good in the field of intergroup relations. Also, the volunteer may have some certain biases reinforced by experiences that are not quite what the volunteer had anticipated they would be.

There are also some pitfalls for the university in this operation which it might be well to place on the table at this stage of the game. The active recruiting and promoting of student volunteers to do work in the inner city neighborhoods may result in the awakening of civic interest on the part of these students which may take a form within the University Circle that may not be to the liking of the universities.

UNIVERSITY CIRCLE DEVELOPMENT FOUNDATION

NEIGHBORHOOD RELATIONS COORDINATING COMMITTEE MINUTES

July 18, 1963

Oliver Brooks, as Chairman of the Committee, reviewed some of the background that led to the present committee being formed. In May, 1962 he wrote the original report "University Circle and its Surrounding Neighborhoods" that outlined in very broad generalities the philosophical base for the approach to the surrounding neighborhoods. In the summer of '62 this was followed by a series of interviews by Glenn Nitschke, the summary of which is contained in the material that was sent to the Committee members. In December, 1962 he asked for and received a strong recommendation from URCH for the creation of a position in the Foundation for this purpose. The University Circle trustees subsequently authorized the creation of such a staff position. In June, 1963 Michael Copperman was hired.

Mr. Brooks stated that it would be well to recognize that there would be different degrees of understanding of the importance of the job in the Foundation Board and the institutional Boards. The question remains whether an effort should be made to brief the Boards about the dynamics that are operating in the surrounding neighborhoods. He stated that URCH feels that some effort should be made in this direction.

There was some general discussion around the philosophical base of the job. Everyone agreed that this Committee would tackle the important questions that confront University Circle vis-a-vis the surrounding neighborhoods. Public relations is an important aspect of this work but this is not the appropriate committee to handle the question of public relations. There was an agreement that all institutions within the Circle have a responsibility in this area.

Mike Copperman, as Secretary of the Committee, gave a report of his activities from June 3 to the present. Essentially he has conducted a series of intensive interviews with people in the surrounding neighborhoods with four objectives in mind.

- (1) To test out the acceptance of the philosophy of a student volunteer bureau.
- (2) To test out the practicality of a student volunteer bureau in terms of adequate placements for students.
- (3) To open up communications with the leaders of Glenville and to make a brief survey of problems existing in Glenville in relation to an invitation to serve on a steering committee for urban renewal project in Glenville.

- (4) To become aware of, and sensitive to, the mood of different elements within the Negro community in order to have a direct link to the many different components that make up the United Freedom Movement.

A long discussion was held on the status of the United Freedom Movement; the problems confronting Negro-white relations; and the problems within the Negro community. There were expressions on the following: (a) We are witnessing a social revolution. (b) The leadership of the present United Freedom movement is amorphous but is wholly within the confines of the Negro community. They are not consulting with the other established organizations in the intergroup relations field. (c) The feeling in the Negro community is bitter, frustrated and highly charged with passion. The organizations that had been trying to help by being intermediaries between the power structure and the Negro community today will frequently be attacked by the Negro community. It is possible that anything that is done in relation to the Negro community is subject to misinterpretation. It is conceivable that as our project unfolds, we may come into areas of conflict or, at the very least, misinterpretation. (d) There is a tremendous gap between the aspirations of the Negro community and the ability to fulfill those aspirations. There is perhaps three different levels within the Negro community.

- (1) The group that can be moved immediately into existing jobs in industry.
- (2) The group with some special training that could be prepared.
- (3) The vast numbers of unskilled for whom there are no jobs and for whom the possibility of training is remote.

(e) There are two groups within the Negro community who have different approaches. One group wants equal opportunity for all based on competition for all. The second group says that the present inability of the Negro community to compete in many areas is because of previous discrimination and consequently it is up to the white community to solve this problem. Mike Copperman will send material to the Committee members on the demands being made by the United Freedom Movement.

In relation to the above, there was general agreement that the institutions in the Circle, and this Committee in particular, have to have a creative approach to the problems within the Negro Community. The explosive nature of the situation demands such an approach if only from a self-interest point-of-view. However, such an approach will have to be creative and should be geared to the

institutional setting that exists within the Circle. In general there are three areas that can be explored.

- (1) Individual programs such as a student volunteer project.
- (2) Institutional programs that can be geared to the surrounding neighborhoods such as seminars on education and race or business leadership developments, etc.
- (3) The question of informing and keeping the Boards of Trustees aware of developments.

The proposed student volunteer bureau was not examined in detail. There were expressions of opinion that a volunteer bureau should be operated by the institutions in the Circle, that it should be student run and involve resource persons from the surrounding neighborhoods in the planning and operating phases.

Another meeting will be scheduled before August 1, 1963.

Michael Copperman
Michael Copperman
Secretary

MEMORANDUM

July 25, 1963

To: Neighborhood Relations Coordinating Committee

Messrs. Willard W. Brown
Nathan M. Cohen
Michael Copperman
Arthur Leary
Daniel J. Silver
James E. Vail
Howard Wittaker

From: Oliver Brooks

Subject: Agenda for Meeting of July 29, 1963

In the wake of our first meeting, I was left with the uncomfortable feeling that we had not developed a common and understandable base from which to attack the very difficult problems that lie ahead of us. The fault -- if there is such -- lies with me in having failed to present an understandable interpretation of our total assignment. Hopefully, this memorandum will go part way in rectifying that problem.

To my mind, a number of very basic considerations emerged from our first meeting . . .

- . . . We are in fact in the midst of a social revolution with reference to the Negro's place in American society, although many people in leadership positions are either unaware of or totally confused about the problem. Like it or not, the University Circle institutions will be thrust into the fray either voluntarily and on its own terms or involuntarily and awkwardly. The Committee must deal very actively with the problem of articulating the role of the University Circle institutions in this regard.
- . . . This will never be a wholly comfortable position because the traditional liberal may find himself in the trying position of being the focus of attack from extreme elements on both sides of the issue. The Committee, in assessing its own position, must recognize this as a fact-of-life.
- . . . Because of this vulnerability, the Committee should develop some effective means of explaining its philosophy and objectives to at least some segment of the trustee level community within University Circle. Without such understanding at the top policy-making

Page Two

July 25, 1963

Memorandum - Neighborhood Relations Coordinating Committee

level, the Committee could very easily find itself isolated and ineffective -- in effect, so far in front of its policy-making constituency as to be unable to communicate with it.

- . . . As a companion piece to this educational effort, some means must be found to develop effective communication and consultation lines into the professional staffs of the member institutions. Human resources are the chief potential contribution of the University Circle institutions, but these human resources must be involved by some effective method. The involvement should cut across the entire spectrum of University Circle personnel -- faculty, administration, and student.

At our initial meeting, there was perhaps a misunderstanding of the relationship of the proposal on the Student Volunteer Bureau to this total problem. Some may well have gained the impression that this was suggested as the cutting edge of our total neighborhood relations program. This was emphatically not the case.

Rather we should look to two documents as an effort to outline some possible specific programs that could be considered as candidates for implementation. These include:

- (1) Pages 5-14 from "University Circle and its Surrounding Neighborhoods". (This was my original report dated April 1, 1962.)
- (2) Pages 18-24 from the Memorandum to the Committee dated July 11, 1963, including: (a) Inventory of On-Going Programs; (b) Recommendations for On-Going Programs. (This represents a distillation of the responsive comments from a wide variety of University Circle personnel after having read the initial report listed in (1) above.)

The student volunteer effort is envisioned as only one piece of a total program -- albeit, one that might be susceptible to modest implementation in the fairly near-term future. You will note that the first item (Page 21) under Recommendations for On-Going Programs is: "Establish a clear set of goals". This should be the subject of some general discussion at our Monday meeting.

It would be helpful, as well, to give some orderly consideration to the wide variety of specific recommendations that are contained in the pages that are listed above. From our point of view it would be useful to obtain some organized reaction from each of you as to what ones of these suggestions should demand the priority attention of Mike Copperman and myself at this present preliminary stage. I would appreciate your giving some sober and probing thought to this question before the Monday meeting.

Page Three

July 25, 1963

Memorandum - Neighborhood Relations Coordinating Committee

In this connection, I might note another matter that troubles me in its relationship to operating procedure of the Committee. I would cite this primarily as a "for instance". To my mind the greatest single contribution which can be made in the neighborhood relations area revolves around the role of the educational institutions of University Circle to elementary and secondary education in the City of Cleveland. (I confess to a degree of prejudice in this sentiment -- a prejudice that is heavily ascribable to my experience as a member of the PACE Committee.) The real hard decisions in implementing a broader role in relation to these problems -- decisions of a philosophical, educational, and financial nature -- are largely beyond the purview of the Foundation, which in the strictest sense concerns itself primarily with physical environment rather than any active role in educating people. How does the Committee conduct itself in relation to a problem of this kind? That is one knotty question with which we will have to wrestle at some stage -- and perhaps rather early in the game. For education -- both in the formal curriculum sense and also in the sense of preparation for the world of work -- lies at the very heart of the inter-group relations problems with which we are so pervasively faced today.

I would suggest then the following as an agenda for discussion on Monday:

A G E N D A

- I. Goals of the committee
- II. Preliminary reactions and Recommendations for On-Going Programs
- III. Organizational questions
 - (a) How do we develop a structure that involves all of the member institutions that have something to offer without creating a Coordinating Committee that is so cumbersome as to be self-defeating?
 - (b) How do we establish an organized method for involving key organizations from the surrounding neighborhoods in our planning process?
 - (c) What is a viable relationship for the Coordinating Committee to the various member institutions of University Circle?
 - (d) How do we involve individual institutional personnel in the program planning process in situations where individual knowledge and expertise may be of special value?

Page Four

July 25, 1963

Memorandum - Neighborhood Relations Coordinating Committee

- (c) How do we stimulate activities on an intra-institutional basis without overstepping jurisdictional boundaries?

IV. Format of the Committee

- (a) Additional representation on the Committee? Suggestions?
- (b) Establishment of regular meeting schedule?

I hope the above thoughts can perhaps provide a little more orderly guidance than was perhaps evident at our initial meeting. The free-wheeling discussion of our first session was useful, but we are faced with a real necessity to get specific as soon as possible.

Sincerely yours,

Oliver

Oliver Brooks
Vice President

UNIVERSITY CIRCLE DEVELOPMENT FOUNDATION

Minutes of

Neighborhood Relations Coordinating Committee

July 29, 1963

Present: Ollie Brooks, Mike Copperman, Allen Fonoroff, Art Leary
Dan Silver, Jim Vail

Absent: Willard Brown, Nat Cohen, Howard Whittaker

There was an expression that members of the Committee had varying degrees of acquaintance with leadership and persons in the surrounding neighborhood. Mike Copperman will be available for consultation in respect to the surrounding neighborhoods. There is no printed material about the surrounding neighborhoods, although an impressionistic kind of survey could readily be accumulated.

COMMITTEE FUNCTIONING

There was recognition expressed that the Coordinating Committee must operate primarily by stimulation and persuasion, rather than actually ordering the implementation of recommendations. Consequently, the committee will have to be an idea-generating committee and will have to relate to the member institutions. In this respect, an inventory of existing programs within the member institutions will be important in order to provide a base line for ideas that can be proposed. The inventory should include the physical and human resources within the member institutions. Once the existing program is known, it may be possible for members of the committee to present each institution with a concrete program to react to. It will also be possible for this committee to act as a liaison between the member institutions and various Foundations that might provide the funds to carry out any program that the institutions come up with.

STRUCTURE

There was no decision made on the question of the structure of the committee. There were differences of opinion expressed on whether the committee should consist of a small number of persons from key institutions or should be a representative committee from every member institution within the Circle. It was recognized that a small committee in general is able to accomplish things more quickly and more efficiently than a larger committee, but in view of the lack of inherent power within the committee, a small committee will have a drawback. A large committee will provide an awkward structure to work with in view of the different degrees of awareness and involvement. Such a committee will present many problems. Nevertheless, the strength of this committee will be in what the member institutions do in respect to the surrounding neighborhoods, and each institution

7/29/63

will have to be working on this problem. In effect, they will have to form separate committees. It is possible that sub-committees can be formed along certain institutional complexes, such as the churches, the museums, the hospitals, and the educational institutions. There was an expression that this committee should not confine itself to the URCH institutions, but should include as many of the Circle institutions as is possible. A suggestion was made that in order to organize such committees from each institution, that a meeting of each executive and possibly one Trustee from each institution should be convened by the Circle Foundation and this group addressed by Mr. Glennan or Mr. Millis and be made aware of the problems with which this committee is attempting to cope. Each institution could then be asked to form its own committee and follow-up could be made to see that this is done. This meeting was held out as a possibility for the future. It was recognized that such a meeting should not be organized at the present time.

VOLUNTEER BUREAU

It was agreed that the Volunteer Bureau should be organized and that further investigation into this subject should continue.

NEXT MEETING

The next meeting of the committee will be in the early part of September. There was a desire expressed to have the URCH committee attend this meeting. It was pointed out that Mr. Glennan will be leaving for Europe on September 5 and it might not be possible to arrange for him to attend this meeting.

Michael Copperman

Michael Copperman

MC:b

[Aug 9, 1963]



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

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Rabbi Daniel J Silver
The Temple
University Circle at Silver Park
Cleveland 6, Ohio

Dear Rabbi:

As a followup to our conversation at lunch the other day, I am glad to submit six names to you for consideration. I presume that everyone of them is well known to you, but I am nevertheless adding a few details and will be glad to answer any questions you may have on any of them.

1. Charles P. Lucas
Head of his own real estate firm; the first and up to this point the only Negro to serve as a member of the five-man Cleveland Transit System; formerly a member of the Ohio Board of Education, elected from the 21st Congressional District; director from 1945 to approximately 1953 of the National Association for the Advancement of Colored People, Cleveland Chapter; long time legislative representative for the Ohio Committee on FEPC; popularly known as "Mr Civil Rights" and certainly one of the most respected names in the Negro community, with an impressive following.
2. Dr Kenneth Clement
Certainly one of the outstanding Negro (or general) surgeons in this area; on the staffs of a number of "white" hospitals, notably St. Lukes; President of the National Medical Association, a kind of Negro counterpart of the AMA; one of the key leaders of the United Freedom Movement; a leader in the Urban League and the NAACP; lecturer frequently at Western Reserve University; a thoughtful and deep community thinker.
3. Roosevelt Dickey
Has degrees in both social work and law, but now is the head of his own insurance agency; served as director of the Area Council and other social work activities in the central area in the late 30's and early 40's; Deputy Director of the Cleveland Community Relations Board from 1945 until approximately 1950; now serves as one of the five members of the Ohio Civil Rights Commission; a long time member of the City Planning Commission; a leading member of the Congregational Church, situated immediately north of the University Circle area, near Wade Park and E 108th Street.

Henry L. Zucker
Executive Director

Rabbi Daniel J Silver

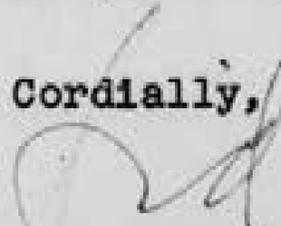
4. **Chester J Gray**
Graduate of John Carroll University; for many years Director of Minority Services for the Ohio State Employment Service; from 1959 to 1963 Northern Ohio Director of the Ohio Civil Rights Commission; for the past six months Northern Ohio Director of Contract Compliance for the United States Air Force; one of the national directors of the National Association of Intergroup Relations Officials; spokesman in countless community forums for the Negro viewpoint, but always in a highly balanced and thoughtful manner.
5. **Judge Charles White**
I am sure I need to add no details beyond reminding you that he is, to my recollection, the first Negro to serve on the Common Pleas bench. For many years before that, he was Assistant Law Director for the City of Cleveland and I presume holds the highest elective office of any Negro in this area.
6. **Dr Zelma George**
Here again, her reputation is broad enough so that I doubt if any detailed information from me is necessary. You will recall that she served with the American delegation to the United Nations as an Eisenhower appointee and is known throughout the country for her presentations on Negro music.

It would seem to me that any of the boards of the agencies involved in the area would profit from appointing any of these people, who are in each instance complete human beings, unwarped by the Negro experience but at the same time profoundly rooted in the Negro community.

I remain of the opinion that the chief contribution that could immediately be made includes mustering of talented young people to work intensively with the children in the Negro area, developing a really strong department of education at Reserve that would be primarily concerned with the problems of the central city rather than of the highly sophisticated suburbs, that need them less, the development of a program of humanities with the cooperation of the Art Museum, the Orchestra, and the university that would be open to students in the area during the summer period, plus a general determination to become actively involved in the affairs of the contiguous community.

I would be delighted, obviously, at any time to talk over the quite exciting developments in the area and provide you with any materials that may be helpful.

Cordially,


Sidney Z Vincent
Associate Director

August 9, 1963

UNIVERSITY CIRCLE DEVELOPMENT FOUNDATION



2009 ADELBERT ROAD
CLEVELAND 6, OHIO
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A G E N D A

NEIGHBORHOOD RELATIONS COORDINATING COMMITTEE

(Room 312, Allen Memorial Library Building, 9:30 A.M.)
September 11, 1963

- I. Job Sub-Committee
 - .. See memorandum dtd. August 28, 1963 (attached)
 - .. Activation of sub-committee
- II. Organizational Considerations
 - .. Relationship of Neighborhood Relations Coordinating Committee and academic personnel of W.R.U. and Case
 - .. Possible additional representation on the Committee
 - .. Composition of sub-committees
- III. Assignment of Students from S.A.S.S.
 - .. Student Volunteer Project
 - .. Mayfield-Murray Hill District Council
- IV. Student Volunteer Bureau
 - .. Status report
 - .. General comments
- V. University Circle Open House
 - .. Note memorandum from Jack Bailey dtd. August 1, 1963 (attached)
 - .. Consideration of neighborhood relations implications
-  VI. Church Liaison Sub-Committee
 - .. Status Report
- VII. Establishment of Meeting Schedule for the Committee



August 28, 1963

MEMORANDUM TO: Oliver Brooks
FROM: Michael Copperman
SUBJECT: Job Sub-Committee

THE BASIC PROPOSAL

The report "University Circle and its Surrounding Neighborhoods" contains the following recommendation:

"SOME IMMEDIATE STEPS SHOULD BE TAKEN TO ASSIST IN ALLEVIATING ONE OF THE MOST DESPAIR-INDUCING PROBLEMS THAT FACES SOME OF THE SURROUNDING COMMUNITIES -- NAMELY, THAT OF UNEMPLOYMENT."

"A small effort in this direction can perhaps go a long way toward establishing concrete evidence of good faith and genuine interest. It might re-inforce the stake which these people have in University Circle.

"One possibility is: (a) The completion of detailed inventory of maintenance and similar personnel at the major institutions of University Circle to determine the present residence distribution; (b) An organized attempt -- when filling future vacancies -- to recruit the new personnel from key neighborhoods around University Circle; (c) The development of some sort of clearing house of information on the skills available, etc.

"Another possibility is that of participation in a program that has been suggested by the principal of Jane Addams School. She would propose: (a) A systematic analysis of what skills are hard to find in University Circle institutions -- particularly hospitals; (b) The systematic training and evaluation of small groups of adults in the direction of developing these skills that are in short supply; (c) The hiring of these newly-trained people in places where it seems appropriate."

I would like to suggest that the machinery be established to effectuate this recommendation. There is, as you know, an already established Neighborhood Relations Coordinating Committee which is discussing the questions of the surrounding neighborhoods. This committee consists of key persons from the institutions who have heavy demands made upon their time. Consequently, I would like to suggest that the sub-committee be formed which would report to the Coordinating Committee and which would be chaired by one member of the existing Coordinating Committee. The other members of this

sub-committee should be selected by the institutions and should have special skills in personnel matters. Representation from Mt. Sinai hospital should be sought as well as the URCH institutions.

This committee would attempt to put recommendations of the original neighborhood relations into operation. Namely, they would

- a. Make a detailed inventory of maintenance and similar personnel at the major institutions.
- b. Make an inventory of existing Negro personnel and the positions they hold.
- c. Set up a mechanism whereby an aggressive reaching out to find qualified Negro personnel is instituted in any areas where gaps exist.
- d. Set up a mechanism to recruit new personnel - when filling future unskilled vacancies - from the surrounding neighborhoods.
- e. Analyze what role the institutions can play that would be of assistance to the Community Action for Youth project in Hough. Under the Manpower and Retraining Act the institutions that serve as training centers will not have to pay the persons being trained. The committee could analyze what realistic training proposals the C.A.Y. could undertake that would not burden the institutions and which would result in jobs for the persons being trained either in our institutions or elsewhere. The C.A.Y. has a qualified personnel administrator on their staff with whom the detailed study and recommendations can be worked out.

TO Beil J. Carothers

DATE August 1, 1963

FROM John T. Bailey

SUBJECT Public School Participation in 1964 Open House

Before talking to Dr. Harry E. Ritchie, Assistant Superintendent in charge of curriculum, to whom Dr. Levanson referred us, I sat down with Ollie Brooks and Mike Copperman to see if they had any ideas which I could put to use in my meeting with Dr. Ritchie. Mike suggested that I contact Jim Tanner, assistant principal of Addison Junior High School in the Hough area, and discuss the Open House formally with him. I did this last week and got a most enthusiastic response to the idea both from Tanner and from the principal of the school, Jim Misch.

Both Tanner and Misch seemed impressed that University Circle should be thinking of the neighborhood schools in planning the Open House. They suggested many ways in which an Open House could be valuable and interesting to the schools and students. For example:

1. A music clinic for school children. At the clinic, members of the Cleveland Orchestra or staff members of the Music Institute or Music School Settlement would demonstrate various musical instruments and how they are used in the orchestra.
2. A young people's May Show. This could consist of paintings and other art objects created by school children around the city. It could be judged in the same manner as the regular May Show, and Tanner indicated they would be delighted to have more people see the good work being done in the schools.
3. The Garden Center could give an illustrated tour describing the various flowers and plants and giving botanical information about them.
4. Hospitals could sponsor exhibits on medical careers, such as nursing.
5. The city could have an exhibit on University-Circle urban renewal. Tanner indicated that there are always inaccurate rumors circulating in the Hough area about urban renewal and that the urban renewal center in the neighborhood is not easily accessible to the average citizen. He feels that an exhibit on the urban renewal project at the Open House would help clear the air.
6. Hold some sort of an athletic clinic at the gymnasium of Case or Western Reserve.
7. Have an exhibit on the local scholarship program now being conducted by Case and Western Reserve.

Neil J. Carothers
August 1, 1963
Page 2

8. Social studies classes now conduct a study of the City of Cleveland. We might be able to contribute good material on University Circle to this course. Also, transition students at Addison Junior High School conduct a four-week study of the community. University Circle information would definitely fit in this program.

Both men indicated that information and material would have to be prepared much in advance so the teachers would have plenty of time to study it. They also suggested the possibility of an advance briefing for teachers, perhaps at a luncheon in University Circle. This, they say, would help orient the teachers in describing to the students what they will be able to see at the Open House.

Tanner and Misch recalled very successful school programs sponsored by the Cleveland Press and NASA. They emphasized that exhibits should try to emphasize practical career possibilities for the children and should not be pitched at too high an intellectual plane.

On July 31, I went over to the Board of Education and talked with Dr. Ritchie, explaining to him that I had prepared myself for this meeting by having an informal chat with Messrs. Tanner and Misch at Addison Junior High School. I outlined to Dr. Ritchie our plans for the Open House and indicated that we wanted to do whatever we could to structure it so that the schools would find it useful and interesting for their students. I outlined some of the ideas that we were working on and suggested that should the schools be interested in the Open House, it would be helpful for a representative of the schools to be available occasionally for consultation with us during the course of our work on the Open House next winter.

Dr. Ritchie greeted me cordially and seemed reasonably interested in the Open House idea. He asked me to summarize our discussion in a letter so that he could then discuss it with Dr. Levenson when the latter returns from vacation. Dr. Ritchie said that their course of action would probably be to consult the heads of the curriculum in various areas such as science, music, social studies, and so on, to get their reactions to our proposal.

I think that a letter summarizing our proposal should be sent to Dr. Ritchie, and I am enclosing a draft for your signature.

JTB/atc
encl.
cc: Oliver Brooks



ALEXANDER MINTZ
PRESIDENT AND COUNSEL

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Shaker Heights 20, Ohio
TELEPHONE: 752-1100

November 1, 1963

Rabbi Daniel J. Silver
The Temple
University Circle and Silver Park
Cleveland 6, Ohio

Dear Dan:

It is good to know that while you have little sympathy for Ayn Rand's views you are willing to expose your mind to what she has to say. I infer from your letter that you find her emphasis on the individual objectionable, since you state that Judaism has always emphasized corporate responsibility and the welfare of the whole. I do not believe that Ayn Rand carries the value of the individual to the point where she would suggest that a man live alone in a cave, and that there be no social organisms.

While Judaism does have an element of corporate responsibility and interest in the welfare of the whole, is it not more correct to say that the highest priority in Judaism is the integrity and welfare of the individual, other values having secondary and tertiary priorities. Personally, I am concerned about a pattern of thinking that seems to be developing and is accepted by many Jews, which may be intrinsically anti-Jewish. For example, today the social workers and psychiatrists like to talk about alcoholism as a disease. That is one way of looking at it, but may this not be spiritual and psychological sabotage because it removes self-accountability and self-responsibility for conduct? Are not these characteristics derived from free will, or the highest priority in Judaism?

What I fear from what is now going on is a growing spiritual dependence on the state, coupled with the state's power to coerce. In the welfare state, the substitution of the functionary, the central government, the planning authorities, the bureaucracy, the commanded economy can only lead eventually to complete destruction of the basic tenets of all religion - Jewish or otherwise.

Am enclosing several editorials which have appeared in recent issues of the Wall Street Journal indicative of the trend I fear - and I might say that what is being discussed in these articles does not even scratch the surface of the reality and substance of what is going on.



Shaker Savings Association

Rabbi Daniel J. Silver

Page 2

November 1, 1963

Coming back to Ayn Rand, in all fairness to her, in trying to construe her meaning, we should observe that the paramount rule in interpreting the meaning of a writer is the ascertainment of the writer's intentions, and these can only be determined from a reading of the writings as a whole. The apparent meaning of particular words or phrases should be subordinated to the overall scheme of the writer. I do not believe that Ayn Rand is anti-social. It is my interpretation of her writings that emphasizing the value of the individual and assuring the integrity of the individual will make for a healthy society, rather than the other way around.

What Ayn Rand is saying was said some years ago by Justice Brandeis, when he put it this way:

"Experience should teach us to be most on our guard to protect liberty when the government's purposes are munificent."

You will remember that Samuel cried out against the Jewish people putting their trust in a king. In order to comprehend what he really meant, substitute "central government" for the word "king", and you will find that what he said about Saul is equally true today. Samuel's warning represents sound Jewish teaching. There can be no personal or political freedom except as there is corresponding economic liberty.

If at any time you should care to discuss this matter further, let me know and we would be glad to have you over for an evening. (Will be out of the city starting tomorrow until November 25th, but if you are interested in an evening of repartee after my return, please do not hesitate to let me know.)

kindest personal regards.

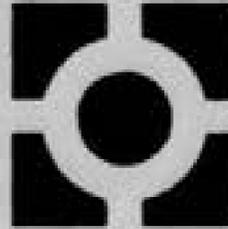
Sincerely,

Alexander Mintz

P.S. I recently ran across a very interesting statement by Howell Appling, Jr. who is Secretary of State for the State of Oregon, which is somewhat related to our discussion: "There are some problems in life that cannot be delegated - one's religion cannot. One's integrity cannot. One's conscience cannot. And, one's freedom cannot. These are personal matters, and the effect their implementation has on our life is a matter of our individual responsibility." This man speaks good Jewish doctrine, which is rapidly being eroded by what is going on today - regrettably by and with the active support of our clergy.

A.M.

UNIVERSITY CIRCLE
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November 1, 1963

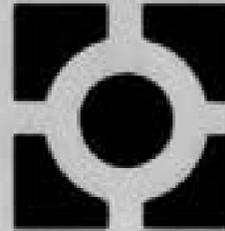
MEMORANDUM TO: Neighborhood Relations Coordinating Committee
FROM: Oliver Brooks
SUBJECT: Re Joint Meeting of URCH and Neighborhood
Relations Coordinating Committee

The enclosed memorandum to URCH is intended as a basic framework for the joint meeting between URCH and the Neighborhood Relations Coordinating Committee. These are questions that have been raised by the members of the Coordinating Committee in respect to its authority, scope of operations, jurisdiction, etc. I believe that the questions contained in the memorandum are the key questions that have been raised previously and that these are the questions that need to be discussed fully and frankly.

May I ask that each of the committee members review these questions and react to them if you feel that there have been omissions or that certain revisions are in order. We will, of course, circularize your addendums or revisions before the meeting.

The meeting will take place in President Millis' office in Adelbert Main on Thursday, November 14, 1963 at 8:30 a.m.

UNIVERSITY CIRCLE
DEVELOPMENT FOUNDATION



2009 ADELBERT ROAD
CLEVELAND 6, OHIO
5 Westbriar 1-1030

November 1, 1963

MEMORANDUM TO: URCH

FROM: Oliver Brooks, Chairman
U.C.D.F. Neighborhood Relations Coordinating Committee

SUBJECT: Some Basic Principles That Merit Discussion at Joint Meeting of URCH and Neighborhood Relations Coordinating Committee

The memorandum is intended as the basic framework for a joint meeting between URCH and the U.C.D.F. Neighborhood Relations Coordinating Committee scheduled for November 14, 1963 (8:30 a.m.). The discussion is intended as a wide-ranging, informal exchange of ideas; thus other relevant proposals and/or problems should also be considered to be eligible for inclusion, if they have not been included here.

- (1) What should be the scope of the Neighborhood Relations Coordinating Committee as URCH sees it? How should the deliberations of the Committee and/or the activities of the U.C.D.F. staff be related to the URCH decision-making process?
- (2) Each of the URCH institutions have designated one representative each to serve on the Neighborhood Relations Coordinating Committee. What does URCH expect from this committee?
- (3) How much importance does URCH attach to the question of Neighborhood Relations? Conceivably many of the program recommendations might relate to the URCH institutions, but membership on the committee is not restricted to these institutions. Nevertheless, is URCH committed to serious examination of all proposals that emanate from this committee?
- (4) How best can the base be broadened so that other member institutions are gradually made to feel a real part of this program -- rather than mere dispassionate observers of an activity that has merely been allocated for implementation to the Foundation?

(5) What are the best means for involving individual institutional personnel in the program development process -- most particularly in situations where individual knowledge or expertise may be of special value? Should the institutional executive be expected to lend positive encouragement to faculty or staff persons whose assistance is sought? How best can we convey a real sense of intra-institutional commitment from the highest level to such a program?

(6) How best can we define the scope and limitations of the Committee with respect to matters that may be primarily within the purview of a single institution in their final implementation? For example, a number of community leaders have expressed a real hope that Western Reserve University would establish a laboratory school in the area or would take the leadership of setting up a Center on Human Relations and Inter-Group Relations. Such proposals are peculiarly within the province of this one institution. They are, at the same time, particularly critical in the development of an overall neighborhood relations program. How do we sort out the area of responsibility with respect to the University and with respect to the Coordinating Committee on matters of this kind?

(7) How do we sort out the touchy problem of jurisdictional boundaries with respect to intra-institutional matters of this kind. In the example cited above, would it be appropriate for the Committee and/or the U.C.D.F. staff to explore this whole question with the Cleveland Board of Education? How far can the Committee go in investigations of this kind?

(8) How far can the Committee go in exploring possible outside sources of funds for specific projects -- particularly where these are projects that might not fall within the administrative responsibility of the Foundation?

(9) What actual priorities would URCH suggest in terms of implementable programs

It is expected that a logical next step in the development of this program should be a meeting of the executive heads of the University Circle institutions for a full-scale discussion of neighborhood relations activities. It would be profitable if we would spend some time at this meeting in discussing the format of such a meeting of executives. It would be desirable to design the format in such a way that full discussion of this problem can be entered into by the member institutions thereby avoiding the impression either of total domination of the Foundation or total delegation to the Foundation of this problem.

Mike Copperman has had individual discussions with a good many

MEMO TO URCH
Re N.R.C.C.

- 3 -

11/1/63

of the institutional heads; so that the way is largely prepared. Obviously, it is important that the executive heads of the URCH institutions should participate in such a meeting in order to give the necessary evidence of a real sense of commitment. Other members of the Coordinating Committee should also participate in this meeting. The meeting should also include a summary of the staff activities to date.

MEMORANDUM

December 12, 1963

To: Neighborhood Relations Coordinating Committee

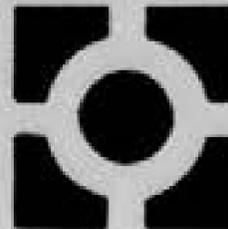
From: Oliver Brooks

Through an unavoidable conflict, it has been necessary to postpone the tentatively scheduled Committee meeting of December 19. Please reserve 2:00 p.m., January 16, 1964, on your calendars for a meeting of the Committee.

For the record, the following is the agenda of items awaiting discussion and comment:

- (1) Proposed meeting of executive heads of University Circle institutions to discuss the neighborhood relations program
 - Background material leading to the establishment of the staff position of Coordinator of Community Services
 - Report on the general dimensions of the problem
 - Report on the goals of the program, criteria for selection of programs, and summary of specific activities to date including student volunteer program, Board of Education projects, and others
 - General discussion designed to develop points of view of individual institutional heads
- (2) Report on Board of Education programs
 - Reading program
 - Summer tutoring program and psychological reading services
- (3) Report on coordinating meetings of church musicians
- (4) General discussions on future format of Neighborhood Relations Coordinating Committee

UNIVERSITY CIRCLE
DEVELOPMENT FOUNDATION



2009 ADELBERT ROAD
CLEVELAND 6, OHIO
SWeetbriar 1-1050

February 7, 1964

Rabbi Daniel J. Silver
The Temple
Ansel Road & Silver Park
Cleveland, Ohio 44106

Dear Dan:

Enclosed herewith you will find the rough draft of the report
"University Circle Churches and the Surrounding Neighborhoods".

As you can see, the report is in very rough form. Would you react to the contents? I have a good number of questions to pose in relation to the Alta area. You will notice that all of the volunteer activities listed in the report are in the Negro community. Yet the Alta area is one of our neighbors as we are so well aware these days. The Holy Rosary Church and Alta House are members of the Foundation. Do we circulate this report to all of the churches, with the exception of Holy Rosary under the rationale that unlike the other churches it is a neighborhood church? We could include possible volunteer activities at Alta House so the Holy Rosary Church could be included in the discussion. Assuming that you see some merit in the churches discussing the contents of the report, do you think it is better to ask each church to proceed independently or to set up a coordinating committee among the churches for any specific volunteer program. Perhaps we can get together to thrash some of these thoughts out after you've given them some thought.

The other two proposals accompanying this letter are the ones that have been recently submitted to the associated foundation for funding. One is a proposal to tutor high school students for five weeks in the summertime to ascertain whether concentrated instruction in reading skills will make them competitive in College. The other is an in-service training program for junior high school teachers in reading instruction. The merits of each proposal is less in what it would seek to accomplish but more in the ultimate accomplishment of a developing program. We think that a good solid beginning has been set to bring the brainpower of the University to bear on the serious educational problems of the surrounding neighborhood.

Sincerely,

Michael Copperman
Community Services Coordinator

MC:b
Encl.

February 10, 1964

Mr. Michael Copperman
University Circle Development Foundation
2009 Adelbert Road
Cleveland 6, Ohio

Dear Mike:

I read your material with interest. It is informational and helpful, though I would suggest that the final draft would use a few less of those broad social work terms. As to content, I would think that an intercongregational committee would be the best method of approach. Institutions tend to need cross fertilization and to be prodded by a committee which will continue however much self involved a church may become in a period of building campaigns or the like.

I like your emphasis on group participation in identifiable activity. I tend to think that the most successful programs now will be those which can be housed within the church structure. Somehow volunteers working at a settlement become part of the settlement staff rather than agents of the sending organization. They do good work, but they bring back little of their experience.

The emphasis on the volunteer is also appropriate. Churches have minimal professional staffs, and these are generally overtaxed.

I think it important that Holy Rosary be involved. In the first place it gives us our tri-denominational base. In the second place it mitigates the possible charge of condescension and patronization. I am returning the report. I should be happy to discuss any and all points in it with you.

As always,

DANIEL JEREMY SILVER

DJS:lg

UNIVERSITY CIRCLE
DEVELOPMENT FOUNDATION



2009 ADELBERT ROAD
CLEVELAND 6, OHIO

March 24, 1964

Dear Dan:

Keith Glennan asked me to send along this brief summary of our discussion of March 19, 1964. If you feel there are some key ideas that were omitted, don't hesitate to let me know.

Allie

Oliver Brooks

I. MAJOR PROBLEM AREAS

- (1) Civil Rights
- (2) Education
- (3) Finances
- (4) Political sphere - taxes -
government structure - personality
- (5) Intimacy - communications
- (6) Labor
- (7) Academic
- (8) Business
- (9) Real Estate

II. OBJECTIVES FOR COMMUNITY

- . . .Sound Economic Base
 - (1) Opportunities for jobs
 - (2) Adequate standard of living
 - (3) Adequate profits
 - (4) Competitive soundness
 - (5) Sense of responsibility
- . . .Education
- . . .Sound political leadership - initiative
- . . .Metropolitan government
- . . .Free society

III. FUNCTIONS OF LEADERS

- (1) Mediate among groups
- (2) Determine policy
- (3) Put out fires
- (4) Coordinate efforts
- (5) Develop programs
- (6) Inform
- (7) Motivate
- (8) Represent

IV. CHARACTERISTICS OF LEADERSHIP

- (1) Energy
- (2) Legitimacy
- (3) Time

SUMMARY OF MEETING ON LEADERSHIP

Present: Besse, Boyer, Brooks, Glennan, Harrison, Holmes, Norton,
Silver, Spahr, and Vail

- - - - -

A Statement of the Problem: The Cleveland community is afflicted with a loss of momentum -- a deteriorating competitive position from an economic, political and social point of view. This has been ascribed to a "lack of leadership" on a variety of fronts, including: (a) Economic and psychological disengagement of representatives of "old Cleveland families" -- i.e.: the preservation of principal under the safe umbrella of the Trust Department; (b) Uninspired political leadership -- honest but with limited competence and committed zeal; (c) Lack of real knowledgeability and a sense of urgency in the chief forum for business-commercial - industrial leadership (i.e.: the Fifty Club); (d) Lack of constructive and meaningful partnerships between business and labor which can be harnessed for overall community improvement; (e) Disenfranchisement of a substantial portion of the informed leadership cadre of the community from the key decision-making process of the central city -- i.e.: lack of a responsive metropolitan decision-making structure; (f) Failure to anticipate problems before they become so intolerably serious as to compel drastic remedial action -- partly due to the lack of a viable structure for identifying problems and injecting them into the mainstream of the community thinking process at an early stage.

Definition of "Leadership": One of the chief efforts of the discussion was the development of an acceptable definition of "leadership". There was real difficulty in arriving at such definition. The Statement of the Problem (above) primarily consists of a catalogue of negatives -- which limits its real usefulness. The attempts at definition revolved around (see attachments)

- I. Major Problem Areas
- II. Objectives for the Community
- III. Functions of Leaders
- IV. Characteristics of Leadership

A First Step -- Delineation of a Structure: One of the first steps must be the delineation of a structure within which various leadership elements of the community can operate effectively. In

approaching this problem, a number of facts of life must be recognized . . .

- . . . There is now comparatively little cross-fertilization between various leadership segments of the community -- i.e.: meaningful communications between business, labor, religious, political, and ethnic leadership elements. A major need is for a framework within which this communication can take place in a natural and uninhibited manner.
- . . . There is a real need for legitimacy of leadership. Merely wanting to be a leader and having the capacity to lead is not in and of itself enough. One must have a base which makes the expression of leadership logical and acceptable -- as opposed to an individual campaign for person recognition. (The case in point that was cited was Ralph Besse's role with respect to the Cuyahoga Community College. The organizational base from which he provided leadership was the Cleveland Commission on Higher Education.
- . . . Leadership in business is not necessarily synonymous with leadership in the civic decision-making process of the community. To be sure, there are some business-commercial platforms which make the assumption of a leadership role almost inescapable for their occupants. But this is true only in comparatively few cases. It is important to make a distinction between the business leader and the community leader.
- . . . The leadership structure of the community is not a simple pyramidal form. There are a variety of focal points -- or sub-pyramids -- whose respective roles are relevant, or not, depending upon the particular problem which emerges. In other words, the articulation of leadership is not a simple, easily-defined function.
- . . . Cleveland's business-financial structure is dominated primarily by professional managers with limited ownership equity. This tends to create a special leadership problem. The

leader's business commitments occupy him so intensely as to make it difficult for him to inform himself in depth on related civic problems and general economic trends. He has a real dilemma -- If he reduces his business commitment, his voice no longer speaks with the same authority. If he maintains his business commitment, he can never find time to be truly sophisticated on the whole range of related community problems. And yet he cannot artificially wrap this leadership mantle on the professional staff person, who may have the knowledge but probably not the credibility.

- . . . There is a disturbing lack of civic commitment among most of Cleveland's labor leadership. Their main concern seems to be maximum benefits for their individual constituencies -- with comparatively little concern for the overall community health. This adversely affects Cleveland's competitive position.

The real structural deficiency that now exists is one of communications. There is not the means for the type intensive and thoughtful interchange which the situation really requires.

Some Next Steps: It was generally agreed that the discussion -- while not ending in the development of an orderly set of next steps -- had been sufficiently fruitful to justify further discussions on a reasonably prompt schedule.

Two specific possibilities merit further exploration. . .

- . . . The possibility of a Community Leadership Forum should be explored. Its participants should embrace a broad spectrum of community viewpoint and experience -- about 30-40 in number. One possibility is a two-day session at some point away from Cleveland and beyond the reach of the telephone at which these persons would get together for intensive interchange sessions on various community problems. One real objective would be the development of hitherto unused communication lines.
- . . . There may be a germ of an idea in the technique that was used in the preparation of

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Summary of Meeting - Leadership
March 24, 1964
Page Four

the PACE Report. The PACE Study Committee largely consisted of persons who had comparatively little access to the "power structure". Yet the final report was well executed and made real progress in identifying problems and in suggesting focal points of responsibility for attempting to meet these problems. It is possible that this task force technique might have applicability to a variety of other community problems. It would have to be supplemented with a clear-cut organizational structure -- to which such task force reports could be submitted for allocation of responsibility for implementation.

April 6, 1964

MEMORANDUM

TO: Ralph M. Besse - Cleveland Electric Illuminating Co.
Willis B. Boyer - Republic Steel Corporation
Oliver Brooks - University Circle Development Foundation
H. Stuart Harrison - The Cleveland-Cliffs Iron Co.
Allan Holmes - Jones, Day, Cockley & Reavis
James A. Norton - Greater Cleveland Associated Foundation
Rabbi Daniel J. Silver - The Temple
Charles E. Spahr - Standard Oil Company of Ohio
Thomas Vail - The Plain Dealer

FROM: T. Keith Glennan

In anticipation of our April 9 meeting, it is my thought that we should attempt to address ourselves to a couple of specific problems. The focus should be not only on the development of a set of next steps with reference to these problems but also upon a further refinement of our thoughts on leadership that derives from our discussion of these "case studies".

With that in mind, Dolph Norton and Ollie Brooks have joined with me in making a brief statement of some of the pertinent issues with respect to two such problems that are quite timely.

I am hopeful that they may be provocative of a fruitful discussion.

TKG:b

P R O B L E M O N E

The General Problem: If the City of Cleveland is to participate in the Anti-Poverty Program, it is necessary for the community to organize itself for the preparation of a community action plan within the near-term future. It is important, even at this preliminary stage, that there be developed an organizational pattern that provides for appropriate and workable relationships between all the potentially participating agencies -- public and private -- for the preparation of both the preliminary and final action plans. Undoubtedly, the communities which are in a position to move most rapidly will capture a major share of the available federal matching funds.

Key Agencies:

There are a number of agencies which will have a key relationship to any Anti-Poverty Action Plan. They include . . .

- . . . The Cleveland Board of Education. This is perhaps the key agency in terms of magnitude of dollars involved and in comprehensiveness of programs. A special problem exists in that the Superintendent of Schools must have a major role in presiding over the implementation phase and therefore should participate actively in the planning phase. But at the moment there is no long-term occupant of the Superintendent's position.
- . . . The City of Cleveland. There must be a reconciliation of the respective roles of the A.R.A. program (Cleveland Forum) and the Anti-Poverty Program.
- . . . Cuyahoga County.
- . . . Welfare Federation of Cleveland
- . . . Business and industry -- also small business

Related Considerations: It is probably important that the initial planning not be dominated by any single governmental entity and yet that it involve actively each agency that is relevant. If this approach is correct, the initial planning sessions should probably be convened by some disinterested "third party" of sufficient stature and skill to assure an effective governmental partnership. (Note the problems which developed in the launching of Community Action for Youth.) Presumably a substantial part of the initial momentum and control should rest with this third party.

QUESTION: WHAT ARE THE APPROPRIATE NEXT STEPS? WHO SHOULD TAKE THE CONVENING INITIATIVE? HOW DOES ONE AVOID THE PROBLEMS THAT WERE ASSOCIATED WITH THE LAUNCHING OF C.A.Y. WHAT IS THE RELATIONSHIP OF CLEVELAND'S BUSINESS LEADERSHIP TO AN ACKNOWLEDGEABLY POLITICAL PROGRAM?

P R O B L E M T W O

The General Problem: On or about May 1, 1964, the Federal Building construction project is scheduled to get under way. It is virtually certain that C.O.R.E. -- and presumably the entire U.F.M. -- will join in a "lay down in the mud" to block construction. The basic motivation would be some redress for the fact of limited employment opportunities for Negroes in the building trades. It is quite possible that this civil rights activity will will spread to other federally-financed building projects in the community -- including those at University Circle.

U.F.M. Objectives: One would assume that the primary U.F.M. objectives will be: (a) Concessions on apprentice training for Negro craftsmen; (b) Employment of Negroes in significant numbers on the Federal Building project. If these demands remain frustrated, it is likely that there will be an escalation of U.F.M. demands (this is the normal pattern). One possibility would be that of vastly expanded job opportunities provided by the City of Cleveland (something similar is occurring in New York City).

Possible Developments: The only means for legally halting construction on the Federal Building project would be through the filing of a taxpayer's suit asking for a court injunction based on discriminative hiring policies.

The other possible avenue -- i.e.: the President's Committee on Equal Opportunity and Employment -- has little promise from the U.F.M. point of view. Under the regulations, the regional administrator of the General Services Administration (Dominic Tesauro) would have to make a finding that there is in fact discrimination in hiring practices. He would then refer the matter to the P. C. E. O. & E. for adjudication. This might require more than two years for processing; by that time the project would be complete.

Relevant Considerations: Mr. Tesauro has already had separate meetings with representatives of N.A.A.C.P. and the Urban League, of the building trades unions, and of the Community Relations Dept. of the City of Cleveland. There is a general feeling that both sides have "firm positions".

QUESTION: WHAT STEPS ARE USEFUL . . . DESIRABLE . . . POSSIBLE?

What the Emergency Committee of Clergy for Civil Rights hopes the Conference on Religion and Race will do:

- 1 Issue a clear restatement of its position calling for a moratorium on new school construction.
- 2 Make a maximum effort to bring together the leaders of the so-called "power structure" and responsible civil rights leader for real communication and consultation.
- 3 Take an aggressive position regarding the failure of the Board of Education to be responsible to the public welfare and to be open to negotiations with civil rights leaders and other concerned community organizations.
- 4 Consider the possibility of holding a mass gathering as quickly as possible, preferably this week-end, to focus public attention upon the real issues and facts in the present crisis.
- 5 Be ready and willing to act aggressively, promptly and decisively as issues and crises emerge which call for clear interpretation to the public and to establish constantly open channels of communication with the news media, public officials and community leaders.

Subject : Love, DeLoach
To rabbi

MEMORANDUM

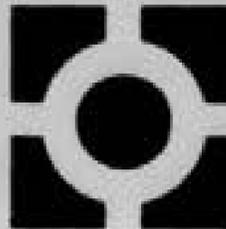
TO: The Clergy of Greater Cleveland
FROM: The Executive Committee of The Emergency Committee
of Clergy for Civil Rights
RE: The Present Civil Rights Crisis in Cleveland

ITEM I: A temporary Emergency Committee of Clergy for Civil Rights was established by a responsible group meeting on April 3. The executive committee is in consultation with other civil rights organizations and is seeking to coordinate its interests and efforts with theirs. The following program for immediate action is commended to all churches and temples.

ITEM II: The Emergency Committee urgently suggests that this coming week-end be proclaimed and designated as "A Day of Prayer and Concern" in all churches and temples and that it be used in two specific ways: 1) for prayer, silent or spoken, in memory of The Reverend Bruce William Klunder who was killed in the civil rights conflict on April 7 and 2) for the reading of the enclosed statement for the education of our people regarding the nature of the present crisis and the purpose of the civil rights struggle.

ITEM III: A Klunder Family Fund has been established for the future welfare of Mrs. Klunder and the two children. Designated contributions may be sent to The Church of the Covenant, 11205 Euclid Avenue, Cleveland 6. Checks may be made to Klunder Family Fund.

UNIVERSITY CIRCLE
DEVELOPMENT FOUNDATION



2009 ADELBERT ROAD
CLEVELAND 6, OHIO
SWectbriar 1-1050

April 8, 1964

MEMORANDUM TO: Rabbi Daniel J. Silver
The Temple

FROM: Michael Copperman, Community Services Coordinator

SUBJECT: Girl Scout Program

Enclosed you will find a copy of a letter to Mr. Jim Vail, Director of Public Relations at University Hospitals from Miss Margarite Hall, Program Services Director of the Lake Erie Girl Scout Council in reference to a pilot project for the Girl Scouts in University Circle. As Miss Hall's letter states "this project would utilize the resources of the institutions within the Circle for the enrichment of program experiences for Girl Scouts of Senior High age in the Metropolitan Cleveland, East Cleveland and the area south of the Circle."

The project envisions two separate and concurrent facets. One is a vocational health workshop for a limited number of girls. This will be explored at a meeting in the near future with appropriate persons from University and Mt. Sinai Hospitals. Should the pilot workshop be successful, discussion will be opened with the Medical School, Dental School and Cleveland Hearing and Speech Center to ascertain if these institutions can participate in the workshop.

The second facet consists of tours of the various institutions by Girl Scout troops on Saturday. The museums are, of course, obvious places to visit. It occurred to me that there could be an enrichment experience in seeing some of the other institutions in order to gain a broader picture of the cultural, educational and religious facilities of the Circle. It is very likely that your institution is unsuitable or unavailable for tour purposes but could I ask you to answer the following questions.

1. Is it possible to tour any part of your institution? It is not anticipated that the tour would be guided by any institution representative, hence I would need to know what buildings could be visited by the Girl Scouts.

Memo re Girl Scout Program
Page Two
April 8, 1964

2. Are there special points of interest that are particularly worth noting?
3. Is there any part of the day that is preferable for such a tour?

Encl.

March 5, 1964

Mr. James Vail
University Circle Foundation
2009 Adelbert Road
Cleveland, Ohio 44106

Dear Mr. Vail:

May I say, first, how much Mrs. Loofbourou and I appreciated the pleasant luncheon meeting with you and Mr. Copperman in February. We were most grateful to you both for the time you gave us to discuss our proposed Girl Scout plan.

I hope you will forgive this long delay in my sending you this proposed Pilot Project for Senior Girl Scouts in and near the University Circle. Our Camp Fund Drive, with ongoing program, has absorbed every working hour these past weeks but I must not allow another day to pass without getting this to you.

The Girl Scouts of the Lake Erie Council wish to submit this proposal for a Pilot Project in the University Circle. This Project would utilize the resources of the institutions within the Circle for the enrichment of program experiences for Girl Scouts of Senior High age in the Metropolitan Cleveland, East Cleveland and the area South of the Circle.

The purpose of our proposed project would be accomplished by:

1. Bringing Senior Girl Scouts who are nearby neighbors into the University Circle to explore and use the cultural and educational resources of the various museums, Severance Hall, the health and educational institutions.
2. Setting up a four to six week Vocational Exploration Conference or Workshop which might serve as a Pilot Project for future workshops in the University Circle or in other similar settings in Greater Cleveland.

The way in which we could do this:

1. The Senior Girl Scout Planning Area Committee, made up of about twenty to twenty-five Senior Girl Scouts (elected representatives from each Senior troop in the three areas), might be assigned a monthly meeting room in one of the buildings in the Circle. These girls, meeting with their adult adviser on one Saturday each month would have tours of the museums and other places of cultural and educational interest. The goal of these tours would be to have each troop representative bring all the members of her respective troop back to these institutions for a similar tour. In this she would share with many more girls the richness of these new places of interest.

Mr. Vail
March 5, 1964
Page 2

2. The Senior Planning Area Committee, with the help of their adult adviser, the Lake Erie Program Services Committee and Staff, and a representative from the University Circle would set up a Vocational Exploration Workshop in Health Careers for the purpose of having the girls explore and learn about vocations and careers in the Health Field.

Who would come to this Pilot Workshop:

All interested Senior Scouts from the Senior troops in Metropolitan, East Cleveland and the area South of the Circle.

When would the Workshop meet:

Every other Saturday over a period of two to three months.

On each day of the Workshop there would be an individual from a health vocation or profession to discuss with the girls their specific area of work: the training and education essential for the job, the aptitude and potential skills which are brought to the training, the potentials for employment, satisfactions and potential remuneration. Some of these presentations would be accompanied with films and actual field trips to the appropriate settings. The presentations would be made in the vocations of: nursing, physio-therapy, occupational therapy, medical secretary, laboratory technician, library and hospital nutrition.

The outcome of such a Workshop would be:

1. Opening up to these young people the potentials for future careers and giving them insight into the kinds of training essential for their chosen career.
2. Recruitment of these young people into professions and jobs within the Health Field.

I'm sure all of us need to give much thought as to how we can attract and prepare young people to adequately and effectively fill those jobs that are needing efficient people. At the same time we help individuals to find a vocation which utilizes their best skills.

Thank you for giving this request your best thought and consideration. It would be our hope that such a project could be set up for the fall of 1964. Our Area Planning Committee could then get it into their spring planning for the beginning of the next school year.

Sincerely,

Marguerite Hall
Program Services Director

Mirco
cc - Mr. Michael Copperman

April 10, 1964

Mr. Michael Copperman
University Circle Development Foundation
2009 Adelbert Road
Cleveland 6, Ohio

Dear Mike:

In response to your letter concerning the Girl Scouts. We would be happy to have them tour our building. The Temple has a host group prepared to guide such groups and visitors. Arrangements should be made through Miss Leikind, our Librarian. The best time for a visit is usually on Saturday morning, so that the young people have a chance to view and participate in one of our young people's services.

Sincerely,

DANIEL JEREMY SILVER

DJS:lg

April 10, 1964

Mr. Ralph M. Besse, President
The Cleveland Electric Illuminating Company
The Illuminating Building
Cleveland 13, Ohio

Dear Ralph:

I reread with pleasure the draft of your testimony on Title II of the President's Poverty Bill. It reads as well as it sounded. My only question touches the area of ongoing finance. Ought there be some indication of the limits of Federal financing which should properly be made available? I can foresee school districts juggling budgets to simply pass on routine operative costs to this new source of revenue. What I am suggesting is that perhaps one of the tests for such a program is that it be used for purposes which are noncurricular in the ordinary sense of that word. I think such a stipulation would also avoid many of the questions which might be raised under the general topic of federal aid to education.

Again, my compliments on an excellent statement. One can only hope that its vision becomes in fact, fact.

Sincerely,

DANIEL JEREMY SILVER

DJS:lg

Evening April 16

Testimony at Hearing in Washington, D.C.

by
Ralph M. Besse, President
The Cleveland Electric Illuminating Company
April 16, 1964

The poverty problems of Greater Cleveland are essentially the same as those in most north-central industrial cities. I will not repeat them unless requested. The important consideration is to find a solution. After many years of involvement in many facets of this problem in Cleveland, I have developed some personal convictions about the subject that I believe will be helpful in analyzing Title II of the Poverty Bill.

The elimination of urban poverty involves an unbelievably complex cluster of factors. The complexity magnifies the difficulty of solution. Any program designed to improve all factors at once is very apt to be too complex and comprehensive to manage. I believe, therefore, that basic programs should first be launched to make people afflicted with poverty economically self-supporting. This involves two groups of people--those still in school and those who have finished or dropped out of school. The opportunity to do an

effective job of poverty elimination is much greater for those still in school than for those out of school. Because I believe that the most effective programs in the entire poverty problem area are those that can be developed among the young, I will direct my remarks to this subject.

I am convinced that any solution to the problem of poverty, even for those now very young, must meet the following tests in order to be effective over the long term.

First, the program adopted must apply to the entire geographic area affected. Demonstration solutions in small areas are helpful as research but not lasting as cures.

Second, the program must be designed to continue indefinitely. The problem of poverty has been with us from the beginning of history. It is not apt to be fully solved in the next generation even in America. The machinery for its solution, therefore, should be structured to continue a long time.

Third, the program should be managed by a single authority with prime responsibility to get the job done over a long period of time. In other words, a mere coordinating agency would not be strong enough to do the job in spite of the fact that any plan will call for substantial coordination among agencies.

Fourth, the program must be financed on a basis that permits more activity than has so far resulted from the combination of public and independent institutions working on the problem. There are many reasons why the present system of public and private activity has failed. Lack of money is not only one of such reasons, it is a controlling reason.

Fifth, the program must involve the families in the area served. In Negro areas this will be, predominantly, mothers. Without such involvement motivation for learning or change is too difficult and the institution in charge of the program cannot influence factors having a dominant influence on the people involved in the program.

Sixth, a program has the greatest chance for lasting effectiveness if it starts with children at the earliest age they can be made available for extra-family institutional attention. The problem of retrieving dropouts or retraining adults to a level of economic self-sufficiency is infinitely greater than the problem of preventing new generations of children from joining the lost generations. The younger the child, the greater the chances of lasting program benefit.

Seventh, the program must cover more hours of the day, more days of the week, and more weeks of the year than are now covered by the combination of public and independent agencies. Without better time coverage a fully adequate program cannot be provided and positive training is substantially offset by the negative influences of a poverty culture.

I believe that the only existing institution capable of meeting these tests is the public school system. It already has the major training responsibility in the poverty communities. It is organized to cover all the geographic areas involved however

defined. It is a permanent continuing institution in being with established staff and facilities. It is well accepted in the public mind. Its program can be authoritatively organized so that it does not have to depend on voluntary cooperation of other institutions for its effectiveness.

Without the help of something comparable to Title II, however, a public school system is unlikely to do much more than it is now doing.

The basic reason for this conclusion is that the dollars will not be available from local tax sources to finance the kind of program needed. The poverty classes of cities are predominantly Negroes. White voters, however, predominate in the total population of most northern industrial cities. They think that their own schools and other public service agencies should be improved. As a matter of practical politics it is too much to expect that white voters will vote for the diversion of general tax funds to the special and expensive solutions of poverty area problems. When

this is coupled with the well-known difficulty of getting levies approved for any purpose, even though the "no" voter shares in the benefits, it seems clear that only federal funds can solve the poverty problems dealt with in Title II.

In addition to finances, the school systems need an almost revolutionary approach to a program if it is to have any reasonable chance of success in reducing poverty. New objectives, new curriculum, new facilities, new teacher training, new family relationships, new coordination with other public and private agencies, new time coverage--in short, a whole new set of concepts must be adopted to make headway in eliminating poverty. Few school systems are apt to take these steps except as an incident to a major over-all program with outside financing. Yet, the situation clearly indicates that present methods are inadequate. In a comparable situation, a business institution would shake up its methods, research solutions, apply newly tested techniques--or it would die. A city and a nation should do no less to solve their biggest domestic problem.

Case Institute of Technology

MEMORANDUM

29 October 1964

To: Ralph M. Besse, CEI
Willis B. Boyer, Republic Steel
Oliver Brooks, UCDF
H. Stuart Harrison, Cleveland-Cliffs
Allan Holmes, Jones, Day, Cockley & Reavis
James A. Norton, Greater Cleveland Associated Foundation
Rabbi Daniel Silver, The Temple
Charles E. Spahr, Sohio
Thomas Vail, Plain Dealer

From: T. Keith Gleason *TKG*

Another meeting of the "Committee of Ten" has been set for Wednesday, 4 November at Tom Vail's home. Tom has suggested 6:30 as an appropriate time and will send a map to each of you to provide guidance through the waning shadows of Gates Mills and Hunting Valley. Hopefully, an agenda will be in your hands before the meeting. I suggest you allow 30 minutes from the Heights area to find his lovely home. Since this will be night after election, I am sure everyone will be alert and full of ideas. See you then!

TKG:gt

GREATER CLEVELAND ASSOCIATED FOUNDATION
NATIONAL CITY BANK BUILDING • CLEVELAND

TELEPHONE 621-6233

November 4, 1966

TO: Messrs. Richard T. Baker
Ralph M. Besse
Willie B. Boyer
Francis A. Coy
H. Stuart Harrison
Allen Holmes
Robert Morse
Daniel Silver
Charles E. Spahr
Thomas Vail

FROM: Dr. James A. (Dolph) Norton

Tuesday, November 22, 1966 seems to be the best date for the "Glennan Group" to meet again. Let us meet at the Hollenden House Superior Room at 6:00 p.m. We have a full agenda again--and who knows what may be provoked by the electorate on November 8th or by City Council after that.

I hope we can all get together for this meeting--call my office (621-6233) and let us know. There will be "action proposals" I'm sure.

T CALL AND SAY O.K

JAN:mjk

CASE INSTITUTE OF TECHNOLOGY

MEMORANDUM

8 December 1964

TO: Ralph M. Besse, CEI
Willis B. Boyer, Republic Steel
Oliver Brooks, UCDF
Francis A. Coy, May Co.
H. Stuart Harrison, Cleveland-Cliffs
Allan Holmes, Jones, Day, Cockley & Reavis
James A. Norton, Greater Cleve. Assoc. Fdn.
✓ Rabbi Daniel Silver, The Temple
Charles E. Spahr, Sohio
Thomas Vail, Plain Dealer

FROM: T. Keith Glennan

TKG-

SAVE THE DATE--SATURDAY MORNING--16 JANUARY 1965

At our meeting on 28 November at my home, we agreed to meet next at 9 o'clock, Saturday morning, 16 January 1965, again at my home. Speaking for the group, I hope all of the members can be present. If anyone cannot attend, I hope he will call Miss Thorley, Ext. 381 at Case. Otherwise we will expect a full attendance.

You will remember that Ralph Besse's fine presentation on the labor situation in Cleveland raised questions which indicated the need for direct discussions with representatives of labor organizations. Tom Vail agreed to talk with some of his associates and one or two labor people. Ollie Brooks and Dolph Norton agreed to report back on discussions they intend to have with two or three labor people with whom they have some acquaintance.

Dan Silver agreed to prepare a status report on the racial situation in an attempt to evaluate its importance as a deterrent to Cleveland's growth and perhaps to pinpoint particular trouble spots and suggest means for dealing positively and effectively with these matters.

See you on the 16th? Happy Holidays to one and all!

TKG:gt

Edward Howard & Co.

December 9, 1964

Mr. Thomas Vail
Publisher and Editor
The Plain Dealer
1801 Superior Avenue
Cleveland, Ohio, 44114

Dear Tom:

Keith's memo on the January 16th meeting of our little group jogged my memory and I'd like to get some material from you.

I want to present the background of the Negro-union problem. I wonder if anyone at the Paper has talked with union leaders in the last month. What is the current feeling about the apprentice program? Is the Administration just fighting for time, or has it abdicated all power and responsibility?

I wonder, too, if anyone at the Paper has ever outlined the various civil rights groups, their memberships and objectives. I know something of the UFM structure and of the major organizations but it would be useful if we could have a rather complete list.

By the way, may I compliment the Paper on its coverage of the Economic Opportunities Act developments. That review was particularly well done.

Thanking you in advance, and with all good wishes for a Happy New Year, I remain

Cordially,

DANIEL JEREMY SILVER

DJS:bd

PENDING

Edward Howard & Co.

PUBLIC RELATIONS • Cleveland, New York, Sydney
Union Commerce Building, Cleveland, Ohio 44115, 216/621-7640

July 29, 1965

Rabbi Daniel J. Silver
The Temple
Ansel Road & Silver Park
Cleveland, Ohio 44106

Dear Rabbi Silver:

University Circle Development Foundation is starting to plan Festival '66. We have been assigned the responsibility of gathering some of the information needed for basic planning.

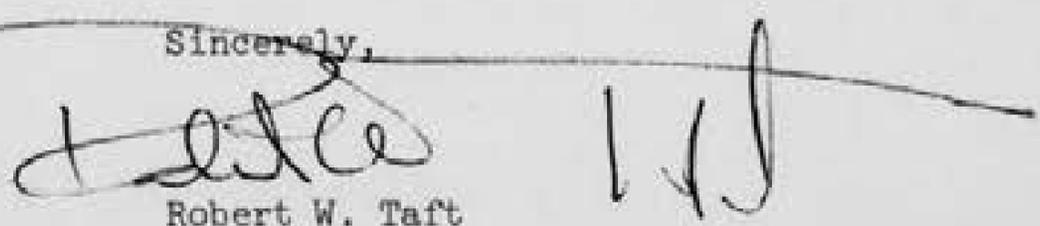
We would like to know if any of your scheduled events during the period May 15 - June 15, 1966 will conflict with Festival plans. A weekend within this period will be chosen for the Festival as soon as we have this information.

We would also like to know who will be in charge of Festival '66 planning for your institution. We would expect this person to be available for planning meetings and as a source of information for us. ✓

Please write or telephone Nancy Stalter of our firm with this information as soon as possible.

Thank you for your cooperation.

Sincerely,



Robert W. Taft



July 30, 1965

Mr. Robert W. Taft
Edward Howard & Co.
Union Commerce Building
Cleveland, Ohio 44115

Dear Mr. Taft:

In response to your letter of July 29, The Temple will hold its annual meeting on Sunday morning, May 22, 1966 and our school rally day will be on Sunday, June 5, 1966.

Sincerely yours,

DANIEL JEREMY SILVER

DJS :mgm

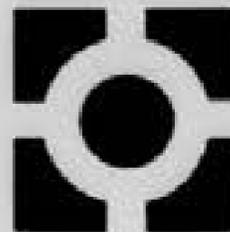
Festival of the Arts

Enclosed is a card with the name of the person or persons affiliated with the planning and organization for Festival of the Year initiative. If it is correct, please be willing to act as a sponsor and return it to the address indicated. If there is a change in an address, please make it before returning the card.

Festival of the Arts

Because of unavoidable conflicts in the schedule on other weekends the Festival will be held on Saturday and Sunday May 14 and 15, 1966, from 1:00 to 6:00 PM.

UNIVERSITY CIRCLE FOUNDATION



2009 ADELBERT ROAD
CLEVELAND 6, OHIO
SWeetbriar 1-1050

November 17, 1965

MEMORANDUM TO: All University Circle Member Institutions

FROM: University Circle Festival 66 Steering Committee

SUBJECT: University Circle Festival 66

The University Circle Development Foundation will once again assume responsibility for coordinating planning for a University Circle Festival in the spring of 1966. This is the first of a series of reports which will be sent to each member institution in University Circle to outline progress in planning for "Festival '66."

We hope this report will prompt you to begin thinking of your own participation in the Festival. We want to do everything we can to help you plan the kind of exhibit and program that will fully and fairly represent your institution.

In the following months we will be in touch with you to work out details. The members of the Festival 66 Steering Committee include Louis Hood from the Cleveland Orchestra, Richard Burton from the Art Museum, James Payne from Case, Rev. Donald Clokey from the Church of the Covenant, James Vail from University Hospitals, Beth Cramer from Western Reserve University, and representatives from the Development Foundation.

Festival 66 Contacts

Enclosed is a card with the name of the person we have been advised will handle planning and co-ordination for Festival 66 for your institution. If it is correct, please so indicate in the space provided and return it to the address indicated. If there is a change or an addition, please make it before returning the card.

Festival 66 Dates

Because of irreconcilable conflicts in the schedule on other weekends the Festival must be held on Saturday and Sunday May 14 and 15, 1965, from 1 PM to 6 PM.

November 17, 1965

General Approach to Festival 66

Festival 66 is being planned on about the same scale as Festival 64. We hope to correct most of the problems which we encountered during Festival 64 and to provide for a smoother flowing and more interesting display area. Displays at Festival 66 will be larger and more numerous than Festival 64. We found that the most popular displays were those in which people could participate - such things as the Heart Association's display where people could watch their heart beat. The festival atmosphere brings people to visit the Circle who might not otherwise come. Last time the crowds were estimated at close to 75,000. This will be the occasion for the second Festival (the third if we count the open house held in 1962) and it seems clear that this event can become an important Cleveland institution.

We hope to continue to emphasize the importance of member institution displays and exhibits. And in addition we will develop varied outdoor events and programs to highlight the Festival activity. Dramatic and attractive decorations and posters are planned for the Festival and we will again pay special attention to directional signs, traffic flow, and printed programs and posters.

We plan to locate a number of exhibits in a central tent area. We hope to have substantially more tent space this year to allow space for more displays and to allow more space for each display. In 1964, the tents solved many problems for members located away from the center of the Circle and for members who could not allow large numbers of visitors into their facilities. The tents also added a colorful festival atmosphere to the event.

We are seeking sponsorship from both major Cleveland newspapers and from the three television stations. We expect publicity for the event to be on a large scale. A number of major events will be scheduled during the two-day festival. We will again be working with the various school systems in the area, both public and private, to develop maximum interest in students and in their families for the Festival. A good turn out by this group will help insure the Festival's success.

Possible Events and Exhibits

Listed below are some of the activities and exhibits from the last Festival. We hope they will suggest ways in which your institution might participate in the upcoming Festival.

1. Puppet Shows
2. Shakespeare performance
3. Young people's recital
4. Nationality dances
5. Band concert

Memo to: All University Circle
Member Institutions

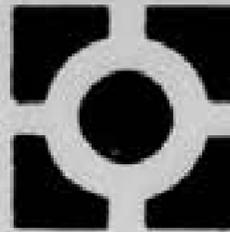
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November 17, 1965

6. Opera and Dance performance
7. Choir rehearsal
8. Organ recital
9. Art-exhibit
10. Special historical exhibits
11. Computer demonstration
12. Special facility display
13. Illustrated lectures
14. Poison Information Center
15. Films
16. Garden Displays

We'll be in touch with your coordinator soon, since we hope to have preliminary outlines of all plans for the Festival by December 15.

UNIVERSITY CIRCLE
DEVELOPMENT FOUNDATION



2009 ADELBERT ROAD
CLEVELAND 6, OHIO
SWestbriar 1-1050

May 18, 1966

Rabbi Daniel J. Silver
The Temple
Ansel Road & Silver Park
Cleveland, Ohio 44106

Dear Dan:

Since Leo Bamberger called me Sunday morning I have been trying to find out how in the sam hill we left The Temple off the list of institutions open to receive visitors during the Festival. I cannot come up with any reasonable explanation other than some of the P.R.-type people working for us were human and they goofed, and for this I am most regretful.

*chuck
webb*

To my knowledge this was the only serious blunder and the Festival appeared to be well received and attended.

Best wishes and again my apologies.

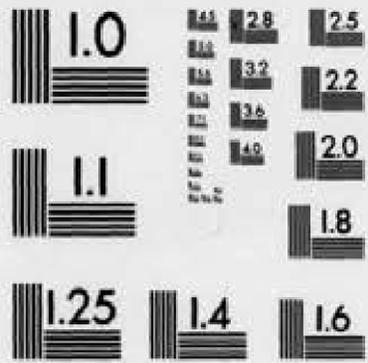
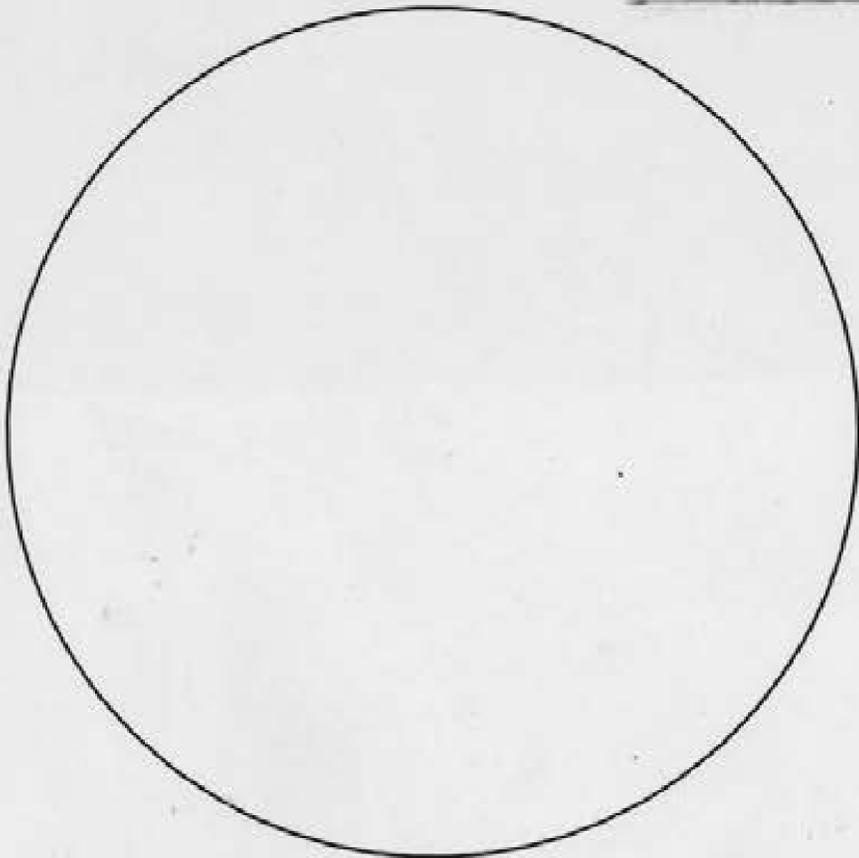
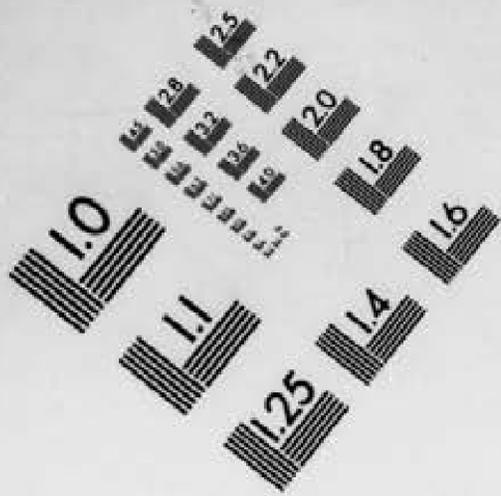
Sincerely,

Neil J. Carothers
President

NJC:b

**CONTINUED ON
NEXT ROLL**

THE WESTERN RESERVE
HISTORICAL SOCIETY
10825 East Boulevard
Cleveland, Ohio 44106



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SHOULD MEASURE .25" AT REDUCTION

REDUCTION RATIO:

REDUCTION
RATIO 13X

