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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

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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.

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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?

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Memorandum - Neighborhood Relations Coordinating Committee

- (e) 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,



Allie

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

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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

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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.

Sidney E. Vincent
Associate Director

August 9, 1963

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

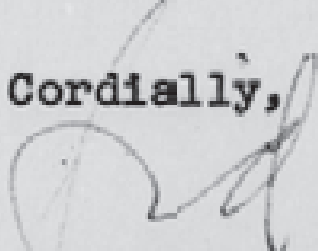
Here again, her reputation is broad enough so that I doubt if any detailed information from me is necessary. You will recall that she served with the American delegation to the United Nations as an Eisenhower appointee and is known throughout the country for her presentations on Negro music.

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
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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

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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 Neil 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. Levenson 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-Corridor 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
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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 HINTZ
PRESIDENT AND COUNSEL

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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

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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 DEVELOPMENT FOUNDATION



2009 ADELBERT ROAD
CLEVELAND 6, OHIO
SWectbriar 1-1050

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
SWetbriar 1-1050

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?

11/1/63

(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
SW 6611 1-1030

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

WRHS



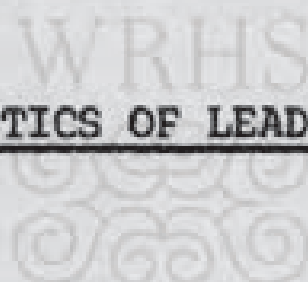
REPORT ON VISIT TO LEADERSHIP

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



I. Major Problem Areas

II. Objectives for the Community

III. Functions of Leaders

IV. Characteristics of Leadership

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

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

Summary of Meeting - Leadership
March 24, 1964
Page Two

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.

Sullivan

Love, DeLoe

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
SWeetbriar 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. Loofbrow 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,

Margaret Hall
Program Services Director

MH:rc
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. Bease, 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

Earth April 16, 1964

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 Gleyman *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
Willis 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.

Call AND SAY O.K.

JAN:mjk

CASE INSTITUTE OF TECHNOLOGY

MEMCRANDUM

3 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. 331 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.

Cleveland, New York, Sydney
Union Commerce Building, Cleveland, Ohio 44114

July 29, 1965

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.

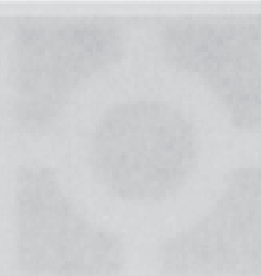
We would also like to know who will be in charge of Festival '66 planning for your institution. We would expect this person to be available for planning meetings and as a source of information for us. ✓

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



November 17, 1965

July 30, 1965

MEMORANDUM TO: All University Circle member institutions

FROM: University Circle Festival 66 Steering Committee

SUBJECT: University Circle Festival 66

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:mgn

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 to 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, 1966, from 1 PM to 6 PM.

UNIVERSITY CIRCLE FOUNDATION



2009 ADELBERT ROAD
CLEVELAND 6, OHIO
SW 66131-1050

Memorandum to: All University Circle
Member Institutions

General Approach to Festival 66

Festival 66 is being planned on about the same scale as Festival 65. We want to correct most of the problems which we encountered in Festival 65 and to provide for a smoother flow and more interest. Festival 66 will be larger and more diverse than Festival 65. We found that the most popular displays were those in which

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.

Memo to: All University Circle
Member Institutions

- 2 -

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

- 3 -

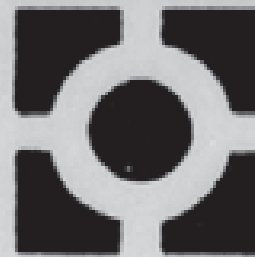
November 17, 1965

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
S Weetbriar 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 sericus blunder and the Festival appeared to be well received and attended.

Best wishes and again my apologies.

Sincerely,

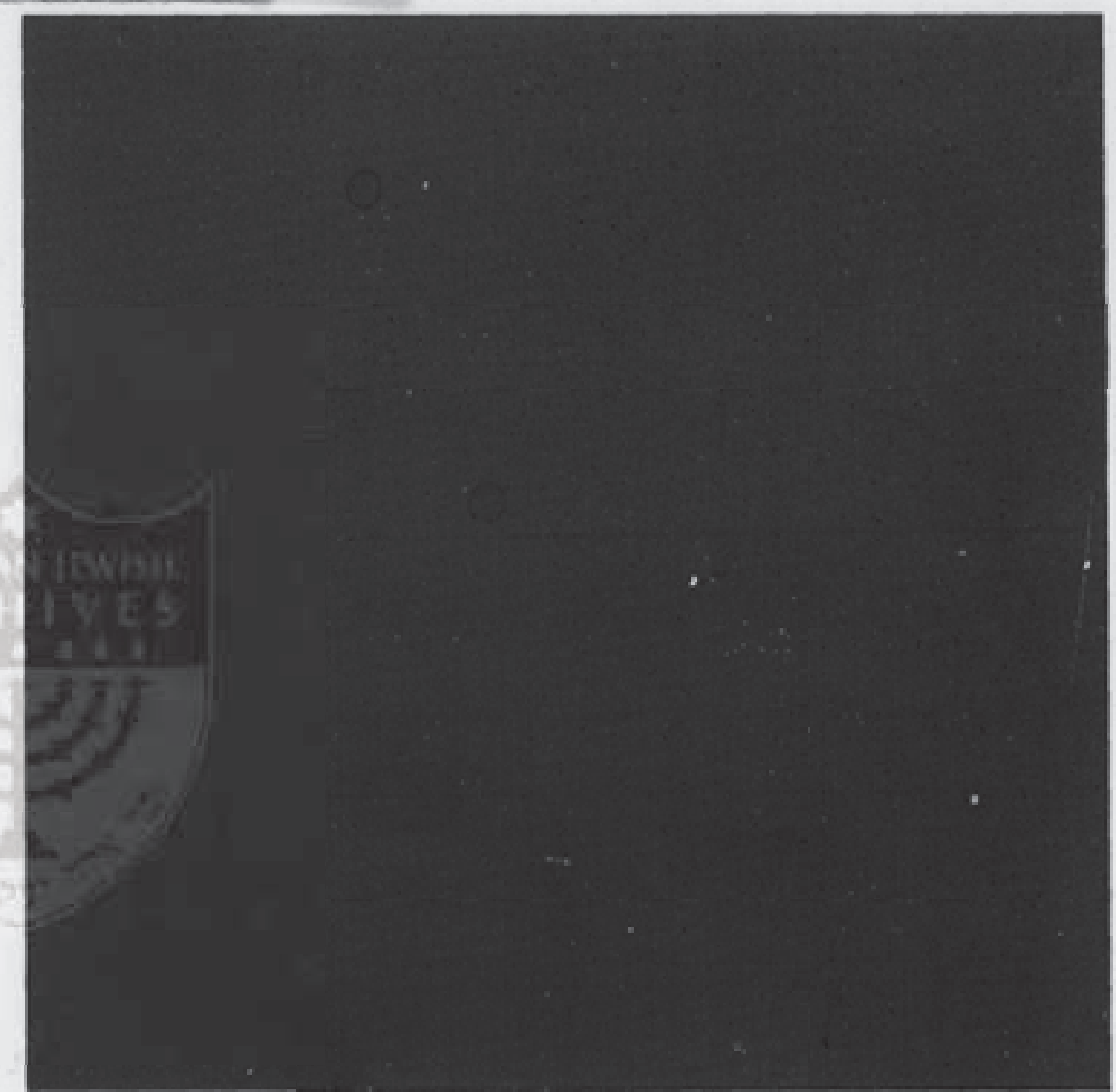
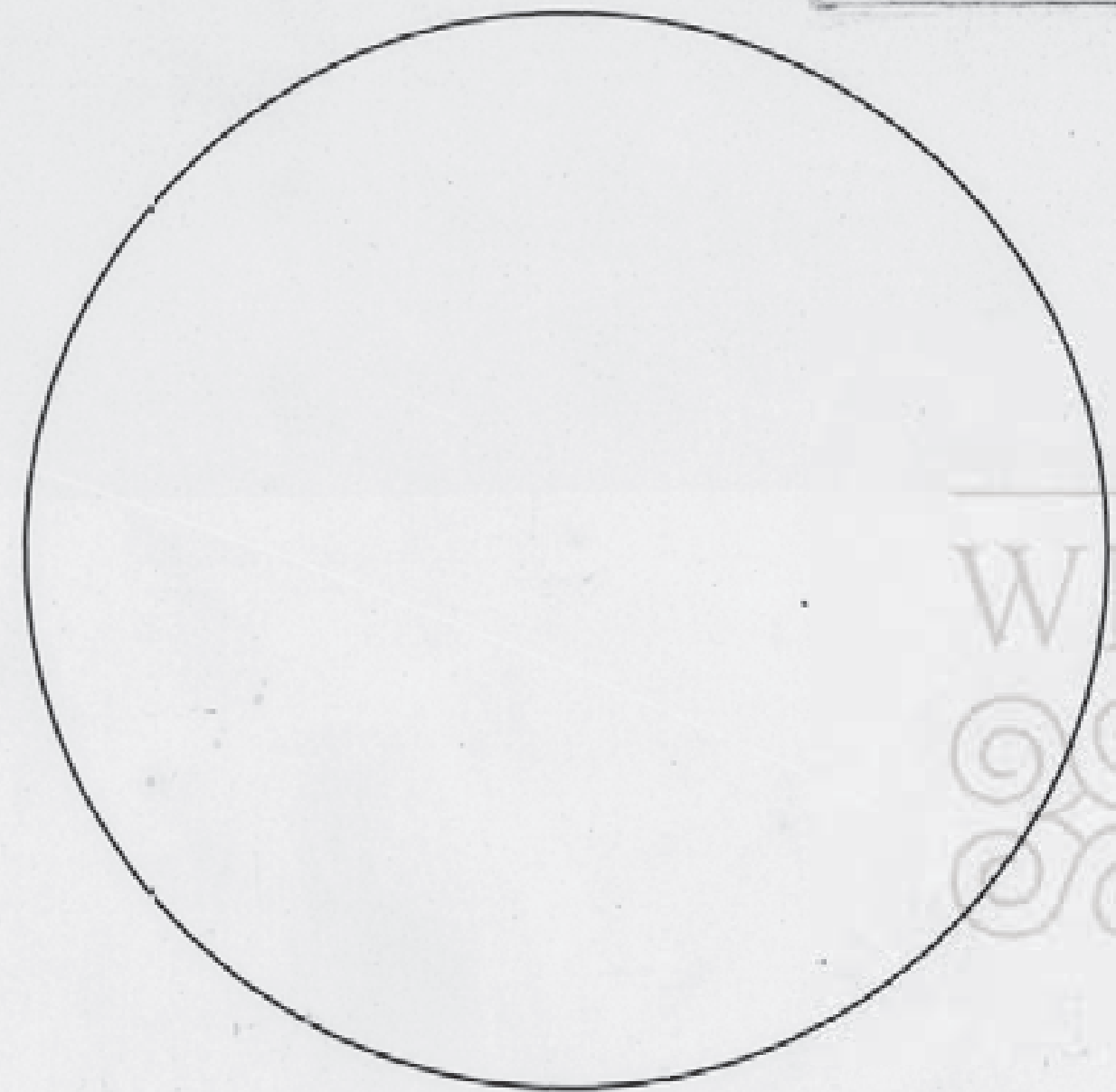
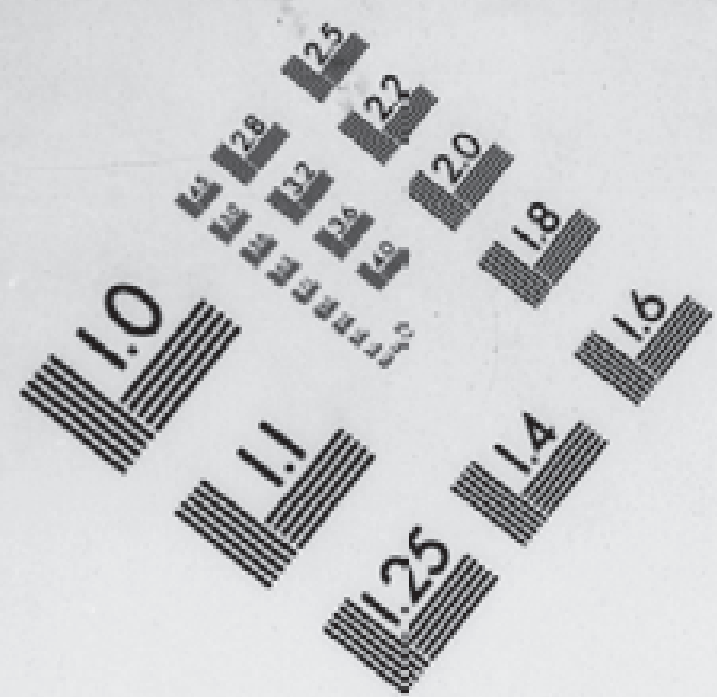
Neil J. Carothers
President

NJC:b

**CONTINUED ON
NEXT ROLL**



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



0 12x 16x 20x 24x 28x 30x 36x 40x 48x

SHOULD MEASURE .25" AT REDUCTION

REDUCTION RATIO:

REDUCTION
RATIO 13X

