



Daniel Jeremy Silver Collection Digitization Project

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

Series III: The Temple Tifereth-Israel, 1946-1993, undated.

Sub-series B: Sermons, 1950-1989, undated.

Reel
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Box
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Folder
1281

What's Wrong With Cleveland?, including correspondence
responding to the sermon, 1984-1985.



File

December 11, 1984

Rabbi Daniel Jeremy Silver
The Temple
26000 Shaker Boulevard
Beachwood, Ohio 44122

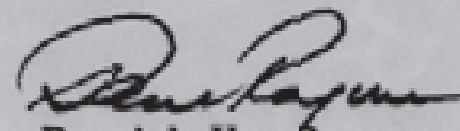
Dear Dan:

Thanks for the copy of your November 11 sermon on Cleveland. You were not particularly gentle, but I'd have a hard time constructing a counterargument.

I notice that your sermon on December 9 is addressed "The Bishops and the Economy". May I see a copy of that one?

Kit joins me in sending our best wishes to you and Adele.

Sincerely,


David V. Ragone
President

DVR:sg

The Junior League of Cleveland, Inc.

2840 Attleboro Road
Shaker Hts, Ohio 44120
July 5, 1985

The Rabbi Daniel Silver
The Temple
26000 Shaker Blvd
Shaker Hts, Ohio 44122

sent 7/18/85

Dear Rabbi Silver:

A few months ago, I attended a Conference on the Future of Cleveland at which Steven Menter spoke. As part of his talk, he referred to a speech you had given on your own views of the Future of Cleveland including thoughts on industry in the city, the quagmire of higher education in Cleveland and the role of our city's leaders in all sectors of the economy. Could you please send me a copy of your talk. The Junior League is interested in your thoughts for the future of Cleveland. Thank you.

Sincerely,

Roseleen Patricia Ryan
(Public Affairs Committee)

EUGENE M. ZEIDMAN

May 1, 1985

File

Dear Daniel:

I took the liberty of sending a copy of your article to the mayor of our city and I am enclosing a copy of his reply which I received today.

I also sent a copy to Abe Berkowitz and he mailed me a copy of his letter to you. While he asked permission to send your article to others in the community, I took it upon myself to send a copy to the mayor. I hope that you will forgive me for not getting your permission, but I felt that I wanted the mayor to have a copy of it.

I need not tell you how I feel about the article. I think that it was excellent and it showed a keen grasp of the problems of Cleveland, which are reflected to a great degree in the problems here in Birmingham.

With kindest personal regards to you, Del, and your children, I am,

Affectionately,

Dad



RICHARD ARRINGTON, JR.
MAYOR

City of Birmingham, Alabama

OFFICE OF THE MAYOR

April 29, 1985

Mr. Eugene M. Zeidman
Attorney At Law
Suite 612-615 Massey Building
Birmingham, AL 35203

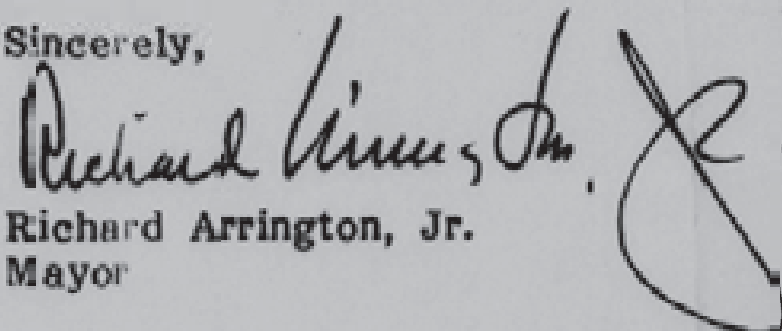
Dear Mr. Zeidman:

It was wondrously thoughtful of you to have been sufficiently concerned about the future of the City of Birmingham to send me a copy of the article by your son-in-law.

I find the article to be stimulating and largely applicable to our situation in this city.

Thank you for sending it, and thank you for your unswerving support for Birmingham. So long as we have people such as yourself in our midst, we will travel a long way toward creating the kind of city that shall cause our posterity to judge us in a kindly light in the years that are to come.

Sincerely,


Richard Arrington, Jr.
Mayor

RA/lwf

The Temple

DANIEL JEREMY SILVER - RABBI

UNIVERSITY CIRCLE AT SILVER PARK • CLEVELAND, OHIO 44106 • 791-7755
BRANCH: 26000 SHAKER BLVD. • BEACHWOOD, OHIO 44122 • 831-3233

April 30, 1985

Mr. Abe Berkowitz
1100 Financial Center
Birmingham, Alabama 35203

Dear Abe:

Thank you for your kind letter and your compliments on "What's Wrong with Cleveland" and your interesting comments on the parallels between Birmingham and Cleveland.

I am glad to hear that you are keeping busy and that you and dad have spent some good time together.

I would be delighted to send copies of my talk and hope that when I am in Birmingham we can spend time together.

Adele joins me in sending our love.

Sincerely,



Daniel Jeremy Silver

DJS:sf

April 3, 1985

Mr. Richard A. Shatten
Executive Director
Cleveland Tomorrow
1010 Euclid Avenue
Cleveland, Ohio 44115

Dear Mr. Shatten:

Thank you for your kind note about my sermon on Cleveland and for the material which you included. I had seen the prospectus and share its concern for economic development and innovation.

On the importance of a political restructuring, we will agree to disagree. I believe it to be essential, though acknowledge that it will be extremely difficult to achieve. There has to be a political forum in which the disparate concerns of the various polities and classes which make up the area can be brokered.

In any case, I wish you all manner of success with Cleveland Tomorrow and once the pressure of the next several months are over, I would be delighted to sit down and talk over with you the concerns which we share.

Sincerely,

Daniel Jeremy Silver

DJS:mp

Cleveland Tomorrow

1010 Euclid Avenue, Cleveland, Ohio 44115 Telephone (216) 574-6276

March 27, 1985

Rabbi Daniel Jeremy Silver
The Temple
26000 Shaker Boulevard
Beachwood, Ohio 44122

Dear Rabbi Silver:

I read with interest your article "What's Wrong with Cleveland" in a recent issue of Cleveland Edition. This is one of only a few times when I have seen observations about Cleveland's situation and needs where I agree.

As Executive Director of Cleveland Tomorrow, I have been working with a Board of 44 Chief Executive Officers for four years to address some of the basic economic problems facing the community. Much of our work is summarized in the enclosed material and speech which I prepared for a class of Leadership Cleveland.

As I read through your article, I was encouraged by your call for a reinvestment in our communities intellectual base (our people and research universities).

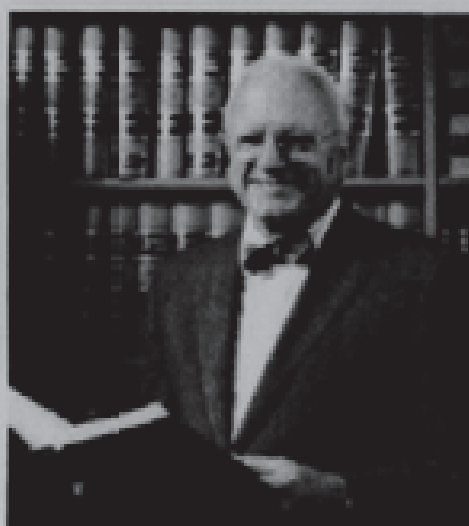
I do not share your enthusiasm for governmental structure reform as either a requirement or a major contributor to our region's economic renewal. Besides the fact that any meaningful governmental reform probably is not feasible, we did not find anything in the course of our Cleveland Tomorrow research that suggested that local government in any form could drive this region's economic revitalization. Sadly, most of the answers lie beyond the control of local government and rest instead with creative State government support of higher education and high quality private sector initiatives to restore our research and development base.

I would be happy to share my thoughts with you on this subject. As someone who has a visible position in the community, I am encouraged to see that position filled with someone with your insight into Cleveland's needs.

Sincerely,



Richard A. Shatten
Executive Director



THE PRESIDENT'S PAGE

By STERLING NEWELL, JR., President, The Bar Association of Greater Cleveland

On Feb. 15 and 16, John Strauch, Tom Brady and I traveled to Detroit to attend the mid-year meeting of the National Conference of Bar Presidents. The format of these meetings is to present a series of panel discussions on timely topics, the president of the American Bar Association for his mid-term report, six or seven workshops, two of which can be attended by each participant, and a number of "breakouts" which provide opportunities for bar associations of similar size and composition to meet together and discuss subjects of common interest.

One of the panel discussions which particularly appealed to me was that on "Lawyering: Business or Profession?" The moderator was William G. Paul, the president-elect of the National Conference of Bar Presidents, and as participants Justin A. Stanley, chairman of the ABA Section of Litigation's Commission on Professionalism; John C. Elam, past president of the American College of Trial Lawyers; Erwin N. Griswold, former dean of the Harvard Law School and former United States Solicitor General, and the Honorable Simon H. Rifkind, former judge of the U.S. District Court for the Southern District of New York.

The issue addressed by this panel, simply stated, was whether the legal profession should modify its rules of professional conduct to conform to the reality of what we all observe going on around us or whether we should strive to modify present practices so that they more nearly con-

form to the time-honored rules which have governed our professional conduct. Justin Stanley's Commission on Professionalism will be studying all aspects of this issue in the months ahead, conduct hearings throughout the country, and report its findings during 1986.

I wish each of you could have heard the the passionate statement by Judge Rifkind in which he challenged us to accept the cause of our profession which transcends self-interest. He deplored what he described as the "swarm of locusts which descended on India" in the wake of the Bhopal disaster. He called on those present to proclaim a denunciation of the practices which he observes have become commonplace and he characterized as more fitting for tradesmen than professionals. I wish I had a text of his remarks in order more adequately to convey them to you.

As a little boy, I can well remember that my father felt it was unprofessional if his name were published in the newspaper. What a far cry this is from the position taken from those who sponsor seminars on how to "market" our services.

I am sure many will say (including a number of my partners) I am out of step with the army. However, even the Yellow Pages of our telephone book under the listing "Attorneys" is a source of great embarrassment to me. I look forward eagerly to the report of Justin Stanley's Commission on Professionalism.

Our own William L. Calfee, a member of the National Council of Bar Presidents Executive Council and a candidate for the office of treasurer for that organization, was the moderator of a panel on "Let's Focus on Law-Related Education" which was one of the high points of the Detroit meeting. William W. Falsgraf, the president-elect of the ABA, gave an overview of the activities of the ABA in the area of law-related education. A law professor and two teachers presented three students from a local high school, one a senior and two sophomores, who described for the audience their mini-court system.

It was like a breath of spring to observe these three young people describe their activities as prosecutors and defenders of their peers in trials of alleged misconduct at school. Their obvious respect for our profession reinforced my own hope that something meaningful will be produced by the Stanley Commission. I hope that these young people will not be disillusioned as they move on through high school into college and law school and come to realize that perhaps our profession has become populated by too many tradesmen.

In my President's Page for the March edition, I reviewed the history of attempts to adopt a Cuyahoga County Charter. Before that page was published, I received a copy of a sermon preached by Rabbi Daniel Jeremy Silver at the Temple Branch on Nov. 11, 1984, entitled "What's Wrong With Cleveland?" I cannot resist the temptation to quote at some length from Rabbi Silver's sermon since he has stated more eloquently than I some of the problems associated with adopting county-wide government.

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

"And so the suburbs mumble about their particular concerns and the city mumbles about its concerns and the community stumbles into a future for which it has not and cannot plan . . .

"Because the city's concerns stop at its borders, its ability to handle the future stops at its borders. The same is, of course, true of the suburbs . . .

"Will we face up to this structural challenge and create metropolitan government? I see little reason to believe that we will. Our history has, if anything, intensified racial and class polarization. If we become a unified city, every group and municipality will lose some precious advantage. I can't imagine the citizens of Moreland Hills wanting to throw in their lot with the citizens of Hough. Many mayors would

lose their jobs. Many minorities would lose their power base. The suburbs would no longer be able to provide services tailored to the middle class and would have to bear an expensive welfare load. And yet, until we become one politically, we will be unable to address effectively the needs of Cleveland tomorrow . . .

"A meaningful future depends on a new recognition of where a city's strength lies. It's nice that our suburbs are famous for their green lawns and lovely homes. It's nice that everybody agrees that Cleveland is a wonderful place to raise children. It's a wonderful place to raise children if you don't want your children to live near you when they become adults. As things stand now, they will make their futures elsewhere." (This statement is particularly meaningful to me since four of our five children have permanently left the Cleveland area.)

"... The question that Clevelanders must ask is whether we can be happy even if we are not, and will not become again one of premiere cities of the country. The answer seems to me obvious. We can. But even that modest hope will escape us unless we put behind us the standpatism which had characterized our past and put our minds and imaginations to work in planning for an economy and a community suited to the world of tomorrow."

I hope the lawyer-leaders of our community will accept the challenge of Rabbi Silver's sermon.

Baldwin's OHIO HANDBOOK SERIES

OHIO LANDLORD-TENANT LAW

by Frederic White

In an easy-to-use question and answer format, Frederic White, Associate Professor of Law at Cleveland-Marshall College of Law, gives readers solutions to the full range of problems encountered by both landlords and tenants. Relying on caselaw, Professor White interprets the Ohio Landlord-Tenant Act and explores the policy and rationale behind the law.

Application and agreement forms, in addition to pleadings for eviction, injunctive relief, and recovery of security deposits, are included. A unique feature is a collection of sample letters dealing with most common disputes.

For easy reference and usability, the handbook also includes the Ohio Landlord-Tenant Act (Chapter 5321) and the eviction statutes (Chapter 1923) from the *Ohio Revised Code*. A detailed index and a table of cases provide quick access for research. Also included are a glossary and a bibliography.

Price: \$29.95. For further information or to order your copy, please call your local Representative, Liz Adamson, at 721-7373, or our Customer Service Department, toll-free in Ohio, 800/362-4500.

Barks-Baldwin Law Publishing Company

P. O. Box 1974 • University Center • Cleveland, Ohio 44106

March 26, 1985

Mr. David L. Rosenzweig
Rosenzweig, Schulz & Gillombardo Co.
700 Citizens Federal Tower
2000 East Ninth Street
Cleveland, Ohio 44115

Dear David;

Thank you for your kind note. Actually, a good part of the piece has been in the Plain Dealer. With all good wishes for a happy Passover, I remain

Sincerely,

Daniel Jeremy Silver

DJS:mp

Rosenzweig, Schulz & Gilombardo Co., L.P.A.

Attorneys and Counsellors at Law

700 Citizens Federal Tower, 2000 East Ninth Street

Cleveland, Ohio 44115

216/589-9300

March 22, 1985

Rabbi Daniel Jeremy Silver
The Temple
University Circle & Silver Park
Cleveland, OH 44106

Dear Rabbi Silver:

I've just had an opportunity to read your article entitled "What's Wrong With Cleveland" which appeared in the recent issue of "Cleveland Edition." The points that you make are accurate, insightful, and should be of interest to everyone who cares about the future of Greater Cleveland.

I strongly believe that your article should be reprinted in the Cleveland Plain Dealer for all to see and am enclosing a copy of it along with a copy of this letter to the editor of the Plain Dealer in the hope that he will agree.

Sincerely,

David L. Rosenzweig
David L. Rosenzweig

DLR/se
Enclosure

cc: Thomas Vail, Editor
Plain Dealer

March 14, 1995

Mrs. David E. Davis
Box 477
221 N. Casey Key Rd.
Osprey, FL 33559

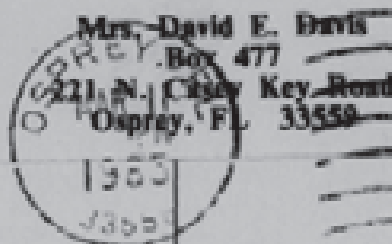
Dear Bernice,

Thank you for your kind ~~word~~. I am glad you found my comments appropriate. I look forward to seeing you soon.

Sincerely,

Daniel Jeremy Silver

DJS:mp



Dear Dan,

Congratulations on
that thoughtful and
brilliant article on
Cleveland. It hurt to
read it, but it was the
exact truth.

*Warm wishes
Brynn Davis*

RABBI DANIEL SILVER

THE TEMPLE

E. 105th ST & ANSEL RD

CLEVELAND, OHIO 44106

Silhouettes mark the end of a summer day at the sea.

March 14, 1985

Mr. David Skylar
22870 Canterbury Lane
Cleveland, Ohio 44122

Dear David,

Thanks for the note. I, too, am looking forward to the
summer.



Sincerely,

Daniel Jeremy Silver

DJS:mp

David Skylar

22870 CANTERBURY LANE, SHAKEP HEIGHTS, OHIO 44122

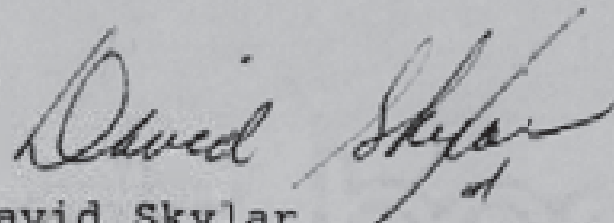
March 5, 1985

Rabbi Daniel Silver
The Temple
University Circle & Silver Park
Cleveland, Ohio 44118

Dear Dan:

What a wonderful perceptive article.

Nice Job!



David Skylar

P.S. Think Spring. Golf is just around the corner.

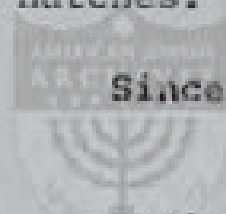
ab

March 11, 1985

Mrs. H. R. Hatch
19115 Shaker Blvd.
Cleveland, Ohio 44122

Dear Barbara,

Thank you for the postal card and for your kind words on my
talk on Cleveland. It arrived on a cold and rainy day and
both the sentiment and the picture of Sanibel brightened it
considerably. My best to all the Hatches.



Sincerely,

Daniel Jeremy Silver

DJS:mp

March 6, 1985

Mr. Louis Schall
250 Leader Building
Cleveland, Ohio 44114

Dear Mr. Schall:

Thank you for your recent telephone call. I am enclosing three copies of The Cleveland Edition as that is all that I have and also the original lecture I gave on Cleveland. Many thanks for your interest.

Sincerely,

Daniel Jeremy Silver

DJS:mp

Encl.

March 5, 1985

Mr. Peter Danford
La Place Richmond and Cedar Rds.
Beachwood, Ohio 44122

Dear Peter:

Thank you for your kind note of February 28. I appreciate the kind words and I hope we will be able to make some changes in the future of our city. With all good wishes I remain

Sincerely,

Daniel Jeremy Silver

DJS:mp

peterdanford inc
fine jewelry and gifts 2-28

Dear Dan,

Your article in the P.D. hit the nail on the head. No one seems to want to face the basic ~~an~~ economic problem of this area, which is you can get the same thing done for less money in other parts of the country. This area must become competitive.

As a small retailer, I feel the move away by young people.

Once again, you made a fine point & I hope the area leaders listen to you. Sincerely, Peter
LaPlace richmond and cedar roads beachwood, ohio 44122-26/292-5525

March 5, 1985

Dr. Neal Malicky, President
Baldwin-Wallace College
Berea, Ohio 44017

Dear Dr. Malicky:

Thank you for your kind note of March 1. I appreciate the kind words and I hope we will be able to make some changes in the future of our city. With all good wishes I remain

Sincerely,

Daniel Jeremy Silver

DJS:mp

Baldwin-Wallace College

BEREA, OHIO 44017

Office of the President

March 1, 1985

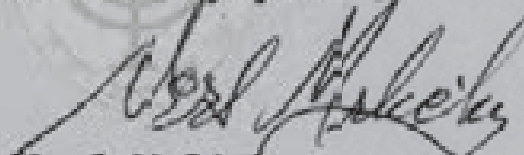
The Rabbi Daniel Jeremy Silver
2841 Weybridge Road
Shaker Heights, Ohio 44120

Dear Rabbi Silver:

Thank you for your insightful and courageous statement on Cleveland in the February 28th issue of the Plain Dealer. True statements are not always pleasant, but they are vital to hear, and you touched directly on some of the messages we most need to hear. Thank you.

Continued best regards.

Sincerely yours,



Neal Malicky
President

NM:hk

March 5, 1985

Gregor Jan Oravec, O.S.B.
St. Andrew Abbey
2900 M.L.King, Jr. Drive
Cleveland, Ohio 44104

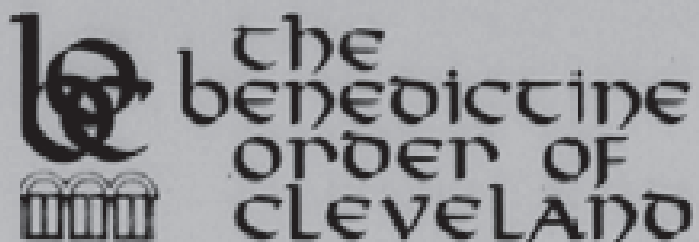
Dear Father Gregory:

Thank you for your kind note of February 28. I appreciate the kind words and I hope we will be able to make some changes in the future of our city. With all good wishes I remain

Sincerely,

Daniel Jeremy Silver

DJS:mp



28 FEBRUARY 1985

Letters
THE PLAIN DEALER
1801 Superior Avenue
Cleveland, Ohio 441-14

RE: CLEVELAND'S FUTURE DIDN'T TAKE CARE OF ITSELF, by
Daniel Jeremy Silver
THE PLAIN DEALER, 28 FEBRUARY 1985, page 23-A

Sir:

'The best educated and the most brilliant 'Ministers
of God' in American society are the Jewish Rabbis.

Clevelanders should intently listen to the voice
of Rabbi Daniel J. Silver of The Temple, for more
powerful than all the armies in the world is an idea
whose time has come.

Sincerely,

Father Gregory, O.F.B.

Gregor Jan Oravec, O.S.B.
Phone: 721-5300

March 5, 1985

Mr. Kenneth Wood
Professional Center #7
10568 Ravenna Road
Twinsburg, Ohio 44087

Dear Mr. Wood:

Thank you for your kind note of February 28. I appreciate the kind words and I hope we will be able to make some changes in the future of our city. With all good wishes I remain

Sincerely,

Daniel Jeremy Silver

DJS:mp

Dear Rabbi Silver:

Your commentary and analysis on the "State of Cleveland" was most refreshing and was to the point.

Please continue to speak out the truth!

Very truly yours,
Ken Wood

March 5, 1985

Mr. Carl Jones
Arabica
2785 Euclid Heights Blvd.
Cleveland, Ohio 44106

Dear Mr. Jones:

Thank you for your telephone call. I appreciate the kind words and hope we will be able to make some changes in the future of our city. With all good wishes I remain

Sincerely,

Daniel Jeremy Silver



DJS:mp

3-1-85

Carl Jones (Owner of Arabica)

Called to tell you how much he appreciated your article in The Cleveland Edition. Says he never calls or writes to anyone - you are a first. He has a great deal of respect for you.

Carole

March 5, 1985

Mr. John R. Carpenter
Sociology Department
John Carroll University
University Heights
Cleveland, Ohio 44119

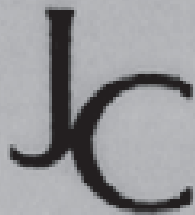
Dear Mr. Carpenter:

Thank you for your kind note. I am glad that you share ~~my~~
~~our~~ concerns for our city. I wish you all good luck with
your summer offering. I am sure you will make it an exciting
project. With all good wishes I remain

Sincerely,

Daniel Jeremy Silver

DJS:mp



john carroll university

UNIVERSITY HEIGHTS, CLEVELAND, OHIO 44118

AREA CODE 216 - 491-4351

SOCIOLOGY DEPARTMENT

February 28, 1985

Rabbi Jeremy Silver
The Temple
University Circle and Silver Park
Cleveland, Ohio 44106

Dear Rabbi Silver:

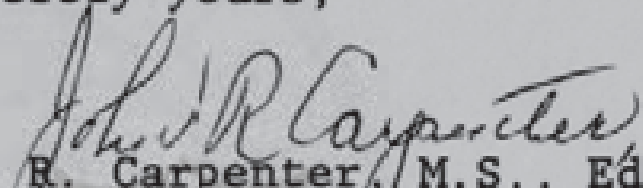
For over thirty years I have taught Sociology at John Carroll. During those years I, together with Professor Ruth Miller, have inaugurated a Summer offering titled "Life In The Western Reserve: The Culture Of Greater Cleveland." Its format is a three week, day long, lecture and visitation of the North Eastern Ohio sector of the Reserve. We extend our survey as far East as Youngstown and West as far as our time and finances will cover. The material, interviews, lectures, visitations are myriad but we think they are indeed profitable.

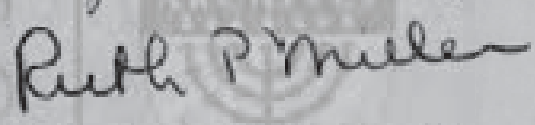
A new addition to the reading list will become mandatory as of this date. Today, an excerpt from your address to the congregation at The Temple appeared in the Plain Dealer. I have no intention of extending flattery, Rabbi, but no one has hit the nail so accurately, so objectively and so succinctly as you have. Without repeating your examples, I can give a litany of evidence to further implement your vivid description of a city that lost sight of its future. You spared no sacred cows. The "fiefdoms" that you made reference to are all there to examine. The Brahmins in the sooty castle of the Union Club stand cheek by jowl with the ethnic conclaves within the area who stand guard with a vigilance that would lend credit to the ancient regime of Alcatraz. The condition of the Universities is a point well taken by one who is in "the business." The lofty rejection of the Western Reserve Aristocracy of Rockefeller's donation which would have given us a world class University is a story that is lost in the history of "mistakes on the lake." How well John Carroll knows the story. We are about to celebrate our hundredth birthday. Would that I could state that the power structure knew what we are doing here in University Heights or for that matter, where we are located. It is true that we are given credit for doing a "fine job" but it would appear that it is a matter of little concern as to where or whom the folks are that keep the operation going. It is no secret here at John Carroll that the burden of making the current financial "drive" a happy success will have to emanate from those among the alumni who are struggling to make ends meet in these "high cost" years. And we here at John Carroll and perhaps at other private institutions are to blame or share some of the difficulties that are indicative of Cleveland's condition. Professor Donald Gavin's history of John Carroll will soon be published. He will indicate some rather shabby episodes where the interests of ecclesiastical sacred cows placed some obstacles in the University's development that are

only lightly scarred as of this day.

I have asked a member of your staff at the Suburban Temple to send me the complete transcript of your address. She has graciously stated that she would be happy to send on a copy. We are in the process of completing the program for the fifth year of our offering at John Carroll. How long this effort is going to exist is a questionable matter. We have scoured, begged and pleaded with administrators, growth associations and Lord knows who for assistance with this project. Many of them, including scholastic administrators are long on mechanics advice but rather short on assistance in keeping this thing viable. It is rather troublesome to savvy why we continue to be blind to remedies for the social condition of Cleveland when we are warned that the disintegration of the area's charm or attraction as a place to live isn't going to terminate with the completion of the Sohio building. However, we will continue here in the Department of Sociology at John Carroll. You can be assured, Rabbi, that we are going to ask you to offer an hour or so of your busy time this Summer to elaborate a bit on what you have said so well. Meantime, God bless and reward your work at "The Temple."

Sincerely yours,


John R. Carpenter, M.S., Ed.
Assistant Professor


Ruth P. Miller, Ph.D.
Professor
Chairperson

JRC/cc

February 22, 1985

Mr. Stanley C. Pace
TRW Inc.
23555 Euclid Avenue
Cleveland, Ohio 44117

Dear Stan;

I am delighted that you were pleased with my talk on Cleveland.
I am glad that it has been the focus of much good conversation.

Sincerely,

Daniel Jeremy Silver

DJS:mp

TRW Inc.

Executive Offices
23555 Euclid Avenue
Cleveland, OH 44117

Stanley C. Pace
Vice Chairman

February 12, 1985

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

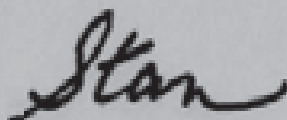
Dear Tom:

I recently read the sermon delivered by Rabbi Silver on November 11, 1984 (copy attached). He addressed the present Cleveland situation from a broad, historical standpoint. His recognition of the fundamental importance of economics in the Cleveland problem and its solution is similar to many statements I have heard from you.

Because of that and because of the perspective that he clearly describes in sparkling and convincing language against the broadest historical and multi-element background, I thought you would be interested in reading it. Also, you might wish to highlight it in the op-ed page of The Plain Dealer or as the lead article in Perspective of The Sunday Plain Dealer. Naturally, I suggest you contact Rabbi Silver if you wish to publish it.

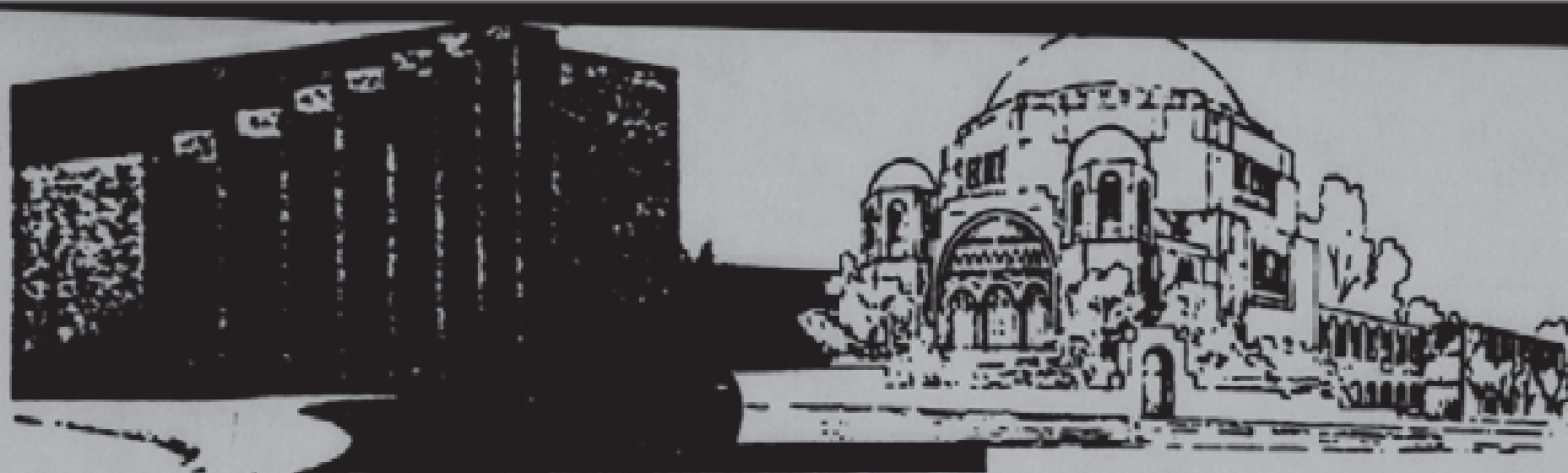
I consider it the best, clearest, most balanced and convincing sermon or paper on the subject that I have heard or read. I hope you agree.

Sincerely,



SCP/ma
Attachment

✓cc: Rabbi Daniel J. Silver



December 9, 1984
Vol. LXXI, No. 8

The Temple Bulletin

From the Rabbi's Desk: What's Wrong With Cleveland? — The Rabbi's Sermon of November 11, 1984

To study history is to know that no city is immortal. Twenty-Eight Hundred years ago Nineveh was the wealthiest and most powerful city in the Near East, perhaps in the world. It was to Nineveh, "that great city," the capital of an Assyrian Empire which ruled lands from India to Egypt, that God sent Jonah with a message condemning the city for its evil ways. In The Book of Jonah, Nineveh is described as a metropolis of such size that it would take three days to cross the city. The Bible exaggerates, but in Jonah's time the walls of Nineveh were ninety feet tall and world famous for eighteen massive gates.

Nineveh had been founded in the third millennium B.C.E. on a site on the Eastern bank of the Tigris in Northern Iraq at a point where a sizeable tributary joined the major river. A wide fertile plain marked the confluence of these two rivers whose fields easily provided sufficient food for the provincial town which grew up along its banks. Nineveh remained a city of modest size until in the ninth century B.C.E. Assyrian kings chose it as their Northern garrison center. Nineveh grew with the expansion of Assyrian power, and in time became the capital of that empire. During the eighth century emperors of legendary name, Ashurbanipal, Sargon and Sennacherib built their palaces and great temples here. For a time Nineveh was mistress of the world.

But cities, even the greatest, are not immortal. In 625 B.C.E. Nineveh was destroyed by an army organized by a new imperial power, that of the Medes and Babylonians. The city's population was put to the sword and exiled. Nineveh became an empty place, desolate. Subsequently, various attempts were made to repopulate Nineveh. A small town existed here in Roman times, and again during the Byzantine era, but Nineveh never regained even a fraction of its glory. Some five centuries ago it ceased to be an inhabited place. The river silted up so that the harbor could no longer be used. Herdsmen let their goats eat the roots which held the soil to the earth and the once fertile plain became a dust bowl. Nineveh became a ruin visited only by archeologists and tourists seeking to uncover its one-time glory. No one has lived in Nineveh for half a millennium.

Cities grow for practical reasons. Cities grow where there is water and farm land. Cities thrive if they serve a special political or economic need. A city's wealth and population increases as long as the special circumstance remain. A city becomes a lesser place, settles back into relative obscurity, when circumstances change. Some, like Rome, rise, fall and rise again. Some, like Nineveh, rise, fall and are heard of no more.

In this country the larger towns of the colonial period — Boston, Newport, New York, Philadelphia, Baltimore — came

into being and grew because they provided safe harbor for the ships which brought goods and colonists to the New World and carried back to Europe our furs and produce. New York continued to grow because it had a harbor and a great river, the Hudson, which could carry its commerce hundreds of miles into the hinterland. Newport did not grow because all it had was a land-locked harbor.

Cleveland was founded as another small trading village on Lake Erie. We began to grow because of the decision to make the village the northern terminus of the Ohio Canal. The Canal brought the produce of the hinterland to our port and these goods were then shipped on the lakes eastward to the Erie Canal and to the established cities along the eastern seaboard.

In 1840, shortly after the Ohio Canal was opened, there were 17,000 people in our town. We became a city through a second stroke of good fortune. Iron ore was discovered in the Lake Superior region; and because of the Canal this city was the logical place to marry the ore brought by ships from the Mesabi Range, the coal brought by barge from the mines of southern Ohio, West Virginia and western Pennsylvania and the limestone brought by wagon and railroad from the Indiana quarries. Investors built here the great blast furnaces which supplied America the steel it needed for industrial expansion. From 1840 to 1870 our population increased tenfold. It is claimed that from 1880

to 1930 we were the fastest growing city in America. By 1930 Cleveland had become America's sixth city. There was nothing magical about our growth or, really, planned. It was a matter of historical accident: the siting of the Canal, the discovery of iron ore and the ease of transporting here the basic materials from which steel is produced.

There is an old Yiddish saying that when a man's wealthy his opinions are always significant and his singing voice is of operatic quality. During the years of rapid growth no one complained about the weather. For most of this period our symphony orchestra was a provincial organization and our Art Museum was either non-existent or a fledgling operation; yet, no one complained about the lack of cultural amenities. Our ball club wasn't much better than it is today, but no one was quoted as saying that the town's future depended on winning a pennant. There was then no domed stadium and no youth culture. Yet, young people of ambition and talent came. They came because there was opportunity here.

Those who believe that the solution to our current faltering status lies in a public relations program to reshape our tarnished image or in the reviving of downtown are barking up the wrong tree. We all welcome the city's cultural resurgence — that Playhouse Square is being developed and that there is a new Play House, the reality which is the

(Continued inside)

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

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

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

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

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

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

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

Why has this happened to Cleveland?

Labor blames management. Management did not reinvest

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The future for Cleveland cannot be bought cheap.

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

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

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

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

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

Daniel Jeremy Silver

THE CHURCH OF THE COVENANT

UNITED PRESBYTERIAN

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February 25, 1985

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

File

Dear Dan:

Thanks very much for sending me the copy of the Temple Bulletin with the sermon of November 11, "What's Wrong with Cleveland?". I think that you have made a very realistic statement there and I think it's valuable for people to be realistic in their assessment of a situation and in anticipation of what the future holds.

You certainly did a very thorough job of research and I think it's a service to the community that you have pulled all this together with an insightful interpretation.

Warmly,


Albert L. Jeandheur

ALJmcw

February 22, 1985

Mr. Dennis R. Ryerson
The Plaza Dealer
1801 Superior Ave.
Cleveland, Ohio 44114

Dear Mr. Ryerson:

I have performed as much surgery as I can. To significantly cut this piece further would distort its approach. If you decide to run it I would appreciate your indicating that copies of the complete speech can be secured from The Temple.

Sincerely,

Daniel Jeremy Silver

DJS:mp

Encl.

What's Wrong With Cleveland?

Daniel Jeremy Silver

Cities grow when they serve a special political or economic need. They continue to grow as long as the country needs what the city produces. A city becomes a lesser place when that need is no longer there.

Cleveland remained a small trading village until someone decided to locate here the northern terminus of the Ohio Canal. A town of 17,000 people became a city when iron ore was discovered in the Lake Superior region and we proved to be the best location in the nation for investors eager to build the blast furnaces which would supply the steel America needed for industrial expansion. By 1930 Cleveland had become America's sixth city.

There is an old Yiddish saying that a wealthy man's opinions are always significant and his singing voice of operatic quality. During the years of rapid growth no one complained about the weather. Our Orchestra and Art Museum were then non-existent or fledgling operations; yet, no one complained about the lack of cultural amenities. There was no domed stadium and no Yuppie hangouts; yet, young people of ambition and talent came.

Our problem in attracting the best and the brightest will not be solved by a public relations program designed to reshape our tarnished image or a Playhouse Square development. In real life people ask about the necessities - employment and opportunity - before they ask about life style and leisure time amenities. The city's cultural resurgence is welcomed, but ultimately, the future of this city does not depend on entertainment or excitement, but upon economics.

We owed our early prosperity to geography and good fortune rather than to research or planning and many came to feel that the future, like the past, would take care of itself. The city Fathers acted as if the Steel Age would go on for all eternity. The consequences of our inattention were predictably disastrous. One in four factory jobs which existed here 15 years ago no longer exist. During

the 1980-1982 recession, employment nationally still grew by about one percent. Cleveland lost 50,000 jobs. Between 1982 and 1984, better years, Cleveland lost another 30,000 jobs.

In the new age prosperity came to cities which were government centers or centers of advanced technological research. Columbus grew. Cleveland did not. Silicone Valley thrived. The Cuyahoga Valley emptied out.

Finding someone to blame became a well-known civic pastime. Labor blamed management. Management did not reinvest in new plant or research. When local corporations expanded into high tech, most built elsewhere. Management blamed high labor costs and low labor productivity. Both were right, but the bottom line was that we were not in the right place with the right stuff.

Some slippage could not have been avoided, Change always involves cost, but Clevelanders made matters worse because we continued, as we had in the past, to set little value on new ideas or, indeed, on the mind. Those who tried to warn us about change were heard politely, but not listened to. Business did not encourage research. Our universities were kept on meager rations. I know of no other major American city which has such a meager academic base.

A vignette. In the mid-1880's John D. Rockefeller went to see the town's patriarch, Samuel Mather, to talk about Western Reserve College. Rockefeller proposed that the leadership of Cleveland pool its resources and turn the school into a first-rank university. Mr. Mather felt that Western Reserve College was just fine for Cleveland. He and those close to him sent their sons to Yale for a real education. Rockefeller was thanked for his interest. In 1890 John D. gave a million dollars to the University of Chicago which enabled that university to become what Western Reserve University is not, a world class university.

Scene two. Ten years later. Ohio's public university system decides to expand and no one in Cleveland protests the decision to locate the northern

campus in Kent. What had education to do with a city's well-being?

Scene three. The 1950's. ~~I am told that~~ during the post-war expansion of the state university system, the town fathers at first opposed the establishment of a Cleveland State University. They came around, of course, but ours is still one of the branches with the least research potential and fewest laboratories. Our universities are struggling to come of age, but half a century, at least, has been lost.

The medical field suggests what might have been. The city fathers made sure their bodies were well cared for. Our hospitals have been well financed. Basic research has been sponsored. The result is that today our hospitals enjoy a world-wide reputation. Medical research here is state of the art and people come from far and wide for what the city has to offer.

Cleveland majored in conventional decency rather than in critical thinking. We have a well deserved reputation in private philanthropy and social work, but we lived in the past when we should have been planning for the future. For decades the major banks turned aside bright young outsiders who had drive and an idea but little ready cash and no social connections. Their officers preached free enterprise and entrepreneurship, but made most of their loans to the old-line, well-known corporations. Not surprisingly, the rate of new business formations in Cleveland over the past three decades has been about 25 percent less than that of other second-tier cities.

In recent years our industrial leaders seem to have awakened to our mind and research gap, but the C.E.O.'s of the major corporations no longer have the power to single-handedly make over the economy. Three out of every four jobs that have been created over the last decade have developed in businesses which are either brand new or employ less than one hundred people. A few rich and powerful men can no longer turn a town around.

big buildings can be empty buildings, as some of them are; and regional transport can be a costly and dangerous ride on the KTA.

Which brings us to our structural problem. Cleveland is not a community but an accumulation of competing fiefdoms. Some are run simply for the benefit of their traffic courts. Some serve as the power base of an ethnic or minority group. Some exist to protect the genteel ways of an America which no longer exists. Divided we frustrate even the hopes we share. Community planning inevitably threatens some entrenched interests, so the fiefdoms specialize in thwarting change. The result is a diminished city. Do you remember those groups of whites and blacks who used to meet on the High Level Bridge to signify that we were a community? The need for such street theater makes clear that we are not a community. We meet together in non-political forums where we profess infinite goodwill and talk of shared goals; but the talk rarely leads to decisive actions. There is no political forum where disparate needs can be brought forward and brokered.

The answer is some form of metropolitan government, but every such proposal has been voted down decisively. Columbus grew by annexing to itself the farm land on which the city's commercial parks and new housing were built. In Cleveland we went the other way. Suburbs multiplied and the city emptied out. Today I could do some large scale farming within the city limits.

Suburbanites focus on plans for long range economic progress. Inner city people concentrate on heating bills, public housing boilers and broken-down school buses. We do not see the immediacy of their needs. They have no patience with the 'wisdom' of our plans. The suburbs fear that metropolitan government would mean that they could no longer provide the services the middle and upper class demand and would have to bear an expensive welfare load. City folk fear that they would again become an unheard and unseen minority.

These last years have been better years than the years immediately before. Buildings have gone up. The highway system is in place. Regional boards now manage public transport, public health and the water and sewage systems; but big buildings can be empty buildings, as some of them are; and regional transport can be a cierty and dangerous ride on the RTA.

We are proud that our suburbs are famous for their green lawns and lovely homes and there is general agreement that Cleveland is a wonderful place to raise children. It's a wonderful place to raise children if you don't want your children to live near you when they become adults. Many won't be around because they will go where the jobs are.

Cleveland's future rests first on a revived economy. A revived economy depends upon bright people and new ideas. People do not get ideas out of the air. Ideas begin in our schools, universities and laboratories. Educational quality is costly. The City's school system is costly and inadequate. Our colleges and universities are not what we need them to be.

When the rabbis were asked, "who is the happy man?", they answered, "the person who is happy with his lot. Those who study such things say that if the American economy stays healthy and new business formation continues at its present rate, Cleveland will be fortunate if in 1990 we have the same number of jobs we had in 1970. We are and will remain a second-tier city. Some find this distressing. I do not. A prosperous city of two million can be a satisfying place; but we cannot take our second-tier status for granted. 10,000 leave the area every year. Each year the fiefdoms become more entrenched. We do not have a solid and up-to-date economic base or county government. We are not as yet a significant research center. I often drive past the two buildings at the foot of Cedar Hill which were built to house corporate research teams who would work with CWRU on projects of mutual interest. Today these buildings house the Ohio State Lottery. Cleveland has no future if we leave it up to chance.

THE PLAIN DEALER

OHIO'S LARGEST NEWSPAPER

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February 15, 1985

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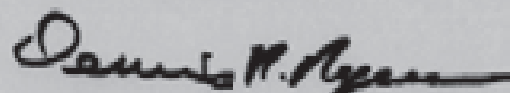
Dear Rabbi Silver:

Several people have referred to me your November 11, 1984 sermon addressing the question "What's wrong with Cleveland?"

I think it's a remarkable work and would like to find some way to try and use it, or portions of it, in The Plain Dealer editorial section. Unfortunately, the piece is much, much too long in its present form. I wonder if it would be possible for you to condense it to from 900 to 1000 words, and perhaps to update it to include recent events.

I can appreciate the fact that that might take some work but I also think that you've put together an excellent essay regarding our city. I would very much love to share portions of it with our readers.

Sincerely,



Dennis R. Ryerson

DRR/b

WESTERN RESERVE
BOND
25% COTTON

To: ABCD Participants

Dick Donaldson suggested
the attached might be
good reading prior to our
discussion next Wednesday.

Bob Gian

U
DENNIS J. DOOLEY
1400 HANNA BUILDING
CLEVELAND, OHIO 44115

February 5, 1985

Adele Z. Silver
The Cleveland Museum of Art
11150 East Boulevard
Cleveland, OH 44106

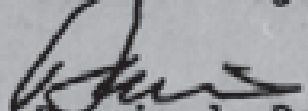
Dear Adele,

Thought you'd enjoy knowing that your husband's November 11th sermon, "What's Wrong With Cleveland?", has been making the rounds of all the inner circles. Steve Minter showed it to me a couple of weeks ago, recommending it to my attention as an exceptionally astute and eloquent statement of the problem. I circulated copies to the Foundation's program staff--one of whom showed it to a friend at city hall who asked if he could make a copy for his colleagues there. I also sent copies to Prof. Tom Campbell at CSU (who, ironically, recommended it to me that very afternoon--before his mail had arrived), the PD's executive editor Bill Woestendiek and editorial director Dennis Ryerson, who are both friends of mine.

When I passed out copies to the members of our Distribution Committee at last weekend's annual retreat, they (people like Roy Holdt of Eaton Corp., Dick Pogue and Harvey Oppmann) were quite impressed and thanked me. In fact Stan Pace said he wanted to make copies for his friends and some of the folks back at TRW, and even wondered aloud whether the PD might not get permission to reprint it.

I have fired off a copy to Tom Vail (who was unable to make the retreat) with Pace's suggestion. So if your husband gets a call, that's why. Strange the journey that ideas travel, isn't it. Tonight Steve is giving a speech on Cleveland's future at the First Unitarian Church of Cleveland out in Shaker, in which he intends to quote from the Rabbi's sermon. So it goes, full circle....and back to the "pulpit." I thought you would enjoy all this.

Warmest regards,


Dennis J. Dooley

February 8, 1985

Mr. George V. Voinovich, Mayor
City of Cleveland
City Hall
601 Lakeside Ave.
Cleveland, Ohio 44114

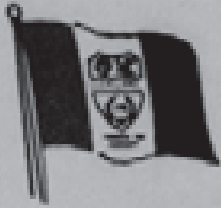
My dear Mayor:

Thank you for your kind note on my Cleveland talk. If there is any way in which I can help toward a program of metropolitan or regional government I will be happy to do so. It was good seeing you at the Round Table.

Sincerely,

Daniel Jeremy Silver

DJS:mp



City of Cleveland
GEORGE V. VOINOVICH, MAYOR



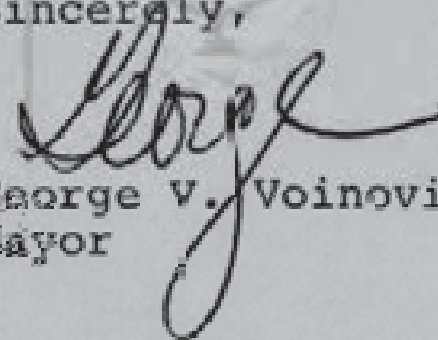
Januray 29, 1985

Rabbi Daniel Jeremy Silver
The Temple
University Circle & Silver Park
Cleveland, Ohio 44122

Dear Rabbi Silver:

I am glad that Sarah Austin shared with members of the Cleveland Roundtable your November 11, 1984 sermon. I agree with your conclusion and suggest that perhaps the Roundtable should take upon itself the responsibility for initiating indepth research into current alternatives for regional or metropolitan government and undertake a massive program to return the Cleveland Public School System to a first-class public school system.

Sincerely,


George V. Voinovich
Mayor

GVV:njd

601 Lakewood

January 25, 1985

Dr. Thomas F. Campbell
Professor of History
Cleveland State University
Euclid Ave. at East 24th St.
Cleveland, Ohio 44115

Dear Tom:

Thank you for your kind note. I am glad you found the piece on Cleveland of interest. Adele and I look forward to spending some time with you in the not-too-distant future. Have a good year.

Sincerely,

Daniel Jeremy Silver

DJS:mp

CLEVELAND
STATE
UNIVERSITY

College of Arts and Sciences
Department of History
Euclid Avenue at East 24th Street, Cleveland, Ohio 44115
Telephone: (216) 687-3920 Telex: 810-421-8252

January 16, 1985

Rabbi Daniel J. Silver
2841 Weybridge Road
Shaker Heights, Ohio 44120

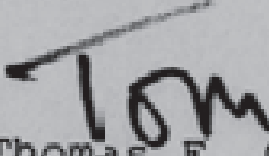
Dear ~~Rabbi~~ ^{Dan} Silver:

A member of your congregation gave me a copy of your November 11, 1984 sermon. I think it is an excellent analysis of what has happened to Cleveland in the most recent years. Cyrus Eaton used to say that Cleveland never recovered from the depression; the city fathers suffered from depression psychosis. I tend to agree with him.

I remember back when there was first talk about setting up a state university here. I commented to someone at the Plain Dealer that what we should do was to make Case Western Reserve University the state university, thereby combining the public funds with the considerable private endowments of the already established universities here, but I was told that the trustees were not interested in such things.

If that had happened it would have been one of those imaginative leaps forward that makes a great city possible. I hope your sermon gets wide distribution.

Sincerely,


Thomas F. Campbell
Professor of History

TFC/lr

Greater Cleveland Roundtable

Eaton Center
Suite 1830
1111 Superior Avenue
Cleveland, Ohio 44114

Sarah Short Austin
Executive Director

(216) 579-9980

January 4, 1985

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

Dear Rabbi Silver:

Thank you for sharing your talk: "What's Wrong With Cleveland?" I read it with interest.

I agree that we will not find solutions to many of our problems unless we have a Metropolitan Government structure. While it is a very difficult issue, we still should consider putting it on the Roundtable's agenda. It will definitely require a coalition effort if any progress will be made toward this end.

I have sent your speech along to John Miller. I will discuss it with him and recommend that we distribute it to our Board.

I very much look forward to working with you in 1985.

Sincerely,



Sarah S. Austin
Executive Director

SSA:bav

ATMORIE BOND

February 11, 1985

Mr. Strobe Talbott
2842 28th St. NW
Washington, D.C. 20008

Dear Strobe,

Here is the sermon on Cleveland we talked about yesterday.
We loved the lunch. The boys are just wonderful. It's
always a pleasure to be with you and Brooke.

As always,

Daniel Jeremy Silver

DJS:mp

Encl.

December 10, 1984

Dr. Norman Krumholz
Director Neighborhood Development
Cleveland State University
1983 E. 24th St.
Cleveland, Ohio 44115

Dear Mr. Krumholz:

I think the enclosed talk may be of interest to you.

WRHS
Sincerely,

Daniel Jeremy Silver

DJS:mp

Encl.

December 10, 1984

Mr. Steve Hoffman
Jewish Community Federation
1750 Euclid Ave.
Cleveland, Ohio 44115

Dear Steve:

I think the enclosed talk on Cleveland may be of interest to you. See you soon.

Sincerely,

Daniel Jeremy Silver

DJS:mp

Encl.

December 10, 1984

Dr. David Ragone
Case Western Reserve University
University Circle
Cleveland, Ohio 44106

Dear David:

This Bulletin includes a talk I gave on Cleveland which I think you may find of interest.

We are off with our children toward the end of the year for a few weeks. When we return let's have a tennis date. My best to Kit.

As always,

Daniel Jeremy Silver

DJS:mp

Encl.

December 10, 1984

Dr. Arthur Naparstek
Case Western Reserve University
School of Applied Social Sciences
2035 Abington
Cleveland, Ohio 44106

Dear Arthur:

I think the enclosed talk may be of interest to you. Hope
to see you soon.

Sincerely,

Daniel Jeremy Silver

DJS:mp

Encl.

December 10, 1984

Mr. Dick Lobo
W K Y C -TV, Channel 3
1403 E. 6th St.
Cleveland, Ohio 44114

Dear Dick:

Thank you for the note on the Torah scrolls.

I am enclosing a Bulletin which includes a talk on Cleveland which you may find of interest. Hope to see you soon. My best to Karen.

Sincerely,

Daniel Jeremy Silver

DJS:mp

Encl.

December 10, 1984

Ms. Sarah Austin
Greater Cleveland Round Table
Eaton Bldg., 1111 Superior #1830
Cleveland, Ohio 44114

Dear Sarah,

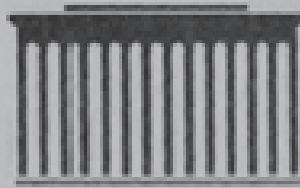
I think the enclosed talk may be of interest to you.

Sincerely,

Daniel Jeremy Silver

DJS:mp

encl.



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1750 EUCLID AVENUE • CLEVELAND, OHIO 44115 • PHONE (216) 566-9200

December 13, 1984

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

Dear Rabbi Dan:

Thanks for the copy of your talk on Cleveland's past, present, and maybe future. It was quite sobering!

I suppose that each of us over the years has developed a rationalization for the fix Cleveland now finds itself in, but I thought your presentation caught the essence of things the best that I've heard. I hope we are able to work on some of these things. Needless to say, the future of the Jewish community here, as you ably noted, is very much tied to the future health of Cleveland.

Warm regards.

Sincerely,

Stephen H. Hoffman
Executive Director

SHH:gc

Cleveland: What's Wrong?

Daniel Jeremy Silver

November 11, 1984

To study history is to know that no city is immortal. 2800 years ago Nineveh was the ~~wealthiest~~ ^{wealthiest} and most powerful city in the Near East, perhaps in the world. It was to Nineveh, "that great city," the capital of an Assyrian Empire which ruled lands from India to Egypt, that God sent Jonah with a message condemning the city for its evil ways. In The Book of Jonah Nineveh is described as a metropolis of such size that it would take three days to cross the city. The Bible exaggerates, but in Jonah's time the walls of Nineveh were 90 feet tall and world famous for eighteen massive gates.

Nineveh had been founded in the third millenium B.C.E. on a site on the Eastern bank of the Tigris in Northern Iraq at a point where a sizeable tributary joined the major river. A wide fertile plain marked the confluence of these two rivers whose fields easily provided sufficient food for the provincial town which grew up along its banks. Nineveh remained a city of modest size until in the ninth century B.C.E. Assyrian kings chose it as their Northern garrison center. Nineveh grew with the expansion of Assyrian power, and in time became the capital of that empire. During the eighth century emperors of legendary name; Ashurbanipal, Sargon and Sennacherib built their palaces and great temples here. For a time Nineveh was mistress of the world.

But cities, even the greatest, are not immortal. In 625 B.C.E. Nineveh was destroyed by an army organized by a new imperial power, that of the Medes and Babylonians. The city's population was put to the sword or exiled. Nineveh became an empty place, desolate. Subsequently, various attempts were made to repopulate Nineveh. A small town existed here in Roman times, and again during the Byzantine era, but Nineveh never regained even a fraction of its glory.

~~Finally,~~ ^{Some} five centuries ago it ceased to be an inhabited place. The river silted up so that the harbor could no longer be used. Herdsmen let their goats eat the roots which held the soil to the earth and the once fertile plain became a dust bowl. Nineveh became a ruin ~~to be~~ ^{only} visited ~~in the ruins of Nineveh~~

~~has been visited~~ by archeologists and tourists, seeking to uncover its one-time glory. No one has lived in Nineveh for half a millenium.

Cities grow for practical reasons. Cities grow where there is water and farm land. Cities thrive if they serve a special political or economic need. A city's wealth and population increases as long as the special circumstances remain. A city becomes a lesser place, settles back into relative obscurity, when circumstances change. Some, like Rome, rise, fall and rise again. Some, like Nineveh, rise, fall and are heard of no more.

In this country the larger towns of the colonial period - Boston, Newport, New York, Philadelphia, Baltimore - came into being and grew because they provided safe harbor for the ships which brought goods and colonists to the New World and carried back to Europe our furs and produce. New York continued to grow because it had a harbor and a great river, the Hudson, which could carry its commerce hundreds of miles into the hinterland. Newport did not ^{grow} because all it had was a land-locked harbor.

Cleveland was founded as another small trading village on Lake Erie. We began to grow because of the decision to make the village the northern terminus of the Ohio Canal. The Canal brought the produce of the hinterland to our port and these goods were then shipped on the lakes eastward to the Erie Canal and to the established cities along the eastern seaboard.

In 1840, shortly after the Ohio Canal was opened, there were 17,000 people in ~~Cleveland~~ ⁱⁿ ~~the town~~ town. We became a city ^{through} ~~because~~ of a second stroke of good fortune. Iron ore was discovered in the Lake Superior region; and because of the Canal this city was the logical place to marry the ore brought by ship from the Mesabi Range, the coal brought by barge from the mines of southern Ohio, West Virginia and western Pennsylvania and the limestone brought by wagon and railroad from the Indiana quarries. Investors built here the great blast furnaces which supplied America the steel it needed for industrial expansion. ~~The town grew rapidly~~. From 1840 to 1870 our population increased tenfold. It

is claimed that from 1880 to 19³⁰ we were the fastest growing city in America. By 1930 Cleveland had become America's sixth city. There was nothing magical about our growth or, really, planned. It was a matter of historical accident; the siting of the Canal, the discovery of iron ore and the ease of transporting here the ~~basic materials~~ ^{MATERIALS} from which steel ~~could be~~ ^{is} produced.

There is an old Yiddish saying that when a man is wealthy his opinions are always significant and his singing voice is of operatic quality. During the years of rapid growth no one complained about the weather. For most of this period our symphony orchestra was a provincial organization and our art museum was either non-existent or a fledgeling operation; yet, no one complained about the lack of cultural amenities. Our ball club wasn't much better than it is today, but no one is quoted as saying that the town's future depended on winning a pennant. There was then no domed stadium and no youth culture. Yet, young people of ambition and talent came. They came because there was opportunity here.

Those who believe that the solution to our current faltering status lies in a public relations program to reshape our tarnished image or in ~~a domed stadium~~ ^{in a live ~~up~~ ^{MIND OF} downtown} are barking up the wrong tree. We all welcome the city's cultural resurgence - that Playhouse Square is being developed and that there is a new Play House, the reality which is the University Circle - but, ultimately, the future of this city will not depend on entertainment or excitement but upon economics, ~~which~~. In real life people ask about the necessities - employment and opportunity - before they ask about life style and ~~the~~ ^{basic} ~~time~~ ^{amenities}.

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

Once upon a time the steel we forged could be shipped across the country and outsell all competition. Today steel can be brought to West Coast ports from Asia and to East Coast ports from Europe; and sold more cheaply than steel made here. ~~We no longer dominate that market.~~ The Steel Age is over and so is the age of assembly line factories which used our machine tools. ^{THE COUNTRY IS} ~~well~~ well into the age of electronics and robotics and these are not the goods in which we specialize.

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

Cleveland lacks the two special circumstances which have made for the prosperity of certain American cities in the post-war era: government and advanced technological research. This has been a time of expanding government ^{OBSTACLES} ~~and~~ and of the transformation of ^{OUR} information and control systems. Washington has become a major metropolis. State capitals have grown by leaps and bounds. Columbus is our state's capital. Silicone Valley is the symbol of the new economy. ~~Our inability to adjust to a new set of circumstances is the inevitable result of a prevailing state of mind which can only be called provincial.~~ We are a city of blast furnaces and steel sheds, not sophisticated research laboratories.

The years between 1980 and 1982 were a time of national economic stringency, but the number of jobs available in the United States still grew by slightly

under one percent. In the same period Cleveland lost 50,000 jobs. Between 1982 and 1984 when there was a resurgence in employment levels, Cleveland lost another 30,000 jobs. The census of our Standard Population Statistical Area, essentially metropolitan Cleveland, indicates that between 1970 and 1980 168,000 people left the area and that the exodus continues at about the rate of 10,000 a year.

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

Why has this happened to Cleveland?

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

Our inability to adjust to a new set of circumstances is the inevitable result of a prevailing state of mind which can only be called provincial. Over the years Cleveland has been comfortable, conservative, and self-satisfied. Clevelanders were comfortable and believed because they want to believe that

what was would always be. Those who raised questions were politely heard out but not listened to. The city fathers set little value on new ideas or, indeed, on the mind. Business did not encourage research. ~~The city leaders kept~~ ^{WERE KEPT} our universities on meager rations. I know of no other major American city which has such a meager academic base.

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

The same attitude of provincial self-satisfaction was to be found among our public officials. At the turn of the century, we were certainly the dominant political force in the state; yet, when Ohio's public university system began to expand, no one in Cleveland protested the fact that the northern campus would be an agricultural and a normal school at Kent. Nobody had the vision to propose the establishment here of a major urban university whose research facilities would concern themselves with the problems of the city, its people and its industry. Again, in the 1950's, during the second period of major expansion by the state university system, Cleveland showed little interest. I am told that

at first the town fathers actually opposed the establishment of a Cleveland State University. They came around, of course, but ours is still one of the branches with the least research potential and fewest laboratories. Even today much of what it does is limited to the retraining of those who came out of our city schools and to the training of those who will occupy third level jobs in the electronic and computer world. Change is in the air. Our universities are struggling to come of age, but a half century, at least, has been lost because Cleveland did not prize one of God's most precious gifts - the mind.

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

Cleveland did not fall behind in one area of technology - medical research. If the city fathers believed that the Steel Age would last forever, that real education took place back East and that it was wise and proper for them to look for investment opportunities elsewhere; they still lived here and they made sure that first-rate health care was available. Our hospitals have been well financed. Medical research has been promoted. Such research was valuable and non-controversial and the results of this continuing investment are clear. The medical field has been the one bright spot in an otherwise gloomy

economic picture. Our hospitals have a world-wide reputation. The research done here is state of the art. Recently the medical industry has come on straitened times, but even so, the gains are ^Athere and it is not hard to see what might have happened in other areas had our investment in ideas and idea people been significant and sustained.

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

We have fallen lengths and decades behind cities whose leaders invested money, time and human resource in preparing for the twenty-first century.

We stayed with the familiar. They broke new ground and laid the ground work for change. As long as the economy depended upon machines and those who could tinker with machines, Cleveland did well. But when it was no longer a question of having competent mechanics retool your machines for next year's production but a question of devising entirely new needs of production we could no longer compete and, to a large extent, we still cannot.

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

are an unlikely source of jobs.

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

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

This sad situation is also a result of our parochial outlook and our unwillingness to look ahead. It was easier to let each group draw unto itself than to work out ways to adjust competing needs and interests. The result is a diminished city. There were 970,000 people in the city in 1945; there are 520,000 people there

today, only one in four of us who live in this metropolitan area. The economic gap and the gap of understanding between the suburbs and the city and between suburb and suburb has widened, not narrowed, over the years.

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

Do you remember those small groups of whites and blacks who used to meet on the High level Bridge to signify that we were really one city? Their tiny numbers, the very fact their actions were seen as symbolic, underscored how far we have moved away from each other. To be sure, Clevelanders meet together in non-political forums where we profess infinite good will and talk of shared goals; but the talk rarely leads to decisive actions. Why not? We lack a political arena where our needs are necessarily brought forward and brokered. We lack a political structure which would force us to adjust our interests and develop an agenda to which we could commit ourselves, and until such a structure is in place there will be no sense of shared purpose.

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

it has not and cannot plan.

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

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

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

These last years have been better years for this city than the years immediately before. There has been significant building downtown. The highway system is in place. We have created regional transport, regional hospitals, a regional sewage system. But big buildings downtown do not guarantee the city's future. Big buildings downtown can be empty buildings, as some of them are.

Regional transport can mean empty buses. The future of Cleveland rests first on a revived economy. A revived economy depends upon bright people and new ideas. People do not get ideas out of the air. Ideas begin in our schools, universities and laboratories. Educational quality is costly. The future for Cleveland cannot be bought cheap.

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

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

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

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

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



small amount defunct & m. rule as per heron point - It
was the kind of a small & used - neither loan right to have - This
also could be used elsewhere, too many a good thing, want to
to you

S.M. said that the ^{DRIVING} ~~DRIVING~~ non union will be
good idea. J.R. was the best person & had to have a
board. In 1970 had 1M good business to U.S. Europe
or its way -

Charles ^{did not} ~~was~~ developed a very intelligent & ambitious
person. He has full control of "adventures" much a capital &
on that side was place - by large deal - - and the
attitude would over and under the personal or company
intention. C.M. said that needs answer - - said for
you say that it would C.M. needs to be kind of more interest
could have more money as a company of multiple
areas - It was the line to work of the industry -

a lot of money to start to improve the
current system - Charles made an effort to have a
more regular work here - We have interest to have a
scheme for land & future operation next - On that side
^{also} ~~also~~ 50% more to more money more money about
business or to state system - Charles, as expected
in the state, made an effort to see that CSU was
in the right company section to make sure -
Charles - It was day in plant factory and
have one of the best plants & we need about
no approval company

to be the fastest growing city - London - in 1990 was nearly
20th city in size - in 1990 it was - - nearly 50 years
passed no one imagined that the work in the land & goal
Theresa - of a quintile million last year & about people for
coming here to work over future

Classical fall on land this ^{don't with} when to include very fast
into the Depression ^{LT} - - and include also part of the country with
never recovered the GLAN after the Depression & with -
Simply put the country no longer L.A. is great & real of the

good was produced - The High Tail Age was supplanting
to 1960 Age - & the production of steel had become a need
into business - after change Delaware a new affiliated plants would
have been to L.A. & NYC now clearly for about one year
can will -

One can see how at the history and who may
maintain which side rule of the city justice & the balance
movement of the last 12 cities - - but in the day seen
to be very hard managing the quality of new industry to
remain the people have on new learned needs R&D
& modernity over time - - these kind of changes would
still have been hard times for the city & the area -
Business had changed. No notice of an action had changed.
~~Chobanian was a large & good friend of our network~~
factory.

~~There is old Yiddish proverb that a man's~~
~~own voice is always present and his single voice is~~

Subject
Circled; see unfaded - unmarked - unintended in new
on new - new

So the purpose unfaded new at the hand of the circled
appears. On new level in high . 2 to 120. new
slightly unfaded circled to best purpose of in green -
the new & unfaded high in low & some unfaded unfaded -
Now new unfaded unfaded - unfaded unfaded unfaded
but on 4th unfaded unfaded unfaded after a unfaded - unfaded
unfaded unfaded unfaded for unfaded unfaded - unfaded unfaded unfaded -

The 3rd is unfaded , unfaded unfaded quite another
unfaded unfaded unfaded unfaded unfaded unfaded - unfaded

2 unfaded in unfaded unfaded unfaded unfaded unfaded -
unfaded unfaded unfaded - unfaded unfaded unfaded to
for unfaded , On unfaded unfaded unfaded unfaded
unfaded in unfaded in unfaded - unfaded unfaded unfaded
unfaded unfaded unfaded unfaded unfaded unfaded unfaded
it , unfaded unfaded unfaded unfaded - unfaded unfaded unfaded
unfaded unfaded unfaded unfaded unfaded unfaded unfaded
unfaded unfaded unfaded unfaded unfaded unfaded unfaded

The one unfaded in unfaded unfaded unfaded unfaded
at unfaded unfaded unfaded unfaded unfaded unfaded -- of
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unfaded unfaded unfaded unfaded unfaded unfaded unfaded
unfaded unfaded unfaded unfaded unfaded unfaded unfaded
unfaded unfaded unfaded unfaded unfaded unfaded unfaded

which are sufficient to allow - President would be so
much or scarcely agreed if we were one

Calendar year by anniversary

Calendar divided by division - a calendar also
from last year described, it seems better to say - a
described period would set it to say into further - to
be part of the one which should be so large scale

January is large & large

The first year - large year - an original
of interest - last to large year - large year
which is large year of large year - large year
which is large year of large year - large year
1 - 4 - large year - large year - large year
large year of large year - large year

Kaddish

(BRANCH)

Friday

Sunday November 11, 1984

Those who passed away this week

JAMES SENOR

Gahrzeits

MORRIS LEVIN
PROFESSOR MAX MORRIS
LEWIS A. KOHN
MINNIE DEMSEY
LOUIS S. KUX
EDWARD SCHAGRIN
CLARENCE FISHEL
RUFUS M. ULLMAN
DORA ELSNER
BESS MANDELKORN FULDAUER
LOUIS E. GRUBER
HENRY H. WEISKOPF
SAMUEL FARKAS
PETER E. KLEIN
EVALIN STARK
ESTHER GESCHWIND
LOUIS LUX
BERNARD G. WENGEL
DR. JACK MELTZER
ESTHER MOSHONTZ
MEYER CHESSIN
SADIE W. SOLOMON
JEAN C. FISHMAN
JACOB GORDON
ANNA SPRAGER SPERLING
KIM NEWMAN
LILY T. SPITZ
MRS. MARTIN A. MARKS
JEROME J. NEWMAN
THERESA SPITZ

MYRON E. WOHL
ESTHER LIEBERMAN ADLER
IDA CHAIKIN
ELIZABETH MARGULIS
JOSEPH BINKOVITZ
HARRIET L. WIEDDER
SOPHIA KABER
JENNIE G. BERGER

SUN	MON	TUES	WED	THURS	FRI	SAT
28 SERVICE 10:30 a.m. The Temple Branch Rabbi Daniel Jeremy Silver will speak on THE ELECTION Temple High School Big Kitchen 11:30 - 1:00 - Branch Confirmation Camp	29 Main Event Rehearsal	30 TWA Special Tuesday Fellowship & Study Group Rabbi David Sandmel 10:30 a.m. - Branch Midweek Confirmation and Pre-Confirmation Classes Begin Main Event Rehearsal	31 Main Event Rehearsal	NOVEMBER 1 Main Event Rehearsal	2 MAIN EVENT SERVICE OF REDEDICATION 8:00 p.m. - Main Sanctuary	3 Shabbat Service 9:00 a.m. - Branch MAIN EVENT GALA CELEBRATION 8:00 p.m. - Main Temple
4 MAIN EVENT SPECIAL FAMILY SERVICE 10:00 a.m. Main Sanctuary	5	6 TWA Activities 10:00 a.m. - Branch Fellowship & Study Group Rabbi David Sandmel 10:30 a.m. - Branch TYA Board Meeting 8:00 p.m.	7	8	9 Services - 5:30 p.m. The Temple Chapel SECOND FRIDAY DR. BEZALEL NARKISS will speak on "Hebrew Illuminated Manuscripts" 8:15 p.m. - Branch	10 Shabbat Service 9:00 a.m. - Branch Bar Mitzvah JONATHAN BERNSTEIN 11:00 a.m. The Temple Chapel
11 SERVICES 10:30 a.m. The Temple Branch Rabbi Daniel Jeremy Silver will speak CLEVELAND - WHAT'S WRONG Temple High School 11:30 - 1:00 p.m. Big Kitchen - Branch	12	13 TWA Activities 10:00 a.m. - Branch Fellowship & Study Group Rabbi David Sandmel 10:30 a.m. - Branch Lunch With The Rabbi Uptown - The Somerset 12 noon - 1:30 p.m. Temple Board Meeting 8:00 p.m. - Branch	14	15	16 Services - 5:30 p.m. The Temple Chapel THIRD FRIDAY SERVICES 7:45 p.m. - Branch	17 Shabbat Service 9:00 a.m. - Branch
18 SERVICES 10:30 a.m. The Temple Branch Rabbi Daniel Jeremy Silver will speak <i>Do Falshes</i> <i>Edwige out Ser</i> Temple High School 11:30 - 1:00 p.m. Big Kitchen - Branch	19	20 TWA Activities 10:00 a.m. - Branch Fellowship & Study Group Rabbi David Sandmel 10:30 a.m. - Branch TMC Board Meeting 8:00 p.m. - Branch	21	22 UNIVERSITY CIRCLE THANKSGIVING SERVICE Epworth - Euclid United Methodist Church 10:30 a.m.	23 Services - 5:30 p.m. The Temple Chapel	24 Shabbat Service 9:00 a.m. - Branch

<p align="center">SUNDAY MORNING SERVICES</p>	
<p align="center"> October 28, 1984 10:30 a.m. The Temple Branch Rabbi DANIEL JEREMY SILVER will speak on THE ELECTION </p>	<p align="center"> November 11, 1984 10:30 a.m. The Temple Branch Rabbi DANIEL JEREMY SILVER will speak on CLEVELAND - WHAT'S WRONG </p>
<p align="center"> Friday Evening Service - 5:30 - 6:10 - The Temple Chapel Sabbath Service - 9:00 a.m. - The Branch </p>	

THE TEMPLE BULLETIN
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