

2003

Maxine Goodman Levin College of Urban Affairs: Celebrating 25 Years

Mary Ellen Simon
Cleveland State University

Susan Petrone
Cleveland State University

Follow this and additional works at: https://engagedscholarship.csuohio.edu/urban_facpub



Part of the [Urban Studies and Planning Commons](#)

[How does access to this work benefit you? Let us know!](#)

Repository Citation

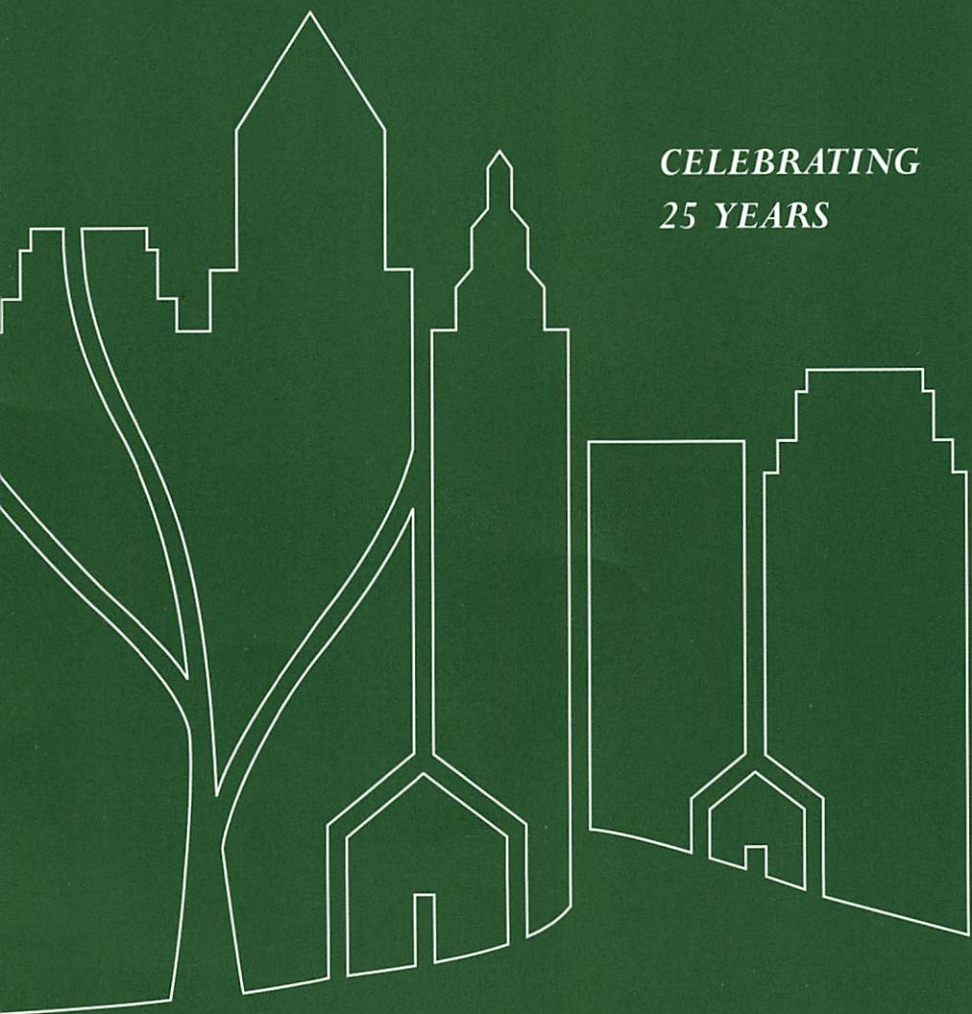
Simon, Mary Ellen and Petrone, Susan, "Maxine Goodman Levin College of Urban Affairs: Celebrating 25 Years" (2003). *All Maxine Goodman Levin School of Urban Affairs Publications*. 0 1 2 3 1670.
https://engagedscholarship.csuohio.edu/urban_facpub/1670

This Book is brought to you for free and open access by the Maxine Goodman Levin School of Urban Affairs at EngagedScholarship@CSU. It has been accepted for inclusion in All Maxine Goodman Levin School of Urban Affairs Publications by an authorized administrator of EngagedScholarship@CSU. For more information, please contact library.es@csuohio.edu.

Cleveland State University

**Maxine Goodman Levin
College of Urban Affairs**

*CELEBRATING
25 YEARS*



**THE MAXINE GOODMAN LEVIN
COLLEGE OF URBAN AFFAIRS**

**THE MAXINE GOODMAN LEVIN
COLLEGE OF URBAN AFFAIRS:**

CELEBRATING 25 YEARS

BY MARY ELLEN SIMON

Copyright 2003 by Cleveland State University

The Maxine Goodman Levin College of Urban Affairs: Celebrating 25 Years

researched and written by Mary Ellen Simon

edited and layout design by Susan Petrone

Maxine Goodman Levin College of Urban Affairs

Cleveland State University

2121 Euclid Avenue

Cleveland, Ohio 44115

CONTENTS

1967-1977: Urban Studies and Urban Affairs 13

1977-1989: The Institute Becomes a College 51

1990-2002: The Expansion Years 85

College Benefactors and the Community 111

Appendix A:

Enrollment Growth and Awards 123

Appendix B:

Faculty and Staff: 1967-2002 131

Appendix C:

Current Faculty Biographies 139

Appendix D:

Visiting Committee Members: 1980-2002 149

Appendix E:

Maxine Goodman Levin and Albert A. 151

Levin Chair of Urban Studies & Public

Service Advisory Committee: 1975-2002

PREFACE

The Maxine Goodman Levin College of Urban Affairs began in a time of turmoil for America's cities and looks ahead to a future filled with challenges and opportunities. The growth of the Levin College, thus far, has been an evolution of its many parts—parts that have not always kept an orderly pace. In writing this history of the first 25 years of the Levin College, then, I did not try to impose an overly strict order. Much of the College's programming and curriculum have been influenced by current events, and not all the programs have succeeded, but I have tried to give an honest picture of both some of the successes and some of the failures.

I believe that every program, faculty member, and graduate of this College deserves mention in the history of the College, but it would be impossible to mention each by name and their accomplishments. There is no attempt on my part to judge which faculty members or projects or researchers have produced the most important work since the passage of time will be the judge of that. Instead, I have tried to discuss representative events and people to give the flavor of diversity and change in the College over the years.

Thanks to all who have helped me research and write this history, especially Roberta Steinbacher and Susan Petrone, both of whom read early versions of the history and made invaluable suggestions. And a special thanks to Tom Campbell for his leadership, advice, historical perspective, and stirring memories.

—Mary Ellen Simon

INTRODUCTION

In the late 1960s, Tom Campbell, Roberta Steinbacher, and others began to forge a new partnership between higher education and the urban communities of Northeast Ohio. Through their persistence, what was once a dream became one of America's leading centers for urban research and public service. Today, with more than 2,500 alumni, the Maxine Goodman Levin College of Urban Affairs is a partner with organizations throughout Ohio and the U.S. in an effort to revitalize urban centers.

On the occasion of our 25th anniversary as a college, it is appropriate to reflect on the past and record the efforts that produced this jewel for Cleveland State University. This history documents the extraordinary contributions of Maxine Goodman Levin to our development. Her generosity and commitment to Greater Cleveland turned Tom and Roberta's hopes into a robust college. David Sweet—the College's first dean—then joined with such benefactors as Ruth Ratner Miller to build a commitment to public service, teaching, and research that remains as the College's guiding light.

The heart and soul of the Maxine Goodman Levin College of Urban Affairs has always been the faculty, staff, and students who, each year, redefine and rededicate themselves to the dreams and aspirations of the individuals who wanted to build America's premier urban college. This history celebrates the accomplishments of every individual who has become part of our family.

It is impossible to note everyone who has contributed to making the Levin College a center of academic and research excellence—because virtually every faculty and staff member, every student, every alumni, every supporter has made some contribution—it is equally impossible to thank and acknowledge everyone who made the creation of this history possible. While this book is dedicated to Maxine Goodman Levin and everyone who makes this College the special place it is, the heroine of this work is Mary Ellen Simon. Mary Ellen spent many months researching, interviewing, writing, and piecing together the many chains of events that add up to the history of the Levin College. I want to offer her my thanks.

On behalf of the entire College community, I hope that you will take as much delight in reading the history of the Maxine Goodman Levin College of Urban Affairs as I take in presenting it to you.

—Mark Rosentraub, Dean and Professor

1967-1977

URBAN STUDIES AND URBAN AFFAIRS

After 25 years of public service, research, and teaching, the study of urban affairs is still a relative newcomer to the university campus; despite its youth, the Maxine Goodman Levin College of Urban Affairs at Cleveland State University has earned its place as one of the nation's most respected programs. The College's stature since its beginning as the Institute of Urban Studies was determined by the scholar-social activists who brought an innovative and interdisciplinary approach to a university curriculum and creative problem-solving to the troubled urban environment.

Institutes and departments of urban affairs began to spring up on campuses in the United States during the tumultuous 1960s, and since then, students and scholars have worked together in urban universities to study the city and its problems through the interdisciplinary perspectives of economics, finance, public administration, planning, geography, history, psychology, sociology, political science, and environmental studies. Professors and students have gone into the neighborhoods of numerous cities to learn more about people and governmental structures and to determine how to help cities and their regions meet the challenges of change. The varied political and cultural viewpoints of faculty and students have enhanced our understanding of the problems of modern society, and working collaboratively, they have suggested solutions, policies, and planning methods that reflect the best thinking of each discipline. Urban programs such as the Levin College of Urban Affairs have connected universities to people and cities through the study of urban affairs.

Born in a time of critical need, the Levin College of Urban Affairs endures as a critical necessity. As with most institutions, the earliest years are the most forgotten and, therefore, are discussed in this history in the most detail. Although it may be difficult for some to remember the climate and the world into which the College was born, and impossible for others who were not yet born, this historical record is an attempt to recall what the College looked like, who some of the people were who built the College, and what the important activities were that made the College what it is today.

The National Scene

The 1960s was a time of national turmoil, civil unrest, and social change. The Vietnam War, the assassinations of John F. Kennedy, Martin Luther King, Jr., and Robert Kennedy upset the calm 1950s, a relatively uneventful decade that followed the Korean War. The country entered into a much more unsettled period in the 1960s, a time of urban crisis marked by inner city riots and social tension.

The federal government, hoping to stem the tide of riots, many of which were racial conflicts, sent funds for urban renewal projects to major cities, supporting programs designed to reduce poverty, unemployment, and illiteracy. In his 1965 State of the Union address, President Lyndon Johnson spoke of building a "Great Society," a domestic program to improve the quality of life for all Americans and an extension of his War on Poverty, launched the year before. Several Great Society measures were passed including Medicare, federal aid to education and the arts, the Voting Rights Act outlawing literacy tests, and the establishment of the Department of Housing and Urban Development.

Federal aid to primary and secondary schools was increased, and the food stamp program expanded. Some programs, however, such as the Model Cities program of 1966-67, were announced but never funded at the level planned. Some programs were developed without research to substantiate their need or methods; many were not coordinated with state and local programs, sometimes duplicating or running opposite to the federal programs. Fairly soon, it became evident that throwing money at the problems would not help if research and study were not part of the picture. During the Nixon administration, some programs were cut for budgetary reasons and support for many housing and urban renewal programs was withdrawn. Sometimes state and local governments tried to sustain programs in response to the loss of national programs.

Expenditures at the local level grew at startling rates, and the functions of local government expanded in scope, with increasingly complex municipal programs. As federal money was funneled through state and city budgets, the need for cost-effective local governments and a more educated, efficient local government workforce became urgent. One response of state governments to the national unrest and budget issues was to tie the need for an educated workforce to the movement for access to higher education for lower income citizens.

The Kerner Commission. In July of 1967, President Lyndon Johnson established the National Advisory Commission on Civil Disorders, also known as the Kerner Commission, to study "why the riots occurred, what happened, and what could be done." After examining the incidents, the Commission concluded that "white racism is essentially responsible for the explosive mixture which has been accumulating in our cities since the end of World War II" (Kerner Commission, p. 11). But the commission cited other factors, too—pervasive discrimination and segregation in employment, education, and housing; black in-migration and white exodus, which produced growing concentrations of impoverished blacks in major cities; black ghettos; a climate that tended to encourage violence as a form of protest; the frustration of powerlessness; police brutality; and a double standard of justice (p. 10-11). The Kerner Commission admitted that there were no easy answers to these complex problems but called on all Americans to shape a future "compatible with the historic ideals of American society" that would stem "the continuing social and economic decay of our major cities" (p. 23).

The Local Scene

In Cleveland, Ohio, evidence of this movement was the establishment of the two-year Cuyahoga Community College and also the Ohio Board of Regents, both founded in 1961 and both supportive of the concept of tax-supported public education in Ohio. At the same time, two powerful men, Governor James Rhodes and Thomas Vail, editor of the *Cleveland Plain Dealer*, expressed their belief that a four-year public university was needed in the city of Cleveland. Governor Rhodes decided to build a new state university on the base of the already functioning Fenn College, a small four-year, private downtown institution with a cooperative-education program in which students gained work experience while earning money to pay for their education.

The Cleveland Commission on Higher Education summarized the events that led to the establishment of Cleveland State University: "Fenn College was struggling with rising operating expenses and faculty salaries, as well as a declining percentage of income from enrollment and gifts. To aggravate matters, Cuyahoga Community College and state university extension branches had supplanted much of the enrollment in its...program. The time appeared ripe for the emergence of a state university in Cleveland."

And so in 1963, the administrators at Fenn College, who apparently were anxious for some kind of merger to relieve financial pressures, heard the news from unofficial sources before they heard it from the governor: Fenn College was to be supplanted by Cleveland State University (CSU). Private colleges in the area were not happy with a new four-year public college being established in the heart of the city; they saw this institution as dipping into the student pool that they considered their own. Fenn College administrators were upset about the lack of notice they received and not too sure they wanted to be a public university. Cuyahoga Community College (CCC) administrators were upset on other grounds—they believed that establishing a technical institute, which was part of the governor's plan for CSU, was already part of CCC's charge. Nonetheless, after less than a year of negotiations, in 1964 Fenn College became a part of the history of the new state institution, Cleveland State University.

It was a rocky start for the new kid on the block. The university had been created with a promise from the governor that it would be part of the city and that it would solve some of the inequities of educational access. But the unexpected start-up of a new public university in troubled times, along with great expectations from the community that the university would solve the racial and economic problems of the city, meant that not all the departments and faculty of the university were ready or able to make that promise become a reality. Dr. Harold Enarson was appointed as the first president of Cleveland State University in 1965 and began the work of defining the urban university, but problems in the city would not allow much time for that.

The Hough Riots. The Hough neighborhood, not far from downtown Cleveland, had a population of over 65,000 in 1950. Much of the city's black population, dislocated by the construction of freeways and urban renewal projects in older Cleveland neighborhoods, moved into the Hough area, causing the population to swell in a little over 10 years to an estimated 82,000. Whites and middle-class blacks who had lived in the area for decades fled, leaving behind a poverty-stricken neighborhood, riddled with crime and decaying houses (Campbell, *Snow Belt Cities*). Riots in other places such as New York's Harlem and Los Angeles' Watts and the frustrations of overcrowding and unemployment in the inner city of Cleveland brought things to a head. In July of 1966, Hough erupted in

riots. On July 20, the Ohio National Guard moved into Hough and by July 25, 1966, when the rioting was over, four people had been killed, 30 injured, nearly 300 arrested, and 240 fires reported. But Hough wasn't the only part of the city that was troubled.

Although Cleveland had been losing population since 1950, the exodus accelerated dramatically after 1960. Between 1960 and 1970, the city lost more than 125,000 residents... By the early 1970s, some 20,000 residents were leaving the city each year... The exodus emptied many neighborhoods of housing and of commercial and industrial buildings, and resulted in widespread abandonment of property, demolition of thousands of buildings, and vacant lots. In addition, Cleveland lost thousands of jobs while the suburbs of Cuyahoga County gained thousands; problems of poverty and racial segregation in the city escalated and eventually most of county's poor lived in Cleveland (Keating and Krumholz, *Rebuilding Urban Neighborhoods*).

University Solutions

In Cleveland, newspapers were calling for universities to "find solutions to the urban crisis," citing the "crisis in Harlem in 1963, the eruption of Watts a year later, the Hough riots" in Cleveland in 1966, and continued campus turmoil in the summer of 1967. (Bud Weidenthal, "Colleges are Called to Find Solutions to Urban Crisis," *Cleveland Press*, 9/27/67). Local and state governments and local and national foundations began funding programs aimed at finding solutions to urban and racial problems; universities were often the homes for these programs and projects.

Local government officials needed training and information about how cities were changing, and American colleges and universities were being asked to deliver that training even though they had seldom, if ever, considered themselves as providers of training for government employees or public servants. Universities (the "gown") had traditionally seen themselves as separate from the "town" and not closely tied to the needs of the community. They were hesitant to accept the educational charge to offer courses in city and regional planning, urban sociology, urban design, public administration, and real estate, few of which had any applied

precedent. A new role — urban outreach — was being asked for, and the universities were not sure they were prepared to play this new role. Joseph Timan, Chairman of the Committee for National Land Development Policy, released a survey that showed “a shocking lag throughout the educational establishment in dealing with our pressing urban problems.” Institutions of higher education and philanthropic foundations found themselves being moved into leadership roles to identify urban problems and find solutions, and they weren’t always confident that they could do either.

As early as 1958 some universities, including MIT and Harvard, had looked for ways to establish what they called “institutes” of urban studies and, by 1967, Rutgers and Princeton were undertaking a joint program in urban studies. Selected state universities had been funded by the Ford Foundation in 1959 to establish institutes and, by the late 1960s, the movement for urban studies institutes was becoming recognized. The early programs were evaluated and judged to have produced mixed results: “those that were well funded, had capable leadership, and were located in stable cities of moderate size seemed to work well and had impact; in other cases, the experiments had scarcely any effect” (Sweet, “Urban Extension in the Decade Ahead,” 1992, p. 37).

Locally, there was funding available too, as Diana Tittle points out in *Building Cleveland*, a history of the Cleveland Foundation:

...the Greater Cleveland Associated Foundation [was] a demonstration project underwritten by the Ford Foundation, that sought through the creative application of philanthropy, to stimulate solutions to the lack of educational, employment and housing opportunities that seemed to fuel inner-city unrest. Using \$10 million in seed money to leverage millions of Great Society dollars, the Greater Cleveland Associated Foundation had helped to spark private and public experimentation with a wide variety of socioeconomic programs for the disadvantaged and poor. In encouraging the more traditionally run Cleveland Foundation to continue the Associated Foundation’s innovative work when the two organizations merged in 1967, less than a year after riots had devastated the Cleveland neighborhood of Hough, [James] Norton helped to reestablish The Cleveland Foundation’s interest in taking on the urgent problems of the day—a development that ultimately prompted other major community

foundations to rethink their roles as well. Indeed, Norton's successor, Homer Wadsworth, would later insist that the grant creating the Greater Cleveland Associated Foundation had been the most successful Ford had ever made (p.13).

Through national foundations such as the Ford Foundation, other programs were started in the late 1960s and early 1970s that centered on "the need for more and better research on cities and encouraging university faculty and students to serve in urban government." (Sweet, "Urban Extension in the Decade Ahead," p. 37). Title I of the Higher Education Act of 1965 allowed the U. S. Office of Education to award grants, and beginning in 1968, the U. S. Department of Housing and Urban Development (HUD) awarded grants through the Urban Observatories network. The goals of these programs were "to make university resources available to local governments for aid in solving urban problems, to provide a coordinated program of urban research that could be applied to problems common to a number of areas, and to further university capabilities to relate research and training to urban concerns" (p.37). All the urban research and resources, however, ended when the foundation and federal support ended. William Pendleton of the Ford Foundation concluded that the mutual weakness of the urban extension projects and the urban centers "was the lack of hard funding" (37). Nationally and locally, cities needed help and leadership and a stable relationship with universities to provide teaching, research, and service for the urban community.

Laying the Foundation:

The Institute of Urban Studies is Planned

The man who led the response to Cleveland's need was Dr. Thomas F. Campbell, associate professor in the history department at Cleveland State University, where he had been teaching since 1966. Tom Campbell had arrived in the United States in the mid-1950s from his birthplace in Northern Ireland, where, as a young man in Belfast, he saw what happens when "good men did nothing." He had a strong social conscience and a love for reading, but was without the education he wanted and needed to fulfill his dreams. He first worked in Washington, D.C., then completed his undergraduate and graduate studies at Case Western Reserve University and, after teaching at The Ohio State University for a short time, settled in



Dr. Thomas Campbell in the mid-1960s.

Cleveland where he became a CSU faculty member and recognized historian of the area. Concerned about the Hough riots and protests on the CSU campus in which student demonstrators broke university cafeteria windows and held sit-ins, he did not want to see the university "retreat within the ivory tower and behave as though the world hasn't changed" (*Cleveland Magazine*, April 1975).

Campbell had spent most of his young life working for social justice and, in Cleveland, as a former director of the City Club (later its president), he was well-known as a civic activist

and a frequent participant in politics at City Hall. He was now ready to lead a movement that would make Cleveland State University a truly urban university.

In February 1967, a group of CSU faculty representing several academic departments—education, history, sociology, management, engineering, and economics—began meeting in temporary offices in the basement of old Mather Hall on Prospect Avenue to discuss the state of the university and the city. They concurred that the university needed to respond to the tensions of the city and, to that end, sent a statement of their beliefs to all CSU faculty. They called themselves the Ad Hoc Committee on Urban Studies and called their statement, "The Promotion of Urban Studies at CSU." It began:

Situated in the middle of a great metropolitan area, in close contact with the city's problems and leaders, Cleveland State University has a major opportunity to contribute to the teaching, study, and solution of urban problems.

Other universities in this part of the country have already established urban institutes. In some cases the emphasis is primarily on urban politics; in other cases the focus is on city planning or transportation. In many cases these institutes seem to be mainly devices for securing additional money for research. We suggest that CSU has an opportunity to establish an urban program with a somewhat different orientation." (The statement was signed by Thomas F. Campbell, Floyd Adams, Albert N. Cousins, Hans Nagpaul, Harry M. Loudon, Michael Shuga, Julian Suso, and Edric A. Weld, Jr.)

They wanted to build an institute that would "bring together faculty from a wide range of specializations to work on urban problems in an interdisciplinary setting, designed in particular to facilitate communication between specialists with common interests in urban problems, through forums, seminars, and workshops...linking academic specialists with the political and economic leadership of a large metropolis." The program in urban studies would provide "a means of introducing the study of urban problems throughout the curriculum of the university" and should include a "full range of undergraduate courses focusing on urban problems, particularly in the social sciences." They believed that "as land grant colleges developed a special relationship with rural America, so too can the urban universities establish a special relationship to the American metropolis."

An executive committee, the first of many, emerged from this group consisting of historian Thomas Campbell as chairman, political scientist Elinor Bowen, sociologist Israel Rubin, and economists Julian Suso and Edric A. Weld, Jr. This group became known as the official Ad Hoc Committee, and they began constructing a proposal for an Institute of Urban Studies. By the time they finished writing the proposal in July, a large number of the CSU faculty had become involved in the planning process, and most of them agreed to create a university that could be responsive to the social needs of the city by establishing an Institute of Urban Studies.

The first draft proposal for an Institute of Urban Studies reported that over 117 universities had set up urban studies programs, centers, or institutes, some of which had been successful, but many of which had not "fulfilled their promise." To avoid the pitfalls of those that failed, the

committee decided that they would create an institute that was multidisciplinary, envisioning rotating appointments, committees of volunteers, faculty colloquia and seminars, and support for faculty research to create an environment in which disciplinary boundaries could be crossed.

They planned to avoid tension between community service and scholarship and between research and educational programs by constructing an organizational structure that would permit scholarship, teaching, and community action to exist side-by-side with equal access to common resources. They viewed the city as a laboratory and training ground for students with relevant education and scholarship and wished to avoid isolating the institute from the university by fully integrating it into the academic life of the university and becoming a center of excellence. These educators and promoters of the idea of an Institute of Urban Studies had always been involved with the city, not because the newspapers urged it or pushed them into it, but because working in the community and being involved in partnerships with citizens was what they were about.

A survey of all CSU faculty found that a substantial majority shared the view that the Institute of Urban Studies must be an integral part of the university and that the structure and staffing patterns would be crucial to insure two-way interaction between the Institute and the university's colleges. Almost 25 percent of the faculty agreed that the university could not afford to have the Institute isolated from academic life, which was the case in many other universities; they needed the contributions of specialists with a strong base in their own disciplines and familiarity with new developments in their fields — essential components if the Institute was to develop research and graduate programs in urban studies in the university and at the same time serve as a bridge to the city from other parts of the university.

The Institute of Urban Studies, 1967 – 1977

On July 13, 1967, a few weeks before the Kerner Commission released its report on civil disorders, CSU President Harold Enarson discussed the faculty proposal for the establishment of an Institute of Urban Studies at the Board of Trustees meeting, noting that a number of major universities in urban areas had turned their attention to urban concerns. Using the comparison that others often cited, he suggested the university approach urban problems using methods similar to those that land-grant

institutions used to direct their energies to rural problems. Enarson believed it would take time for an institute to become effective, but wanted the University to begin moving in this direction. At the meeting, the Board "resolved, that the preliminary proposal for an Institute of Urban Studies, as drafted by the Administration and ad-hoc committee of the faculty was approved in principle" and that the organization and staffing of an Institute was to proceed. At the same meeting, the establishment of a Division of Continuing Education was also discussed, a coincidence of timing that would later resurface in discussions of a potential name for the Institute.

The decision to create an Institute was no small accomplishment. It was not unusual, at the time, for higher education to view the field of urban studies as the subject for one course or seminar rather than committing resources to a permanent academic unit. Case Western Reserve University and Cleveland College's Department of Architecture, for instance, had presented a 16-week seminar in the winter of 1967 dealing with "planning the urban environment," a course for "citizens, community leaders, and persons in government and industry who wish(ed) to develop their understanding of the 'good city' and the means of achieving it." But others, like the founders of the Institute of Urban Studies, believed that the field of urban studies was complex and deserved more time and attention than one or two classes. They believed that urban studies programs needed to focus on understanding how urban communities function, the major problems facing the urban area, and finding solutions to these problems through research and practical application. To begin that pursuit, on September 1, 1967, the CSU Board of Trustees approved the establishment of an Institute of Urban Studies.

The task now for the persistent Ad Hoc Committee, led by Campbell, was to guide the proposal for an Institute of Urban Studies through the maze of the University bureaucracy—from the Curriculum Committee to the Graduate Studies Committee to the Faculty Council—until finally, on October 25, 1967, the Faculty Council gave tentative approval to establish the Institute of Urban Studies, "subject to final approval upon receipt of a satisfactory consultant's report on the program." Faculty Council's full approval to establish the Institute was not given until January 20, 1968. By October 1, 1968, the first year of full operation, the Institute began classes with a few faculty members, about six students, two courses, and no director.

Financial support for the new Institute of Urban Studies during the first year was minimal, but creative collaborations were forged to supplement the university budget until grants and other monies could be obtained for the Institute. In August 1967, CSU President Harold Enarson announced that the Bureau of Urban Research and Service, as the Institute's research arm was first known, had been established in cooperation with the Cuyahoga County Mayors and City Managers Association (MCMA), a group funded by a grant from the Greater Cleveland Associated Foundations. Plans for the Bureau called for it to eventually be headed by a director, but temporarily there was to be only an assistant director for Urban Research and Service. This assistant director was also expected to serve as executive secretary of the MCMA while a search committee considered nominations for the director of the Institute.

The Bureau, besides serving as the applied research arm of the Institute, was an information center and clearinghouse for all types of municipal problems. In June, an agreement was reached between the Cuyahoga County Mayors and City Managers Association and the University that kept the dominant role in the University while funds from the MCMA helped to support the Institute.

In February 1968, Peter Halbin, former executive secretary for the City Club of Cleveland, was chosen to be assistant director of the Institute's Bureau of Urban Research and Service and to serve as the executive secretary of the Mayors and City Managers Association. The Institute agreed to house the staff, and the two organizations agreed to share the costs, an arrangement that lasted until January of 1969.

It had taken over a year for various committees, boards, and councils to approve the Institute—a year of planning, teaching, and collaboration-building undertaken by the over-worked Ad Hoc Faculty Committee of Campbell, Weld, Suso, Rubin, and Bowen. During that time, scores of other faculty and staff members participated in discussions that led to the final proposal for the Institute, and dozens of proposal drafts and versions were written and rewritten. The Institute started to take shape, and eventually the Ad Hoc Committee was replaced by a more permanent Advisory Committee for the Institute, with members that included the Vice President for Academic Affairs, the Deans of CSU's Colleges, the Director of Institutional Planning and Faculty Resources, the Director of Research Administration, and four faculty members.



The Prospect Building—the first home of the Institute of Urban Studies.

In mid-February 1968, members of the Ad Hoc Committee, all of whom were teaching full-time, met and reported their accomplishments: the group had developed plans for undergraduate courses, a possible minor in urban studies, library acquisitions, a databank and information center, community service programs and internship programs, promotion and support of research, and coordination with other local university and civic groups.

Until 1971, the Institute was headquartered in the basement of 2323 Prospect Avenue (no longer standing), which was rented by Cleveland State University and also housed the cooperative education department. The Institute received a grant of \$45,400 from the George Gund Foundation toward the operating costs for the first year, including funds for two fellowships and two graduate assistantships—probably, some said, because Tom Campbell's tenacity and credibility so impressed James Lipscomb of the Gund Foundation. The grant was a significant support to the program costs in the Institute's first year.

Connecting with City Hall

In November 1967, city voters elected Carl Stokes as the first black mayor of a major city, giving substance to a common belief that, after the 1966 riots, Cleveland voters would elect a black mayor in hope that he could solve some of the city's problems. Stokes brought into City Hall a young cabinet, committed to change and eager to make the city a

better place for all its residents. During his administration, Mayor Stokes declared his great interest in "bringing the university community into a more active partnership with city government in relation to the problems of Cleveland" (letter from Mayor Carl B. Stokes to William J. Nagle, 9/20/68).

As mayor, Stokes was able to have the Department of Housing and Urban Development release urban-renewal funds frozen during the previous administration and persuaded city council to increase the city income tax from .5 percent to one percent. The Stokes administration was eager to have Cleveland State's Institute of Urban Studies work with it on innovative solutions to the problems, and professors from the Institute were frequent visitors at City Hall, where they sat on many community boards.

Throughout 1967-68, Tom Campbell and the other committee members established strongholds at City Hall and sought support at the university while at the same time teaching classes, researching urban problems, and conducting consultations with other universities. They held committee meetings focusing on how to function as a permanent Institute of Urban Studies. Program structures were suggested, debated, and refined and, in keeping with recommendations made by outside consultants on the program's structure, Tom Campbell held weekly seminars to introduce faculty members to professionals from City Hall and the community in an attempt to introduce the Institute and the city to each other.

Speakers at these events—among them Robert Storey of the Cleveland Planning Commission and John C. Little, Assistant to Carl B. Stokes—represented city government and social agencies and suggested possible areas of collaboration with university faculty. During the winter and spring of 1967-68, a dozen informal meetings were held to bring faculty members and government and community leaders together and to acquaint faculty with urban problems that required research.

Cleveland State University's location in the middle of a problem-ridden city made it an ideal institution for developing new approaches to urban problem-solving. National attention was being given to challenges faced by cities, and many of the administration and faculty at Cleveland State University felt ready to be an integral part of the city's solutions. The climate created by the Stokes administration and the opportunity for faculty and students to be involved in the work of city government was fertile ground for the Institute of Urban Studies.

The Institute proved to be mutually beneficial to the city and the university: the city was gaining knowledge from the applied research of university-trained consultants, and practitioners and the university were gaining public support and training sites for students. Cleveland and CSU began to cooperate in solving the city's problems, and the new Institute was helping the University make the most of its location in a major urban setting. The Institute was expected "to provide education for urban citizens, to encourage scholarly research about urban phenomena, and to mobilize university resources for service to the urban community." But the formula to make all the parts come together had not yet been found, nor had effective leadership for the Institute.

The Institute Finds Its Way

While the Institute staff worked to establish a relationship with the city, the Institute's first director, Dr. William J. Nagle, was chosen after a national search. A political scientist, Nagle came to Cleveland in September 1968, joining Peter Halbin. Previously, Dr. Nagle had been with the U.S. Department of Commerce in Washington, D.C., where he had served as Director of District Development for the Economic Development Administration. He set about assessing the strengths and interests of the faculty to decide where the University and the community could interact on issues of education, research, and service. The Institute of Urban Studies was expected to spearhead the University's urban mission, be active in public service projects, develop urban-related courses, and conduct research on urban and environmental issues and women and employment, while also conducting ethnic heritage studies and a regional development program. Nagle saw his role as building an institution that could play all those roles. It was a difficult task, and Nagle resigned after only one year, but he had moved the Institute forward.

During that year, the Institute had begun to establish its reputation in the community as Institute faculty and staff sat on government and agency committees, including assisting in the creation of the Northeast Ohio Areawide Coordinating Agency (NOACA), a review agency required by HUD for processing applications for federal assistance.

In January 1969, the agreement between the Bureau of Urban Research and Service and the Mayors and City Managers Association came to an end when Halbin left the Institute. With the change, the Institute no

longer used the name Bureau of Urban Research and Service or the job-sharing position of director and associate director. The Institute's and the Association's attempt to collaborate in research and education had caused tensions, which were attributed to the differing functions of a university and a political body, a conflict that persists in many city-academic collaborations, growing out of the suspicion of too much theory on the part of local officials and too much pragmatism on the part of academics. Two things were clear: the Institute of Urban Studies needed leadership that understood the needs of both the city and the Institute staff, and the University needed to recognize the Institute's work and support it.

In January 1969, Ralph Brody, who had been the director of job preparation for AIM/Jobs, became an Associate Director of the Institute. For the next two years, until he left to pursue his Ph.D., Brody focused his activities at the Institute on curriculum development, public service through community organization, and studies of workforce development in the area.

Shortly after taking the position as the Institute's Associate Director, Brody was asked by the Ford Foundation to conduct an evaluation of Project Bridge, an interracial human relations project that the Foundation had funded. While working on the evaluation, he met Dr. Roberta Steinbacher, a social psychologist from St. Louis University who was working on the project. Always looking for good teachers concerned with urban issues, Brody asked her to teach a course at the Institute of Urban Studies; that course was the beginning of Roberta Steinbacher's lifelong connection to the Institute, a connection that was essential to its development and history. Later, when William Nagle resigned as director of the Institute, Brody became the acting director, serving in that position from August 1969 until the beginning of 1970.

Perhaps because many of the urban institutes funded by the Ford Foundation were developed to be continuing education or extension programs, there was talk in 1969 of making the Institute of Urban Studies part of CSU's Division of Continuing Education. Kenneth Haygood, the Dean of Continuing Education, and William Nagle, Director of the Institute, "recommended that as quickly as possible these two units (Continuing Education and the Institute of Urban Studies) be combined into a single administrative unit with a new name appropriate to its function as a multi-purpose unit providing degree and non-degree programs not... offered by the existing colleges, and research and service programs directed to urban

needs of the Cleveland metropolitan community." Associate Director Ralph Brody suggested that the new entity should be named the "Urban Center." Several other names were suggested for a combined unit: Metrocenter, Division of Urban Education and Extension, Institute for Urban Problems and Continuing Education, College of Urban Education and Extension, College of Continuing Education and Urban Problems, College of Urban Studies and Continuing Education, and College of Urban Studies. The variety of proposed names reveals the variety of viewpoints that existed as the Institute struggled to become recognized as an academic unit within the university.

As early as 1969 Maxine Goodman Levin, whose philanthropy and history of involvement with the city was already well known, supported the establishment of urban studies as a field of endeavor at Cleveland State University. In discussions with President Enarson, Mrs. Levin had considered establishing the Albert A. Levin Chair of Urban Studies and Public Service in memory of her husband, a well-known Cleveland commercial real estate developer who once owned much of the land on which Cleveland State University was built. But she was not sure which college would be the most appropriate place for the endowed chair until Tom Campbell met with her and told her of the work and mission of the

Maxine Goodman Levin, Samuel H. Miller, and Mayor Carl Stokes at the luncheon announcing the establishment of the Albert A. Levin Chair of Urban Studies and Public Service.



Institute. The close alignment of Mrs. Levin's interests and the Institute's was clear, and the endowed Albert A. Levin Chair of Urban Studies and Public Service was established as part of the Institute of Urban Studies.

The Levin Chair was the first endowed chair of its kind in America, allowing chairholders to combine teaching with public service to study and work at solutions for urban problems. The Levin Chair Advisory Committee, composed of Mrs. Maxine Goodman Levin, members of the Levin family, other distinguished community representatives, and the Levin Chairholder were to work together to identify community resources and local needs and the problems to be studied. The first formal announcement of the Levin Chair was made in 1969 at a luncheon in Mather Mansion attended by Mayor Stokes and other distinguished guests.

In August 1969, when Dr. Nagle resigned as Director of the Institute of Urban Studies, he again suggested that the Institute merge with Continuing Education because he believed there was an "overlap" in their functions. The search committee for a new director, however, felt that the academic and research aspects of the Institute would be devalued if the merger occurred and recommended instead that the director's position be filled by someone who would strengthen the academic status of the Institute. It was clear to the search committee that the best candidate for the job was Dr. Thomas F. Campbell, Associate Professor of History and former chair of the Ad Hoc Committee. Campbell served as acting director of the Institute until the search committee recommended to President Enarson in February 1970 that Campbell be appointed permanent director.

Campbell encouraged faculty members to become involved in urban issues and the city's practitioners to become part of the educational process of the university. He invited people who worked in city or county government or in other public capacities to serve as adjunct faculty and helped practitioners become part of the university.

In the Institute's early years, its atmosphere and emphasis shifted from time to time in response to the interests of city government and community organizations, the expertise of Institute appointees and the boards they sat on, and the stage of the Institute's development. Individual faculty and researchers activated issues around which university-community interaction took place, and the issues represented individual areas of interest and grant-funded projects.

The history of the Institute of Urban Studies often reflected the fortunes of Cleveland and of the nation's cities in general. Significant projects in the first year included a leadership seminar in which national experts joined with 30 of Cleveland's business and professional leaders to explore major urban problems facing the nation and its cities and a management training program for supervisors and managers employed by the city of Cleveland.

Building a Program and a Reputation

During the 1968-69 academic year, planning began for an Urban Studies major, which was to be offered by the Institute in cooperation with the College of Arts and Sciences. In 1969, a proposal for an undergraduate major in Urban Studies was written, based on the belief that such a major could be instrumental in moving the University, a predominately undergraduate institution at the time, in an urban direction. Since a number of courses with an urban focus already existed, what was needed was an orderly sequence of the courses, seminars, and field experience that would make it a meaningful, relevant program for students. The goal of the program was to provide a broad introduction to the urban professions, such as city planning, urban renewal, and community development, in a manner that would be appropriate both for liberal arts students and pre-professional students.

The original proposal for the Institute called for the establishment of a graduate program in Urban Studies and undergraduate courses, but had not defined whether the undergraduate courses would provide simply an urban emphasis or a definite major. The Curriculum Committee of the College of Arts and Sciences tentatively concurred with the plans for the proposed major in May 1969, but it was September before the Faculty Council gave final approval. The Bachelor of Arts in Urban Studies program was established and acceptance of students as urban studies majors began in September 1969. Since the Institute was not a college, it was not authorized to grant baccalaureate degrees, and so the major of Urban Studies fell under the requirements of the College of Arts and Sciences. In 1971, the first undergraduates—Deborah Lloyd and Marie Adams Rehmar—received their bachelor's degrees.

As director of the Institute, Dr. Campbell assumed responsibility for directing the completion of the master's proposal and guiding it through the university committees for final approval. The need for such a program



Dr. Ralph Brody, Associate Director of the Institute of Urban Studies, and Marie Rehmar, one of the first two recipients of a bachelor's degree in urban studies from Cleveland State (the other was Deborah Lloyd).

was indicated by two surveys conducted in 1968 and 1969, showing that more than 400 people with bachelor degrees were working in urban careers in Cleveland and indicating that the master's program, offered in the evening and geared to vocational needs, would have wide appeal. There was uncertainty, however, about whether to adopt a vocational thrust and establish a master's degree as a terminal degree for practitioners, or to focus on establishing a Ph.D. with the

necessary attendant research. The proposal for the master's degree opted for the needs of the practitioners and of their employers, who needed knowledgeable and trained personnel. The proposal incorporating these ideas, redesigned by Roberta Steinbacher as a Master of Science degree, received final approval from the Faculty Council in August 1971, and, in the fall quarter, 38 graduate students entered the program.

In that year, there were also five undergraduate students, three permanent half-time faculty members, two adjunct faculty members, and five staff members; the budget was a mere \$23,527.

With the inauguration of the master's program, the structure was in place to pursue additional Institute goals. A staff was available, the

concept of joint and adjunct appointments was being implemented, curricula for undergraduate and graduate programs had been designed, library resources were being collected, and relationships with local government and community organizations were expanding.

The innovative organizational structure of the Institute was designed to provide opportunities for faculty members to be involved in community-centered endeavors in a variety of ways appropriate to their interests and skills. To expand the issues and focus of the Institute, Dr. Campbell, who was serving as President of the Cleveland City Club, and his staff had committed themselves to hard-working membership on a variety of committees in the community that dealt with the city's problems. They brought these issues back to the University and helped the faculty to develop urban-oriented courses and research projects and at the same time provided seminars on urban issues for faculty and developed courses for the undergraduate and graduate urban studies programs.

The Institute sought and responded to opportunities for involvement in local government. At the end of 1970, a Cleveland councilman wrote to CSU President Enarson suggesting a legislative internship program similar to one he had read about in Colorado. The first students began working on research activities in the offices of city council in the winter of 1971-72. Perhaps the program proved a little too successful: after intern Joe Campoli ran against an incumbent council member the year following his internship, interns were asked to sign an agreement that they would not run for a councilman's seat for two years after their internship.

The Institute's efforts to influence government were having an impact in the region. A series of Institute studies on state and municipal finances was a major factor in establishing that reputation. Between 1969 and 1971, Drs. John W. Burke, Jr. and Edric Weld, both with joint appointments in the Department of Economics and the Institute of Urban Studies, published their investigations comparing Ohio's spending and taxation during 1950 and 1969 with that of other states, based on uniform data collected by the U.S. Bureau of the Census. Although the state of Ohio's expenditures and revenues had been investigated before, Burke and Weld were the first to make significant comparisons between Ohio and similar states. The results of the investigations showed that, while Ohio was a rich state ranking fourth and fifth in most measures of total income, its per capita spending during the 1950s fell from 35th to 45th and was between 45th and 50th in most categories of spending through the 1960s.

State spending on education was especially low. A study published in the summer of 1970 detailed factors involved in financing higher education and showed Ohio ranking 43rd in "direct state expenditure" relative to personal income earned. When compared with the rest of the "Big Ten" states, Ohio had large gaps in capital spending, student enrollment, output of graduates, and other measures of educational output and quality.

The Burke-Weld study, *A Commentary on the Public Finances in Ohio*, showed that the tax structure in 1969 was based heavily on low-growth taxes including selective sales taxes, excise taxes, and franchise or license taxes. To close the revenue gap, Burke and Weld suggested that monies needed to come from new tax measures such as taxation of personal income, taxation of net corporate incomes, extension of the sales tax to include services and, for local government, inclusion of motor vehicles in the personal property tax. Although the authors spelled out alternate sources of income, they were careful not to argue for adoption of any specific policies.

Burke and Weld published their work in summer 1969, just before the opening of Ohio's 1970 gubernatorial and legislative campaigns. The Burke-Weld non-partisan studies on state finance spoke directly to the major election issue. They were reported in almost every daily paper in Ohio, discussed in national publications, and were the subject of radio and television editorials and at least a dozen major newspaper editorials. Other universities used the studies and approximately 22 organizations and individual leaders sought advice or data from the authors, as did reporters and candidates for office. As new measures for an income tax took shape and were adopted, Governor Gilligan, legislators of both parties, political columnists, and citizens' organizations all reported that these non-partisan studies provided much-needed background information for public policy decisions and materially influenced the course of public policy in Ohio.

In 1970, Professors Burke and Weld produced another study, *Local Government Revenue and Expenditure: A Case Study of the City of Cleveland, 1961-1971*, with a grant from the Cleveland Urban Observatory Network, sponsored by the National League of Cities and HUD. This study provided each city with current information and methods of forecasting expenditures and sources of financing and compared Cleveland's revenue with that of other cities and suburbs, relative to the distribution of personal income and the type of income.

Although the foundation for the Institute had been built, it lacked a definite organization; its form and shape did not begin to become clear

until the 1970s. In the summer of 1971, the Institute moved again—this time up—to the third floor of the Chester Building, but still in cramped quarters with little room for the expanding faculty and staff. They were a group small in numbers, but remarkably strong in their commitment to the mission of the university. When Ralph Brody left in August of 1970,



Faculty-administrator John C. Little.

Roberta Steinbacher, who was also an Assistant Professor of Psychology, was appointed Associate Director in charge of graduate and undergraduate programs. Other administrators-teachers, some part-time, included John C. Little, Edric Weld, William Pickard, Ted Hiser, and Paul Olynky.

In September 1972, John C. Little had left City Hall to join the Institute staff as a full-time faculty-administrator. He taught undergraduate courses, counseled undergraduate students, and was responsible for the development of new courses. He had been a key part of Mayor Stokes' staff, writing speeches and doing research in the 1967 mayoral campaign, but was a natural teacher who connected well with students. Ted Hiser came to work at the Institute after serving as director of the Cooperative Urban Studies Center, a collaboration between Heidelberg, Hiram, and Westminster Colleges. Hiser, a well-organized man with strong writing skills, became a lecturer in the Institute of Urban Studies in the fall of 1972 and was a prolific grant writer for the Institute. Edric Weld, assistant professor in the Department of Economics, was starting several city databases and mentoring the Institute's younger demographers. He was

also responsible for research and the development of research proposals for the 1972-73 academic year. There was an amazing confluence of talent, concern, and determination in the small group of faculty and staff that joined Tom Campbell and Roberta Steinbacher in building the Institute of Urban Studies, and it is remembered by all those who were there as an extraordinary time and an extraordinary group of people.

The University administration at this time had begun to envision how the Institute would fit into the organizational structure of the university. Establishing an identity as an urban university was important to President Harold Enarson and his successor, Walter Waetjen. The first two presidents of Cleveland State University saw the Institute of Urban Studies as the university's primary resource and connection to the urban community, but it was difficult for the Institute to be all things to all people.

The Institute's Research Activities

The Institute's activities ran the gamut during its early years in an appropriately interdisciplinary and collaborative way. The Institute's Biennial Report for 1972-1974 indicates that, at that time, the major interests and activities of the Institute focused on issues related to the environment, leadership development, employment (with special attention to women and employment), criminal justice and law enforcement, ethnicity studies, and housing and real estate databases.

Environmental Sciences. In the early Institute years, a group of biologists, chemists, and engineers who were interested in air and water pollution and wanted the urban community to be aware of environmental issues came to the attention of the Institute. The Division of Environmental Sciences became part of the Institute of Urban Studies and appointed its first director, Dr. Paul Olynyk, Associate Professor of Chemistry, in fall 1969.

During the first year, a new course in Environmental Problems and Planning was opened to city departments, and Institute staff members went out to the Cleveland offices of the Bureau of Industrial Wastes in Cleveland to enroll students. By the end of the 1970 academic year, students and faculty members were participating in special seminars and projects on environmental subjects such as sulfur dioxide surveillance in the area, air pollution detection training for NASA, water pollution conferences, and similar projects.

In June 1971, Dr. Robert Rolan replaced Dr. Olynky as Associate Director of the Institute of Urban Studies responsible for the Division of Environmental Sciences. At the end of that year more than 120 courses were offered in 14 departments, with the division providing introductory courses synthesizing the scientific and socioeconomic aspects of environmental problems. The division began planning a Master of Science degree in Environmental Sciences in 1971, but after almost two years of discussion in University committees, Graduate Council rejected the proposal. In response to student interest, however, the Institute offered an Environmental Management concentration within the Master of Science in Urban Studies.

Leadership Development. Seminars in leadership development were started in 1971 by Dr. Thomas Webb, a marketing professor and research associate of the Institute who eventually became an Institute faculty member. Through these seminars, members of the Stokes and Perk administrations, county leaders, and other community leaders brought the practitioners' world into the university as they came to the Institute as guest speakers. One notable speaker in the early years was HUD Secretary George Romney, who discussed urban problems and government policy. Another notable seminar was led by Dr. Steinbacher, in which local television and radio stations personnel met with community leaders; another involved the Urban League of Cleveland and the Red Cross as co-sponsors with the Institute for a "Symposium on Veterans Affairs" to discuss employment trends, career opportunities, education and training, health and welfare, and housing. In the following years, a variety of forums and seminars were held: for transit operators to become familiar with transit-planning efforts in Northeast Ohio; for secondary school teachers of social studies, civics, government, and history to expand their knowledge of the political process; for area leaders to discuss racial and ethnic aspects of Cleveland politics; and for public officials to improve their skills and knowledge of legislative and budgetary responsibilities.

Employment. Another important field of interest during the first years of the Institute was what was then called *manpower* issues and is now known as *workforce* development or studies of local employment. Ralph Brody was very active in these studies during his tenure with the Institute. After his departure, Thomas Campbell, Edric Weld, and Dr. Robert Ferrar,

who had a joint appointment in the Institute of Urban Studies and James J. Nance College of Business Administration, took an increasingly larger role in workforce activities, since lack of employment for city residents had become a serious problem.

Campbell, a board member of AIM-Jobs in 1971 and a representative to Mayor Stokes' Manpower Planning and Development Task Force, worked to design a comprehensive workforce development system for Cleveland through the Cleveland Area Manpower Planning Council (CAMPC). Weld, also working with CAMPC, conducted a survey on priorities in employment research as a guide to further faculty effort in this area. At the same time, Campbell and Professor Stuart M. Klein, Chairman of the Labor and Industrial Relations Department in the College of Business Administration, were planning more extensive cooperation between the Institute and the College of Business in order to develop student exchange opportunities and new curricula dealing with local workforce development issues. Several studies of employment in the city were conducted through the Urban Observatory Program.

Women and Employment. Issues dealing with the problems of women and employment were considered as a separate part of the Institute's interest in employment issues. In October 1972, Weld undertook a survey of priority topics for research on problems of women and employment in the Cleveland area, leading the next year to a conference on "Priorities for Research on Women and Employment." To stimulate research and disseminate information about research needs and results, the Institute established a Clearinghouse for Research on Women and Employment in Cleveland the following year. Dr. Rae Rohfeld worked with Edric Weld in the development of the Clearinghouse, and in May 1974, the Clearinghouse began issuing bulletins and research abstracts on the subject. Roberta Steinbacher and Edric Weld assisted the AIM-Jobs research department in conducting a study of attitudes of poverty-area women toward blue-collar jobs, the availability of entry-level blue-collar positions for women, and opportunities for new programs for women. Projects studied attitudes of women employees, of male and female supervisors, and of trainees and counselors of women; employment expectations and desires of unemployed mothers; training opportunities for women over 30; and job opportunities in the fluid power industry (a forerunner of other industry studies that would be conducted in the future and the public works management program).

Criminal Justice and Law Enforcement. Interest in the fields of criminal justice and law enforcement as part of urban studies began as early as the summer of 1969 when the University announced that Law Enforcement Assistance Act grants were available to students employed in a law-enforcement agency. While Cuyahoga Community College (CCC) offered a law enforcement curriculum leading to an associates's degree, a continuation of such studies at the baccalaureate level was not available. At the request of CCC, Dr. Steinbacher drafted a proposal to meet the needs of law enforcement personnel through a comprehensive, interdisciplinary program that would increase the effectiveness of the law enforcement system by training in administration and organization techniques.

In those early years, the Institute participated in research on issues of law enforcement such as an investigation of the determinants of property crimes, private security services, examining the relationships between property crimes and social, economic, and demographic variables such as population composition and density. The Institute supported efforts to study the system of justice and communicate knowledge through such means as Dr. Campbell's participation as a lecturer at the Cleveland Police Academy, Dr. Steinbacher's work with the Citizens' Alliance for a Safer Community, and the Institute's courses related to public safety issues within the urban studies curriculum.

Ethnicity Studies. Cleveland State University was a particularly appropriate location for coursework in ethnic studies because the University has always served large numbers of ethnic students from the city's urban patchwork of neighborhoods. Developing ethnic studies at CSU began with a seminar held at the Institute of Urban Studies on March 24, 1971. A group of interested faculty met with Irving M. Levine, director of the National Project on Ethnic America, to discuss ethnic concerns. This led to a \$120,000 grant from the Cleveland Foundation in late 1972 to hold a National Conference on Ethnicity, with the Institute as the lead agency, and the understanding that it would draw together academics, agencies, and other groups concerned with ethnic affairs. Dr. Karl Bonutti of CSU's Department of Economics served as Conference Coordinator with representatives from CSU, John Carroll University, Case Western Reserve University, the Cleveland Board of Education, and three members representing the community. The theme of the conference was, "Confrontation, Conciliation, Cooperation."

Dr. Bonutti continued to study Cleveland's ethnic groups with a socio-economic study in 1974 of four inner-city neighborhoods. The Institute helped obtain funds from the Urban Observatory for this research, which attempted to determine whether these were viable neighborhoods that could be revitalized to achieve an increase in property values and a return of population. Although ethnicity studies did not persist in the college, the work of ethnicity research is carried on today in large measure by the Center for Sacred Landmarks, which provides research, service, and education about Northeast Ohio's houses of worship as tangible links between immigrant ethnic groups and the countries they left behind, as well as through the research of several faculty members, among them Drs. Wornie Reed and Mittie Olion Chandler.

Housing and Real Estate Databases. In 1974 the Institute established the DATAFILE project, funded by the Gund Foundation. This project, the forerunner of NODIS (Northern Ohio Data & Information Service), was a database of demographic and socio-economic statistics that could be used in the analysis of local issues of delinquency, education, and many other types of research. The Cleveland Metropolitan Area DATAFILE project was designed to mobilize locally collected social statistics for census tracts, social planning areas, and other small geographic areas and made these data available at low cost to a wide variety of local agencies, thus making better information available for planning and other purposes. The Cleveland Commission on Higher Education and the Institute used the DATAFILE research project to develop plans for a three-year study of the demand for higher education in the Cleveland metropolitan area, with particular emphasis on factors influencing decisions by adults over age 25 to enroll. Another project used the DATAFILE to assist the Criminal Justice Coordinating Council (CJCC) and the Cuyahoga County Juvenile Court in projects aimed at analyzing juvenile delinquency data and monitoring and evaluating programs for youth.

During 1970-71 special Institute programs funded by the Urban Observatory Program gave attention to improving housing for the public, including a workshop for members of community development corporations in Cleveland. Other programs involving real estate and housing were conducted in the early 1970s, some to train property managers, some to present considerations necessary in managing all real properties, particularly those for low and moderate income residents and

others to deal with the effect of the HUD moratorium on nonprofit housing organizations. Roberta Steinbacher, with research assistant Phyllis Solomon, studied the role of citizen participation and citizen groups in the Mount Pleasant area of Cleveland. Another major study was conducted by Thomas Webb to determine the potential of developing shopping centers in five inner city neighborhoods, looking into the deterioration of inner city retail areas and plans to rebuild them in order to support other city services.

The Institute: Evaluation and Change

Between 1968 and 1972, there were university evaluations of the Institute and its professional level of teaching, stemming from some concern that interdisciplinary and nontraditional courses might mean inferior teaching. In 1972, the University Curriculum Committee reported that there were problems with the organizational structure of the Institute and that staffing was insufficient, but the committee concluded that these were normal growing pains and problems and that teaching standards were high. Responding to a request by President Waetjen, Edric Weld shaped staff discussions into a paper, "Suggestions for an Urban Strategy for Cleveland State University," to clarify the Institute's role in Cleveland State's urban mission. One suggestion from the report was paramount—the need for promotion and tenure for faculty in urban studies. The report stated, "In the long run, no amount of approval, no amount of financial support, and no statement of university goals will be believed, unless it is consistent with promotion and tenure policy." Tenure for the faculty of the Institute was required for the academic unit to be equal to and accepted by the other academic units of the university, and although the Institute had made significant inroads, the time had not yet come for full acceptance.

In the fall of 1973, matters became worse when Institute administrators and faculty learned, as Dr. Roberta Steinbacher prepared her request for tenure, that the Institute's joint appointment positions were not eligible for promotion and tenure within the Institute. Director Thomas Campbell sent a memo to John Flower, University Vice President for Academic Affairs, requesting clarification of joint appointment positions and again presenting the Institute's case that in order to attract superior faculty, promote research, and strengthen the University as one unified entity, the Institute needed to be able to grant tenure. Campbell and urban

studies students, among them Gerald Gordon, Rozanne Glass, Joseph Gauntner, Dennis Roche, and Mina Saidel, were especially concerned that Dr. Steinbacher's application for tenure would not be reviewed.

Defining an Urban University-CUIUA

The Institute was developing as an essential part of an urban university and wanted to share its awareness of new urban developments with like-minded colleagues through professional association with the Council of University Institutes of Urban Affairs (CUIUA). The CUIUA had been formed in Boston in 1969 by a group of directors of university urban programs, all of which faced similar problems. At the CUIUA's first conference, held in Washington, D.C. in 1970, a paper presented by Reed Martin, "Steps Toward University Urbanization," stated:

It is a widely held assumption that universities contain the resources to aid significantly in solving the problems of our cities. It is argued that the resources are already there; that universities want to help; and that officials and others in cities are eager for this assistance. The presumption has been elevated to a national goal by those in both the public and private sectors... anyone who examines this potential relationship begins to wonder whether the universities have the capability, commitment or even courage today to be of assistance.

The Institute of Urban Studies believed it had the capability, the commitment, and the courage to be of assistance and wanted to formulate a philosophy for urban universities.

In April 1971, Cleveland State University hosted the annual meeting of the Midwest Academy of Management, which included a symposium entitled "The Role of the University in Solving Today's Urban Problems." Discussion at the meeting centered on the role of an urban university in dealing with the economic, social, and political problems of an urban society with an emphasis on the expertise of the university to manage these problems. In later discussions related to the symposium, the Institute staff formalized a statement explaining the role of an urban university. At the 1974 national meeting of the CUIUA, which Thomas Campbell had been instrumental in bringing to the University, Edric Weld

presented "Suggestions for an Urban Strategy for a Large Urban University." Based on his earlier paper presented to President Waetjen, this paper was the definitive statement of the University's urban mission and became a benchmark for other urban universities. In 1981, the CUIUA became the Urban Affairs Association (UAA), and the College has continued its active involvement with this international professional organization for urban scholars, researchers, and public service providers.

Years of Protest (1974-1975)

The path leading the Institute to become a college continued to meet substantial faculty resistance to the non-traditional, interdisciplinary concept of urban studies, but the academic output of the Institute, the students' respect for the Institute's faculty, and the educational merit of the program were strong. The most significant problem the Institute seemed to face was its organizational status—it was neither a department nor a college—and this showed itself in administrative problems in personnel policy, tenure, curriculum planning, budget allocation, and cooperative activities with other colleges and departments, according to university evaluations. In spite of these problems, the Institute was, from all appearances, doing well. The Masters program, which had begun with 38 students, had more than tripled, and the Institute had the third largest graduate program in the University.

In April 1974, President Walter Waetjen, who had been at the University only two years, was attempting to develop a clear mission for an urban university. He had seen the "Urban Strategy" paper and had appointed an Academic Master Plan Committee of 21 faculty members and two students to "determine the kind of institution CSU should become over the next ten years," seeking special emphasis on the meaning and definition of Cleveland State University as "an urban institution situated in a major metropolitan area serving a commuting student body..." (letter from Walter Waetjen to Committee). In July, President Waetjen appointed a committee known as the "Liaison Committee with the Master Plan Committee on the Affairs of the Urban Studies Institute." The members of this committee were Thomas Campbell (ex officio), Barbara Green, Elizabeth Moody, Ronald Schultz, Stuart Klein, John Holm, Jack Soules, and Bruce Turnbull (chair); their charge was to study the so-called "problems of the Institute" and to make recommendations related to the organization,

personnel policies, purpose, promotion of research, and role of the Institute in the community. Later, after student protests in 1975, three Urban Studies graduate students—Moses Hairston, Mary La Vigne, and Steve Walker—were added to the committee.

In his letter appointing the members of the Liaison Committee, President Waetjen expressed his belief that "The Urban Studies Institute is a valued and important unit of the Cleveland State University." However, this recognition did not motivate others to follow suit. Stuart Klein, in a November 4th memo to his fellow committee members, summed up the situation succinctly:

Up until this time, Cleveland State has developed as a rather traditional institution though there are pockets of innovation. However, essentially, the university is organized according to specific colleges with the bastion of strength residing in the departments and/or colleges because of the special reward structure inherent in traditional academic institutions. Because of this, the Urban Studies Institute has run into significant problems concerning curriculum development, staffing for its curriculum, and the manner in which current full-time faculty associated with the Urban Institute are rewarded and granted promotion and/or tenure.

As Klein said, many faculty members believed the "interests of the Urban Institute overflowed the banks of that unit and splashed against other University programs."

From 1973 to 1975, many proposals were made suggesting that the Institute should be linked with other programs. Some defined a department or college that would be primarily a graduate-professional school of applied social sciences, with a mission of teaching, research, and public service.

Throughout the process, Vice President for Academic Affairs John Flower was Chairman of the Master Plan Committee. In September 1975, he sent a memo to President Waetjen recommending that "there be established at Cleveland State University a College of Urban Affairs and Public Policy." Vice President Flower saw "The academic program function of the Institute as separate from its research and service functions, one which must be subject to the system of checks and balances within the

University. Therefore, a departmental identity in addition to an Institute identity is a logical and proper affirmation. I believe that the 'Department and Institute of Urban Studies' is a designation consistent with discussions that have taken place within the Liaison Committee."

In spite of all the discussions and meetings and votes, the Institute still was not accepted as an academic unit of equal standing with the other colleges within the university, and its faculty were still not accorded the rights to promotion and tenure that other colleges afforded their faculty.

Campbell Resigns

On February 9, 1975, angry and frustrated with the slow-moving bureaucracy and the lack of answers to the Institute's requests, Thomas Campbell resigned from the position of director. His letter of resignation to President Waetjen cited his main concern regarding the Institute's operation: "...the basic issue, particularly the question of promotion and tenure—the reward system. That was the core thing." (*Cauldron*, March 6, 1975, p.1). Lack of resources available to the Institute and the issue of tenure and promotion for Institute faculty were paramount, and he cited the requests from Steinbacher and Little for promotion and tenure that had been delayed from fall of 1973 until the winter of 1975.

Student Protests

Shortly after Campbell's resignation, a small group of students began demanding meetings with the administration and held some informal meetings. Students Mary La Vigne, Michael McMahon, and Moses Hairston decided to take their concerns to the executive floor of the University. They went to Vice President Flower's office, wanting to speak to him about Dr. Steinbacher's tenure and allowing students' input into the tenure process. When they were told that the Vice President was too busy to see them, Mary La Vigne is said to have replied, "Well, we'll just sit and wait," thus beginning the first Institute of Urban Studies sit-in. Dr. Flower did come out to talk to them and set up an appointment for a meeting. (La Vigne and Steve Walker were eventually asked to be members of the Liaison Committee with the Master Plan Committee on the Affairs of the Urban Studies Institute.) Mary remembers that "the students were concerned about the possible loss of Dr. Steinbacher because they felt that she was

one of the most hard-working, involved people in the city and the university needed to recognize her and give her tenure."

Thomas Campbell's resignation and the attendant reaction of the Cleveland community, faculty, and students were seen by many as the impetus that pushed the Institute of Urban Studies to become a college. The administration denied that it had stalled any decision to make the Institute or the urban studies faculty more secure and indicated that it was ready to announce a permanent identity for the Institute. The administration also reported that it had already made many of the decisions that the Liaison Committee called for, such as acknowledging that a core faculty was required for the survival of the Institute. And finally, it seemed the barriers to acceptance to were gone—or so it seemed.

Leadership in Transition

On May 26, 1976, Faculty Council voted to make Urban Studies an "autonomous academic unit" (equivalent to a department, not a college), a move that was a significant setback. Faculty Council wanted the college by-laws to be written and accepted and all the administrative and organizational pieces in place before any further action was taken.

CSU's student newspaper, *The Cauldron*, reported on June 3, 1976 that Jane Campbell, then an Urban Studies graduate student (and a future mayor of Cleveland), had commented, "The students are very demoralized and frustrated after three years of deliberation over the fate of Urban Studies, and now we find we're no further along than we were at the beginning." The Curriculum Committee and Faculty Council agreed to reconsider the status of the Institute of Urban Studies again in the fall.

At the same time, it was decided that, until a final organizational structure was set up, the Institute would report directly to the Dean of the College of Graduate Studies, Dr. Ronald Schultz. This arrangement, with Dr. Schultz as the interim dean of a unit that was still not officially a college, lasted for almost three years, beginning in the summer of 1975.

The meetings between faculty and university administrators and students continued until 1977. Delia Burke, an assistant to Vice President Flower, wrote the proposals as the committee drafted guidelines on how to make the Institute into a College—the structure, the program, the curriculum, the faculty and resources. Dr. Schultz, an electrical engineering professor, was the first to admit that, although he was quite willing to

serve as the interim dean, he really didn't know much about urban studies. He joked that President Waetjen picked him because he thought he "could engineer it." The choice was a good one, not only because Dr. Schultz was a capable academician, but also because the organizational structure of reporting to a dean established the independence of the "autonomous academic unit" that wished to become a college.

Dr. Schultz recalls the period as a very difficult time, with both faculty members on the taskforce and students making demands—"demanding that Roberta be promoted, demanding that the college be formed tomorrow." The constant and sometimes conflicting demands made students and faculty equally hard to deal with. "It was the most difficult task I had in 26 years," he said. "But also the most rewarding when you see the College it has led to. I had taken almost 20 proposals for master's or doctoral degrees to the Board of Regents, proposals that I had to fight for, but none took as much work as the College of Urban Affairs. Week after week, you'd go to faculty council meetings and they'd pick apart every sentence of the document, for hours, over and over, and you started to think you'd never get it through." In June 1975, Roberta Steinbacher was appointed interim director of the Institute of Urban Studies, agreeing to fill the position until a search could produce a permanent director.

To add to the many difficulties of those years, the Institute lost John C. Little, who died at the age of 42 after an auto accident in September of 1975. He had served the Institute in many capacities since 1972 and his experience working as executive secretary to Mayor Carl Stokes was an

Dean of Graduate Studies Dr. Ronald Schultz and Levin Chair David Meeker.



invaluable link to city government. Dr. Campbell saw Little as "one of our most successful teachers. The students loved him. He was tough and demanding and he knew the realities of city government." Today, John Little is remembered by those who knew him as an exceptional teacher whose personality and concern for students earned him a special place in the history of the Institute.

In spite of the many problems, students continued going to their classes and the research and service programs continued their work: Peter Gail directed environmental research; Edric Weld directed urban research; Richard Knight and Tom Bier produced studies in regional development; Rae Rohfeld led the research on women and employment; and Karl Bonutti continued his ethnic heritage studies.

After the proposal for a college was defeated, a second proposal for a College of Urban Affairs was written by Roberta Steinbacher to create a college containing only a department of urban studies and a research unit, which would continue to be called the Institute of Urban Studies. The urban studies faculty believed that a moment of opportunity existed, but they had no official academic standing and could not vote on the measure in Faculty Council. Two urban studies students, however, had vigorously campaigned for election and won as student representatives. Their two votes—those of Jane Campbell and Jean Dare—contributed to the victory that determined passage of the proposal.

The 10 years during which the Institute of Urban Studies existed saw major changes in city government in Cleveland, changes that were the result of both local developments and changing national priorities. During those years, Institute research could be categorized into seven general content areas: government, environment, community service, manpower, justice and law enforcement, ethnicity, and women and employment. As the Institute prepared itself to become a College, it continued to work to establish itself as an important part of the urban landscape.

During those years, the urban studies faculty and staff consisted of Thomas Bier, Dolph Faller, Peter Gail, Mareyjoyce Green, Ted Hiser, Richard Knight, Richard Lyles, Paul Olynky, Bob Rolan, Richard Stephens, Edric Weld, and Roberta Steinbacher, who was the interim department chairperson. The soon-to-be college had two secretaries, three graduate assistants, four associate faculty members, three shared faculty, and 13 adjunct faculty. Among the adjunct faculty was a commissioner of the Public Utilities Commission of Ohio, David Sweet, who was hired in 1976

and commuted weekly from Columbus to teach the Institute's first economic development course. He was to play a key role in the development of the College.



Dr. Roberta Steinbacher awards the first Howard H. Bruce Award to student Jean Dare.

1977-1989

THE INSTITUTE BECOMES A COLLEGE

The year 1977 was a landmark for several reasons, the foremost of which was the birth of the College of Urban Affairs. On March 2, 1977, the Cleveland State University Faculty Council recommended the creation of the College of Urban Affairs by a vote of 39 to 6. The approval called for a two-unit college consisting of a Department of Urban Studies, which would grant bachelor's and master's degrees, and a research and public service unit, which would continue to be known as the Institute of Urban Studies. The formal acceptance of the academic unit as a college by Faculty Council required final approval from the Board of Trustees. On April 20, 1977, the Board of Trustees, upon recommendation of Vice President John A. Flower and President Walter B. Waetjen, approved establishment of the College of Urban Affairs.

Soon after, a search committee to find a permanent head for the Department of Urban Studies was formed; this committee was made up of David Adams (Education), Harold Babbitt (Law), Donald Curran (Economics), Peter Gail (Urban Studies), Santosh Goswami (Civil Engineering), Elise Jancura (Accounting), Butler Jones (Sociology), and Charlsie Sprague (Urban Studies graduate student) (*On Campus*, May 2, 1977). The committee selected Roberta Steinbacher, who had been acting chairperson of the department, to be the permanent chairperson.

Detail of the resolution from the Board of Trustees that formally formed the College of Urban Affairs.

Whereas, the proposed college of Urban Affairs as founded upon the programs in the Institute of Urban Studies has the three-fold purpose of providing academic and professional education in Urban Studies and related fields, of providing expertise and research capabilities for use in the study of urban problems, and of serving as a visible link between Cleveland State University and the surrounding urban area;

Now Therefore Be It Resolved, that a College of Urban Affairs be established at Cleveland State University, effective April 20, 1977. The College will initially incorporate the Department and Institute of Urban Studies, with provisions for the subsequent incorporation of additional units as subject to the usual governance process.

The year 1977 was notable also because it marked the appointment of the first Albert A. Levin Chair of Urban Studies and Public Service: David O. Meeker, a former Assistant Secretary of the Department of Housing and Urban Development. Meeker launched his term as the Levin Chairholder with an analysis of "the implications and applications of national urban policies," which he worked on with students, faculty, city officials, and neighborhood groups.

Although college search committees are commonplace at any university, the committee formed in 1977 to select the first dean of the College of Urban Affairs, (chaired by Dr. Roberta Steinbacher) was especially important for the new college. Search committee members were chosen from Urban Studies faculty or departments that provided teaching services to Urban Studies; the committee members were Edric Weld (Urban Affairs), John Eland (Urban Affairs student), Vijay Mathur (Economics), Everett Cataldo (Political Science), William Bailey (Sociology), Jacobus Severiens (Business), Clarence James (Engineering), Winifred Bell (member at large), and Delia Burke (liaison from the Provost's office).

College of Urban Affairs Selects its First Dean: 1978

A national search for a dean of the new College was opened with an ad that announced the position in numerous professional publications across the country. The ad read:

Challenging and rewarding opportunity for a person with proven leadership and professional abilities to build interdisciplinary academic and research programs in newly formed College of Urban Affairs. Dean will be expected to exercise intellectual leadership while motivating and mobilizing University and community resources for academic and research development.

No one at Cleveland State University was quite sure what kind of qualities a person needed to build and lead a new college since such a new beginning had never been attempted at Cleveland State University, but the search committee was fairly sure that a new dean would find this new position to be a "challenging and rewarding opportunity." A slate of six final candidates was compiled, and in late April and early May of 1978, the candidates came to campus for interviews and colloquia presentations. In

the end, as Dr. Steinbacher liked to say: "After a national search, we found the best man for the job in our own backyard."

Dr. David C. Sweet, a commissioner of the Public Utilities Commission of Ohio (PUCO) and an adjunct professor at Cleveland State University's Institute of Urban Studies and the Department of City and Regional Planning at The Ohio State University, was chosen to become the college's first dean. Originally from the state of New York, he earned his bachelor's degree at the University of Rochester, his master's at the University of North Carolina, and his Ph.D. at The Ohio State University. Before his tenure at PUCO, he had been a member of Governor John Gilligan's cabinet for four years as director of the Department of Economic and Community Development and as director of the state's Department of Development. For seven years before that, he had headed regional economic research programs at Battelle Memorial Institute in Columbus.

When Vice President John Flower announced Dr. Sweet's appointment in a June 14, 1978, memo to the Urban Studies faculty and staff, few people could foresee the impact that David C. Sweet would have in leading the college to a highly respected position over the next 20 years. His blend of academic credentials, an entrepreneurial mindset, practical leadership skills, public administration experience, knowledge of local and

The Corlett Building at 1935 Euclid Avenue, to which the College moved shortly after David Sweet became dean.



state government, and experience in research and obtaining funds eventually proved that Steinbacher was right—David Sweet was the right man for the job.

Whenever Sweet was asked about his first days in Cleveland, he recalled that he “came to a city that was facing a mayoral recall, a teachers’ strike, and financial default.” In fact, the weekend that he moved his family to Cleveland was the weekend of the citywide vote, ultimately unsuccessful, to decide whether Mayor Dennis Kucinich would be recalled. The city of Cleveland was, as Sweet noted, a candy store for anyone working in the field—a very interesting place for a college of urban affairs.

One of Sweet’s first actions as dean, after settling in at the refinished antique desk with which his new staff welcomed him, was to request new accommodations for the college. Targeting the Corlett Building as the College’s new home, he noted that the College’s offices (or “closets” as he called them), on the third floor of the Chester Building, were not only too small, but were not close enough to the city and its people, the very city and people that were the reason for the new college’s existence. During the summer of 1979, after Sweet’s first year as Dean, the College moved from the Chester Building to occupy most of the Corlett Building, 1935 Euclid Avenue, sharing the building with some offices of the College of Education.

During his first days at the College, Sweet met with his faculty and staff and found them to be a small but committed group; among them were Ted Hiser, who wrote many of the fledgling college’s grant requests, and Paul Porter, a distinguished scholar in residence who had been delivering a series of lectures and who had written the highly regarded book, *The Recovery of American Cities*. A short time before Sweet came to the College, Hiser had written a proposal requesting \$25,000 from The Cleveland Foundation to test some ideas from Paul Porter’s book and lectures, which later led to the Cities’ Congress on Roads to Recovery conference in 1982.

One of David Sweet’s first visits as a new dean was a meeting with Homer Wadsworth, Director of The Cleveland Foundation. Before they met, however, Sweet decided he needed to “elevate the vision” of what the college was to be, and suggested a rewrite of Hiser’s proposal, adding another “0” to the grant request, thereby elevating the amount to \$250,000. No one was too surprised when the proposal was rejected by The Cleveland Foundation. Wadsworth, however, realized that the potential

of Porter's ideas and the College's role in the city were important, and he encouraged Sweet to go back to the drawing board and return to the foundation with an amended proposal.

Sweet, Hiser, and Porter discussed Porter's ideas thoroughly, sketched out Sweet's vision more completely, and put together a new proposal, requesting \$200,000; this time, the proposal was accepted. Over the years, Sweet had several occasions to thank The Cleveland Foundation for this original grant and over \$2 million for a variety of initiatives before 1990. The grants from The Cleveland Foundation and the George Gund Foundation, including the first grants to the Institute, were so significant in the establishment of the College of Urban Affairs that Homer Wadsworth of The Cleveland Foundation and James Lipscomb of the George Gund Foundation were eventually recognized as "founders" of the College.

The College's first full year of operation, 1978, saw the appointment of the second Levin Chair — Wolf Von Eckardt, architecture critic and columnist for *The Washington Post*. His book, *Back to the Drawing Board*, in which he declared his philosophy of urban architecture, was published during his tenure, as he worked with students and faculty both in the classroom and in the community.

As David Sweet saw it, the College now had established its new space on campus, formulated a vision, and located resources, with the help of local foundations and a dedicated faculty and staff. But he also recognized that his job description required him to "carry a tin cup," as he sought to find other financial support for the new enterprise. He decided that now that the college had local foundation funding, he needed to structure a way to obtain state funding.

In his capacity as a commissioner at PUCO, Sweet had worked with the congressional delegation from Columbus and had learned much about how to work within that system. He was aware that Senator Howard Metzenbaum had been instrumental in launching a major research initiative, the National Regulatory Research Institute at The Ohio State University, using federal funding from the National Energy Act to "earmark" a budget line item of \$2-3 million. Since Sweet had been appointed as a member of the Board of Directors of the National Regulatory Research Institute, he understood how OSU, through cooperative extension services and the agricultural research and development center, had been able to build a program that focused on Ohio agriculture. When cooperative extension service units were formed, Ohio had been 20 percent urban and 80 percent



(from left to right) Vice President for Academic Affairs John Flower; Levin Chair (1978-79) Wolf Von Eckardt; Dean David Sweet; and CSU President Walter Waetjen.

rural, and budget line items reflected those percentages. By the late 1970s, the percentages had moved to 80 percent urban and 20 percent agricultural, but the money was still flowing to agricultural research and outreach. Sweet was one of many who realized that there was no state legislation acknowledging that Ohio was no longer primarily an agrarian state, but he was one of the few who saw a reason to do something about it, and he proceeded to do so by using the federal government's model.

Ohio Urban University Program (UUP)

In the late 1970s, the U. S. Congress was considering federal funding for urban universities under the Urban Grant University Program to use the "underutilized reservoir of skills, talents and knowledge" of urban universities and "to make a significant contribution" to solve urban problems. This legislation, Title XI of the Higher Education Act, was planned as a way to bring financial support to urban universities, building on the model of the Morrill Act that supported Land Grant colleges. Although Congress authorized \$15 million for fiscal year 1981 and \$55 million for fiscal year 1985, federal funds were not appropriated until five years later.

Despite the absence of federal funding, the Ohio General Assembly approved the creation of a similar state-funded program and authorized

\$1 million for the 1980-81 biennium, to be administered by the Ohio Board of Regents. In the following years, the Urban University Program (UUP) was funded by the Ohio General Assembly at increasing levels. Funds were provided to establish a prototype Urban Center in the College of Urban Affairs at Cleveland State University that would support a cooperative research and service program focused on northeast Ohio and provide seed grants to the other urban universities in the state to support urban related research and service initiatives. In other words, the UUP was founded to help identify urban problems and propose solutions designed to revitalize Ohio's urban regions and central cities.

The UUP brought support to seven other state universities: The University of Akron, the University of Cincinnati, Kent State University, The Ohio State University, the University of Toledo, Wright State University, and Youngstown State University. Because the participating universities were part of their cities, they attracted additional financial support from city governments, private foundations, state and federal agencies, and private industry and yielded greater results than expected.

A statewide consortium of the partner urban universities was established in 1979 by the Board of Regents and is known as the Regents' Advisory Committee on Urban University Programs. It is chaired by the dean of the CSU College of Urban Affairs, and committee members are appointed by the presidents of each of the participating universities to serve for a biennium. The Advisory Committee has overseen the program's progress, coordinated planning and projects, exchanged ideas and information, and shared information on successful projects and approaches. The UUP member universities have been responsible for identifying the specific research and technical assistance needs of Ohio's metropolitan areas and matching those needs with the appropriate university resources.

The UUP originally had four major components: the Urban Center at Cleveland State University, which was the administrative body of the UUP and which has evolved into 12 research centers within the Levin College; the Northeast Ohio Inter-Institutional Urban Research Program, which became the Northeast Ohio Research Consortium; the Urban Linkage Program, consisting of research centers at the seven other urban universities; and the Research and Technical Assistance Grants Program. An important part of the UUP at Kent State University has been the Northeast Ohio Urban Design Center, an inter-institutional, cooperative effort of Kent State's School of Architecture and Environmental

Design, Cleveland State's College of Urban Affairs, Youngstown State University, and the Columbus Design Assistance Center at The Ohio State University.

The College Continues to Grow

As the decade began, the College of Urban Affairs had a relatively small faculty and staff – nine full-time faculty (up from five in 1977), 12 adjunct faculty, and 21 staff members. During the next few years, significant growth occurred in all areas of the College. The student body and the faculty increased, while research in the Urban Center centered on the issues that the Urban University Program had approved: economic development, neighborhood development, and urban problems.

During this period, Roberta Steinbacher was promoted to full professor. Drs. June Manning Thomas and Virginia Benson joined the urban studies faculty. Other new faculty members included Harry Margulis from Rutgers University, Lawrence Keller from the University of Colorado, Marshall Feldman from the University of Texas, and Dennis Keating from the University of California at Berkeley, who later obtained a joint appointment in the law school. Richard Stephens, from the University of Houston, had a joint appointment in the departments of sociology and urban studies. Peter Gail, who had been teaching biology at Cleveland State since 1972, was named acting chair of the Department of Urban Studies for the 1983-84 academic year. Paul Dommel, a political scientist, was coordinator of the Ph.D. faculty. Other full-time faculty members were Kathleen Natalino and Edric Weld, who continued conducting housing research and also coordinated the student internship program. David Garrison and Norman Krumholz were building the Urban Center, along with Sherida White, a research assistant in the Urban Center who became an assistant to David Garrison, while Mary Helen Kelly was administrative assistant to Dean David Sweet. Patrick M. Costigan joined the Center for Neighborhood Development (CND) as a research assistant on housing issues, along with CND colleagues Janice Cogger (Project Manager) and Mark McDermott (researcher). Tom Bier continued his work on housing databases and policy, while Mark Salling collected and analyzed data related to the U.S. Census with assistance from Ellen Cyran and Sonnie Newrones.

By 1981, the College had 71 undergraduate students majoring in urban studies and 109 graduate students in the Master of Science program.

By 1977, the College's first year as an official academic unit, there were 208 graduates of urban studies programs—this number doubled over the next five years. In the fall of 1981, although it was not yet the College's 10th anniversary, the College held an alumni reunion marking the 10th anniversary of students graduating with degrees in urban studies (awarded from the College of Arts and Sciences).

Many programs and projects in the early 1980s were motivated by the deteriorated condition of the city of Cleveland, still reeling from recent economic declines, decreases in employment, and the urban crises of the previous years. The continued devolution of programs from federal to state and local governments forced more attention on the quality of governance at those levels. The College tried many paths to respond to the problems of the city and the state — bringing in nationally recognized experts through the Albert A. Levin Chair of Urban Studies and Public Service and the Urban Scholars program, analyzing U. S. Census and housing data and making it available through local conferences, training government leaders and staff, producing housing research data, focusing on elements necessary for urban recovery and the community support of the College Visiting Committee. At the same time, the College worked to add needed academic programs, including a doctoral program in urban studies and a master's degree in planning.

Levin Chairs During the 1980s

Sarah Short Austin, Executive Vice President of the National Urban Coalition, was named third Levin Chairholder for the term 1980-81, following in the footsteps of David Meeker and Wolf Von Eckardt. Her focus was planning and management of urban policies and programs in public and private sectors. At the end of her term, Austin was named Executive Director of the Greater Cleveland Roundtable. The fourth Levin Chairholder was Dr. Martin Rein (1981-82), Professor of Urban Studies and Planning at Massachusetts Institute of Technology and a visiting professor at Harvard. He taught the graduate-level seminar in urban policy analysis and "examined how the state penetrates into the private sector, blurring the distinction between public and private."

When Paul R. Porter, former head of the College's Urban Recovery Project, and Edgar A. Rose, head of the Department of Environmental Planning and Policy Studies and professor of city planning at the University of Aston in Birmingham, England, were jointly appointed

to the Levin Chair for two years (1982-84), they pursued complementary interests focusing on different regions. Porter hosted the Cities Congress on Roads to Recovery conference in 1982 to discuss urban recovery strategies, and Rose hosted The Anglo-American Colloquium in 1983, where English and American government, academic, and business leaders examined urban policy innovations in the two countries that could create and sustain public-private partnerships for urban development.

Wilbur R. Thompson, the College's seventh Levin Chairholder and one of the College's first urban scholars, is often referred to as the "father of urban economics." A frequent lecturer in the Urban Policy Program of the Brookings Institution, his research interests involved identifying the critical factors influencing the development of key industries in a community. At his installation as the Levin Chairholder, he spoke on "Economic Aptitude Tests: From Local Prescription to National Expertise."

Phillip Clay, the eighth Levin Chairholder (1987-88), studied the major problems and opportunities facing Cleveland and critically examined a number of local strategy plans. In 1988, he presented his report, "Transforming Cleveland's Future: Issues and Strategies for a Heartland City," at one of the first Civic Forum events held by the College. He became chancellor at the Massachusetts Institute of Technology in 2001.

The Levin Chairholder for 1989-90 was David C. Perry, from the Department of Environmental Design and Planning at the State University of New York in Buffalo. He organized the first Levin Lecture Series, which brought nationally known urban scholars to Cleveland. Dr. Perry also taught a course on the public works of legendary New York planner Robert Moses, the subject of his research for several years.

Urban Scholars. The Urban Scholars Program was initiated in 1980, bringing distinguished practitioners and scholars to the College to conduct research and public service activities and serve as visiting faculty. Dolph Norton, former Director of the Cleveland Foundation and Chancellor of the Ohio Board of Regents, and Wayne State University urban economic expert Wilbur Thompson were the first Urban Scholars, or scholars in residence, as they were sometimes known. They presented their research at brown bag lunchtime sessions, where those interested in urban issues could meet, network, and exchange information, thereby facilitating the interaction that produced the new approaches to urban problems that has become the hallmark of the College. Other Urban

Scholars included Richard G. Sheridan, former director of the Legislative Budget Office for the Ohio General Assembly and later the director of the Fiscal Futures Service in the Urban Center, and John T. Bailey, retired chairman of Edward Howard and Co., who conducted and reported results of a survey of economic development marketing activities in 23 American cities and city regions.

Washington and Columbus Seminars. An interesting addition was made to the urban studies curriculum when David Meeker and Wolf Von Eckardt returned to Washington after their stays in Cleveland as Levin Chairholders. They designed a summer seminar course to bring students together with these past Levin Chair-holders to learn first-hand how the federal government works.

The Department of Urban Studies' first Washington Seminar was held in the summer of 1980 and was conducted by Washington research consultants, Levin Chairholders, and Urban Scholars in Residence. In 1982, the second Washington Seminar was conducted by Urban Center Director David Garrison. The seminar provided an opportunity for students to meet with federal urban policy makers and study urban policy issues in the nation's capital

Some of the students who participated in the College's first Washington, DC Seminar.



during an intensive two-week period.

The Columbus seminars were started in the mid-1980s by Richard Sheridan as a policy study course to understand state government. In the second year, when Larry Keller became director of the program, it became a seminar "where students learn what government ought to be and what it is." Although both the Washington and Columbus seminars have changed somewhat in format over the years, both have been successfully giving Levin College students a first-hand look at state and federal government operations for over two decades.

The Urban Center Begins

CSU's Urban Center grew out of the research wing of the Institute of Urban Studies and was designed to produce not only research projects, but also public service programs, particularly in the areas of neighborhood development and housing, regional economic development, energy policy, and public finance. In 1981, David F. Garrison, who had been General Deputy Assistant Secretary to Donna Shalala at HUD in Washington, D.C., was chosen to be the first director of the Urban Center. Garrison had also served as a budget analyst with the U.S. House of Representatives Budget Committee and had been legislative counsel for the National League of Cities and U.S. Conference of Mayors.

Janet Eadie served as Assistant Director of the Urban Center, a position that carried many routine responsibilities associated with the title, but also a few unexpected ones such as hosting "CSU Forum," a weekly Sunday morning radio show, where College staff and guests discussed current topics such as the Cleveland economy, how census data could be used by community groups, and the potential for enterprise zones in Cleveland. Eadie even tried her hand as interim director of the Northern Ohio Data and Information Service (NODIS) for a few months in late 1981, until Dr. Mark Salling was hired as NODIS director in 1982.

In 1980, a College report on the status of the Ohio Urban University Demonstration Program (later to be known as the Urban University Program) projected what the activities of the Urban Center would be for the upcoming biennium, calling for the Center to focus on priority areas that were "selected because they involve pressing urban issues, build on the experience and expertise of College faculty and staff, and have potential for policy-oriented research to make an impact on decision

makers." Over the next few years, the Urban Center's loosely organized activities focused on neighborhood development, energy, census and regional data, housing research, and leadership training.

Neighborhood Development. The first unit of the Urban Center was the Center for Neighborhood Development (CND), which was started in 1979 by Norman Krumholz with the support of The Cleveland Foundation and the George Gund Foundation. Krumholz had come to Cleveland in 1969 to serve as city planner for Mayor Carl Stokes and had continued at City Hall under mayors Perk and Kucinich. In 1979, he planned to leave City Hall to begin a nonprofit organization that he called a "center for neighborhood development" and began seeking funding from local foundations.

Both the George Gund Foundation and The Cleveland Foundation were interested in the idea and, at a series of meetings, community and business leaders agreed that Cleveland's neighborhood groups could be of valuable assistance in revitalizing the city, but needed a source of technical assistance, which would be provided by the Center for Neighborhood Development. The George Gund Foundation, where Henry Doll was director, believed the Center should become a unit of the Catholic Commission on Community Action, an established nonprofit agency. Steven A. Minter, who was then a program manager with the Cleveland Foundation and later became director of the foundation, saw the program as a good fit with the work of the College of Urban Affairs at Cleveland State University. Minter won the discussion and the Center came to the College of Urban Affairs. The work done by the Center was a natural extension of the work Krumholz had performed at City Hall, where he had worked with the newly emerging Community Development Corporations (CDCs). Today, CDCs in Cleveland are recognized nationally as a model of neighborhood-based development.

The Center for Neighborhood Development was developed to support neighborhood residents in their efforts to achieve affordable housing and commercial and economic development by providing specialized technical information, resources, and crucial connections to locally based nonprofit organizations. Under Krumholz's leadership, the CND helped bring about policy reform that had significant impact upon CDCs' ability to build new housing in the city.

Recognizing the serious problems of widespread tax delinquency

and abandonment of inner city land, the CND helped create legislation to establish a city land bank to save time and expense in the foreclosure process and increase access to city lots. Krumholz also worked to establish the Ohio law on receivership. Other programs the Center focused on included housing financing, the linked deposit program, energy conservation to reduce costs for lower-income households, lease-purchase programs, and new approaches to revitalization of neighborhoods. The Center played a significant part in bringing together the neighborhood groups that began the Cleveland Housing Network and in the establishment of a city housing court, now a part of Cleveland's Municipal Court. CND also assisted in the development of the Cleveland Neighborhood Development Corporation, a membership organization that advocates on behalf of its members and the concept of neighborhood-based development.

Krumholz credits the CND's long and effective life to its university base within the College of Urban Affairs, noting that a nonprofit agency would probably have been pressured out of existence if it had produced studies on racial steering and redlining, like those the CND did. Although the CDCs that the Center worked with were rather confrontational activist groups at first, they changed their focus to redeveloping housing and vacant land through organized programs.

Philip D. Star, who had been director of the Cleveland Tenants Organization for eight years, was named the director of the Center for Neighborhood Development in 1988. As the second permanent director of CND, Star succeeded Norman Krumholz and Dennis Keating, who had been interim director for a short while in 1987. Keating claims, in his matter-of-fact way, that his main accomplishments as CND director were hiring Julie Rittenhouse and Phil Star.

With Phil Star as director, the focus of CND changed slightly; through the 1980s and into the present, it took a more pro-development stance than previously. The CND continued to concentrate on issues of community involvement and citizenship, but also worked to make sure that neighborhood residents—the major stakeholders—had the capacity to be full partners in redevelopment of their community. CND supports neighborhood-based development through the Undergraduate Neighborhood Development Internship Program “in which,” Star remarks, “the needs of students (i.e., to do internships) are married to the needs of organizations (i.e., to have additional staff). Student interns are placed in social service agencies and advocacy agencies, too—not just CDCs.”

Star also points out:

a distinction between CSU and most other universities is that in some places, outreach deals only with the neighborhood adjacent to the university; historically what's interesting about Norm Krumholz's view is that it is a broader view—it looks at neighborhoods in general and all those in the city of Cleveland, not just those that are adjacent. Since we support community development and advocate for neighborhood-based development, we are interested in research and documentation that revitalizes neighborhoods and the importance of citizenship participation in the revitalization of cities. (Personal interview)

Energy. One of the pressing urban issues of the 1980s, as it is today, was energy conservation, and it became one of the priority areas for the Urban Center staff, especially as energy policy affected low-income families. The first national grant received by the College was also the first Ford Foundation grant ever received by Cleveland State University. The Energy Program drew national attention to the Urban Center and the College of Urban Affairs and helped establish the College's reputation for expertise in the area of low-income energy assistance and energy efficiency.

The Energy Program involved several projects that researched and disseminated information on state and local energy assistance programs for low-income families. The first was a three-year study of state-initiated programs to study policy options for low-income residents, conducted by Edric Weld, who wrote a report summarizing the study *Energy Assistance Programs and Pricing Policies in the Fifty States to Benefit Elderly, Disabled, or Low-Income Households*. Also known as the "Connecticut Study," the study received partial funding from the U.S. Department of Energy through the Connecticut Division of Public Utility Control.

Other Energy Program studies were conducted by Tom Pelsoci, along with Kathryn Wertheim Hexter and other researchers, who surveyed state programs and compiled a list of "best practices" of states in carrying out the federal Low-Income Home Energy Assistance Program and an evaluation of lifeline electric rates.

Another part of the Ford Foundation grant for the Energy Program was known as the Neighborhood Energy Conservation Program, a project of the Center for Neighborhood Development. This program, funded by the Ford Foundation and the Sohio Foundation, worked with neighborhood

groups to assist low and moderate income homeowners in applying for low interest loans to weatherize and insulate their homes. The Center for Neighborhood Development was instrumental in drawing attention to weatherization as an issue that had significant impact on peoples' quality of life. Judith Gregory, whose work on this project began as a graduate student and continued as a center researcher, led to national recognition for the Center and a new state policy regarding neighborhood energy conservation programs for low income people.

NODIS. The Urban Center's Northern Ohio Data and Information Service (NODIS) was created as a result of the College's designation in the early 1980s by the Ohio Department of Economic and Community Development as the Regional Data Center for northern Ohio. Evolving from the demographic and housing information that Edric Weld had begun, NODIS was named one of the three regional data centers in the state by the state of Ohio and the U.S. Bureau of the Census.

Access to 1980 census data and other data resources was provided by NODIS in 1981, but the center was not formally established until early 1982 when Mark Salling was named as its director. Salling had been a research consultant and data specialist for the Northeast Ohio Areawide Coordinating Agency (NOACA), where he had met and worked with Tom Bier. When Salling and Bier began working together again at the Urban Center, they were mentored by Edric Weld, whose groundbreaking database development and grasp of urban dynamics greatly influenced both researchers. The Weld database work gave Cleveland a head start in the field of regional data gathering.

The Cleveland Metropolitan Area DATAFILE stored all locally collected social statistics for census tracts and other small geographic areas. This database gave the College an advantage in receiving research grants for several years. Over the years, both the Housing Policy Research Program (now the Center for Housing Research & Policy) and NODIS have provided northern Ohio residents with access to data resources, while NODIS serves as one of the national census summary tape-processing centers, analyzing and distributing census information and providing GIS services and training.

The Housing Policy Research Program (now the Center for Housing Research & Policy) was started in 1982, with Tom Bier as director. Bier had been a Visiting Assistant Professor at the Institute of Urban Studies and involved in community development from 1975 to 1977

when he first came to the College to fill the position left empty by the death of John Little. He began his career as a housing data researcher at the Institute of Urban Studies in 1977. He left CSU for the Northeast Ohio Areawide Coordinating Agency (NOACA), where he was a Senior Housing Planner and returned to the College in 1982 to work on a housing project funded by the George Gund Foundation and the city's Department of Community Development. Drawing on the county's computerized record-keeping system of real estate data, Bier, along with Mark Hoffman and Donald Reed, analyzed the data and reported the results in a way that was so clear for laymen and useful for civic leaders that it became a benchmark for housing research. The information helped nonprofit housing organizations purchase and rehabilitate homes and led to the ability to forecast the onset of urban sprawl. The work of the Housing Program not only laid the groundwork for the inventory and analysis of the region's housing stock and its condition, but it also predicted directions and trends in housing that were useful for neighborhood and regional revitalization.

NODIS and the Housing Program worked together on analyses of Census data for the community through, for example, a conference in March 1990 to discuss the effect of population changes on the Cleveland region, forecasting the information that would be available in the 1990

Tom Bier (standing), Edric Weld, and Mark Salling (foreground) present some of their data findings.



Census data. The program was sponsored jointly with the Cleveland City Planning Commission, the Cuyahoga County Planning Commission, the Federation for Community Planning, the Northeast Ohio Areawide Coordinating Agency, and the U.S. Census Bureau and included speakers from those agencies and the Greater Cleveland Council for Economic Opportunities.

Leadership Training. During Dr. Larry Keller's first summer as a member of the College of Urban Affairs faculty in 1982, he researched other institutions' programs for training public sector employees and recommended creating a similar training program in the College. For two years, the College had worked with Cleveland city officials to conduct educational seminars for the mayor, his cabinet, and city council members. Recognizing the effectiveness of this training, other public officials in the county and throughout the state requested similar training and that, along with the report Dr. Keller wrote, led to the development of what became known as the Leadership Development Program. Training programs aimed at increasing local government capabilities and educational seminars were made available for Mayor George Voinovich's cabinet and city council.

Keller and Dr. James Kweder (of the Political Science Department) served as core faculty of the Ohio Executive Institute (OEI), which trained Governor Richard Celeste's cabinet and other high level administrators at week-long residential training sessions, using a curriculum focused on executive leadership issues and skills.

Sara E. Stevenson directed the Leadership Development and Training Program (LDTP) in the mid-1980s, and along with Larry Keller, James Kweder, and staff members Zoe Tyler and Frances Hunter, provided leadership training within the Center for Neighborhood Development. Undergraduate urban studies students worked with state legislators in the State Legislative Internship Program for classroom credit and hands-on experience. The first four participants were Anthony Benedictis, Timothy Gallagher, Jacqueline Hutman, and Todd Tylek.

Regional Economic Issues (REI) Program. Although most programs went well as the College and the Urban Center began operating, there were some unexpected problems with the Regional Economic Issues Program, a unit that was expected to develop data and monitor

redevelopment strategies for the region. Motivation for REI came from Cleveland's declining economic base and the number of manufacturing jobs that the city lost in the 1970s, which were major concerns for city leaders, including the mayor of Cleveland, George Voinovich, and the president of the Federal Reserve Bank in Cleveland, Willis J. Winn, both of whom urged the city's leading executives and foundations to do something about Cleveland's economy.

In 1982, the Rand Corporation produced a study funded by The Cleveland Foundation that pointed out the need for Cleveland to have a permanent research unit to conduct regional economic trends analyses. When the Rand study was published in 1982, it drew criticism from academics, who "pointed out that Rand had relied on data several years old," and from CEOs who did not like "the fact that the study exploded several of their popular misconceptions" (Diana Tittle, *Rebuilding Cleveland*, a history of The Cleveland Foundation, 267). The negative reaction to the study was increased by the perception that the Rand analysis duplicated another study, conducted by Cleveland management consultants McKinsey and Co. and underwritten by the George Gund Foundation at a cost of \$650,000, which had produced "distinctly different results" (Tittle, 267).

Based on the McKinsey study, Gund Foundation funds of \$200,000 created the organization Cleveland Tomorrow, while the Rand study led The Cleveland Foundation to invest over \$400,000 in... "a monitoring and research agency," originally named the Cleveland Economic Monitoring (CEM) Program. When the Cleveland Foundation decided that the research agency would be based at the Urban Center, the unit was re-named the Regional Economic Issues (REI) Program. Dr. Michael S. Fogarty, who had been an associate professor with the Department of Economics and a research associate in the Regional Research Institute at West Virginia University, was chosen as the director of REI; it wasn't long, however, before REI's affiliation with CSU was ended "because of administrative conflicts." After a study by The Cleveland Foundation, the funding for REI was withdrawn from Cleveland State University (Tittle, p. 268). Fogarty and the REI staff made a temporary move in 1984 to the Federal Reserve Bank's research department until permanent headquarters were found at Case Western Reserve University's Weatherhead School of Management, where REI remains today. It seems likely from correspondence and documents that remain that the "administrative conflict" was a question of control over the program, different visions for the center, and issues of

professional autonomy. For the next few years, Wilbur Thompson and Philip Thompson carried on the economic research work of the College, with the assistance of Anne F. Coughlin, a project manager for economic development.

Fiscal Futures Service. The Fiscal Futures Service was started in 1982 to provide fiscal and strategic planning advice to local governments and public agencies. With Richard G. Sheridan as director, the Fiscal Futures Service program conducted research, analyzed the fiscal impact of governmental decisions, and disseminated information about trends affecting the budgeting processes of local governments. Public sector budgeting and finance, especially at the state level, were its special focus, and information was disseminated to local governments through the publications the *Urban Fiscal Ledger* and the *Ohio Economic Trends Review*. Staff members Michael P. Sobul and Lucy G. Barnett were joined in November of 1987 by Kevin O'Brien, who served first as the assistant director of the Fiscal Futures Service and later succeeded Sheridan as director. As the Fiscal Futures Service program evolved, he eventually became assistant director and director of the Public Management Program. The Fiscal Futures Service was reorganized as the Urban Technical Assistance Group in the late 1980s and program operations were expanded. A representative project was a study that provided information to reduce arrearages in home heating bills for low income people and prevent utility shut-offs. The project manager was Kathryn Wertheim Hexter, who had conducted energy analysis both at the College and at the East Ohio Gas Company.

Economic Development. Donald Iannone came to the Urban Center as director of the Economic Development Program in June 1986. Under Iannone's direction, the Economic Development Program focused on analyses of federal, state, and local public policies and their impact on the economic functions, growth, and development of Cleveland and the region. Iannone built the program to provide technical assistance and outreach and worked with Governors Celeste and Voinovich to produce studies of Ohio's economic competitiveness. He was also responsible for a monograph series on regional competitiveness and cooperation.

Some of Iannone's most significant work centered on brownfields and their effects on economic development and finances, and he produced



Some of the College staff in front of 1737 Euclid Avenue, the College's home from 1987 to 2000.

several publications and studies on the subject, including a groundbreaking study of brownfields cleanup in Native American communities. His background in environmental planning guided the Great Lakes Environmental Finance Center's (GLEFC—another unit within the Urban Center) work on brownfields, and Ziona Austrian, as assistant director of the program, managed GLEFC's industrial pollution prevention studies. She also began work on the Ohio Economic Development Information Network, a statewide resource network (also known as the Ohio ES202 Network), that uses the state's employment and payroll database to demonstrate economic activity in the region.

Other activities in the Economic Development Center since its inception include Drs. Edward (Ned) Hill's and Richard D. Bingham's economic development research. Together they provided the academic research and teaching that complemented Iannone's technical assistance activities, all aimed at furthering the development potential of the city, the region, and the state. Under Iannone, the Economic Development Institute (EDI), a three-year professional development program sponsored and accredited by the American Economic Development Council, was held at Cleveland State with 68 economic development professionals from 25 states in attendance.

The national reputation of the Urban Center was growing during these years, greatly assisted by the excellence of the journal *Economic Development Quarterly*, which Bingham founded and brought with him from the University of Wisconsin at Milwaukee when he joined the College as a professor of public administration and urban studies. Bingham served as the journal's editor from its inception until Ned Hill, who joined the College in 1985 and had been associate editor since 1989, succeeded him as editor in 1994.

Public Works Management was a cooperative venture of the Urban Center and the College of Engineering in 1988, offering education, technical assistance, and research to managers of public services ranging from bridge construction to solid waste collection. Dr. Claire L. Felbinger served as director of the program while also administering the public works management track in the College's Master of Public Administration degree program until 1990, when Robert R. Whitehead joined the program to serve as program director. Dr. Felbinger continued to administer the public works management track for the next 10 years, until she left the College to teach at American University in Washington, D.C. The program included a continuing education program of workshops, forums, seminars, and conferences for practitioners and technical and managerial assistance in geographic information systems, capital budgeting, and other techniques for improved management.

Other Research Activities

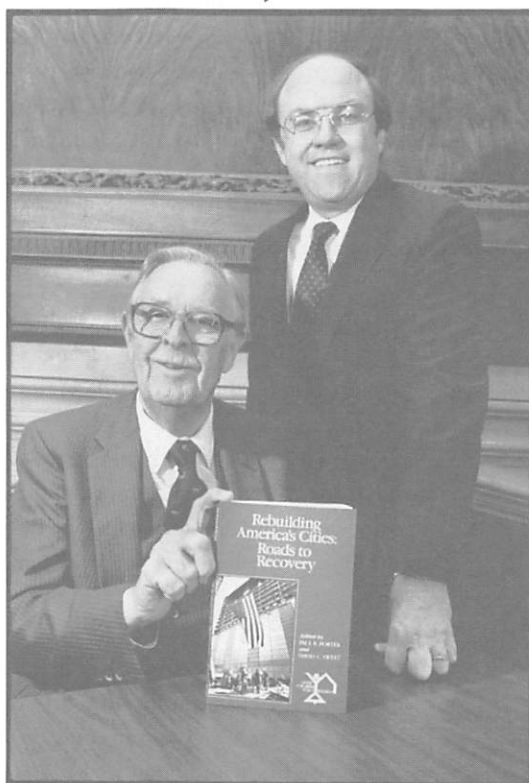
Conferences on Census Data and Urban Recovery. In November, the College joined with the Federation for Community Planning and the U.S. Department of Commerce to sponsor the Cleveland 1980 Census User Conference. This analysis of the U.S. Census of Population and Housing, by what was then known as the Data Dissemination Program of the College, set the precedent for future U. S. Census conferences, which are still presented by NODIS.

Housing research was an important element of the Urban Recovery Project in the 1980s, with Paul Porter as Director, assisted by Ted Hiser as Deputy Director. The Urban Recovery Project was established to investigate the feasibility and means of developing housing in Cleveland's neighborhoods and of attracting new residents to the city. A significant product of the project was a study of the Dual Hub Corridor, a four-mile

area between Carnegie and Chester Avenues, running from Terminal Tower to University Circle. The study was conducted at the request of a taskforce of agencies and organizations—the city of Cleveland, Hough Area Development Corporation, Fairfax Foundation, Tower City, Inc., the Regional Transit Authority, University Circle, Inc., and the Cleveland Clinic—and resulted in the report *Investment and Development in the Dual Hub Corridor*, which contained data and survey results to help businesses and groups that were analyzing policy and planning for the future. In addition, the Urban Recovery Project sponsored semi-nars in October and November of 1980 for “Marketing Neighborhoods,” a community effort to encourage business and neighborhood organizations to exchange ideas on neighborhood rehabilitation.

The College hosted a landmark conference, “Cities Congress on Roads to Recovery,” in 1982. The conference was chaired by Paul Porter during his tenure as the Levin Chair of Urban Studies and Public Service. James W. Rouse, a nationally known developer and urban visionary, was the keynote speaker. As David Sweet recalls in *The New American City*, “the event was the first nationwide congress of cities to focus on the success stories, not the

Former Levin Chairholder Paul Porter and Dean David Sweet celebrate the publication of their book *Rebuilding America's Cities: Roads to Recovery*.



problems, of cities," specifically those cities that had lost population, and promoted the concept of recovery. Porter's book, *The Recovery of American Cities*, was the inspiration for the conference, and *Rebuilding America's Cities: Roads to Recovery*, edited by Porter and Sweet (1984), presented the case studies that were discussed at the congress. In his keynote speech, Rouse encouraged cities to "look beyond the day-to-day problems of the city and to develop a vision for the future—A Civic Vision."

Academic Programs: Doctoral Program

In April 1976, the Ohio Board of Regents had requested that the universities of northeast Ohio collaborate on a proposal for a joint doctorate in urban studies. The first version of the proposal was completed by Roberta Steinbacher and the chair of the Urban Studies faculty at the University of Akron in 1978, and suggestions for a revised curriculum were submitted by an interdisciplinary committee in May 1980. From November 1979 to November 1981, over 20 meetings were held, discussing the administration of the collaborative program, covering questions of the methods of sharing resources, cooperating on teaching and research arrangements, curriculum core requirements, and other details. Finally in the spring of 1982, the Cleveland State University Faculty Council approved the proposal for the Ph.D. in Urban Studies. Thomas Campbell wrote a congratulatory letter to Roberta Steinbacher on June 3, 1982:

I have just learned that the Faculty Council has passed the proposal for a Ph.D. in Urban Studies. While many people have contributed to this program, you deserve the major credit for its passage.

It has been a long and difficult travail for you but in the years ahead as the young practitioners make their impact upon the urban scene, they and those who love the cosmopolitan nature of urban America will honor you as the architect who made it all possible.

In the spring of 1967 Provost James C. Miller called the ad hoc committee on Urban Studies into his office and announced that Urban Studies would be the first Ph.D. in the Social Sciences. I demurred on the ground that we had to build towards it with the

development of undergraduate and graduate degrees first. Jim Miller was right—that we would be the first Ph.D. even if it took some 16 years to achieve.

The program was passed by the CSU Board of Trustees, and by the summer of 1984, the Ph.D. in Urban Studies program had been approved by the Ohio Board of Regents. The Ph.D. in Urban Studies was the first academic program of its kind in the Midwest and Cleveland State University's fourth doctorate program, joining those in chemistry, engineering, and biology. In its first year, the Ph.D. program in Urban Studies at CSU admitted three students, as did the program at the University of Akron. Directors of the Ph.D. program in the 1980s were Susan A. MacManus, the first director, and her successor, Dr. Paul Dommel. The College's Ph.D. program enrollment increased from 12 students in fall 1986 to 18 in the fall of 1987.

The College Visiting Committee

The College of Urban Affairs Visiting Committee was formed in 1980 to support the College in its role as an urban-oriented academic, research, and public service focus for the University. Ruth Ratner Miller, who was responsible in large measure for the committee's early progress and cohesiveness, served as the first Chair of the Visiting Committee and continued in that leadership position for six years. She was the driving force behind the "In Tribute to the Public Service Award," established in 1985.

In Tribute to the Public Service. In 1985, the Visiting Committee created a unique program, the "In Tribute to Public Service Award," which combined public leadership recognition with student scholarship opportunities. The award provides funds for the Mercedes Cotner Scholarship, which was established for Martin Luther King Law and Public Service High School students who attend CSU and pursue careers in public service. Mercedes Cotner, long-time clerk of Cleveland City Council, was named the first recipient of the "In Tribute to the Public Service Award" in November 1985. Since then, many of Cleveland's most notable public servants have been honored (more about these awards is detailed in another chapter).

Martin Luther King, Jr. Law and Public Service Magnet High School. The Visiting Committee supports a scholarship program for the Martin Luther King, Jr. Law and Public Service Magnet High School, which began operating in September of 1982 with its first class of 9th graders and an enrollment of 131. Elisabeth Dreyfuss, Director of the Street Law Project in the Cleveland-Marshall College of Law at Cleveland State University, and Peter Gail from the CUA faculty served as co-directors of the program for Cleveland State University, along with Nona Burney (MS '75), who was co-director of the project for Cleveland Public Schools. All three worked together to develop the curriculum for the program, designed to reduce minority group isolation and enhance desegregation. Carl Rak of the College of Education succeeded Gail and Dreyfuss, and was director of the program from 1986 to 1991, assisted by Karen Stroh, Kenneth Sharkey, and MLK Principal Melvin Jones.

For about 10 years, the MLK Law and Public Service Magnet, with financial support from The Cleveland Foundation, offered a regular state-mandated high school program in addition to special social studies courses designed specifically for the magnet. Students were taught skills needed for paralegal, law enforcement, and other public service positions, as well as college preparatory courses for those interested in becoming attorneys, urban planners, or local government administrators. The first class graduated in 1986 with 34 of the 80 graduates going on to college. Although the curriculum and program changed over the years, scholarships and mentoring are still provided for Martin Luther King High School graduates who wish to enter the Levin College. The scholarships are funded through the Visiting Committee's "In Tribute to the Public Service" annual award.

Awards, Internships, and Scholarships

Internships and scholarships are always a consideration for any student, and the College has raised funds for scholarships in several ways. In 1983, Roberta Steinbacher took a five-year leave of absence from the College to assume the cabinet post of Administrator of the Ohio Bureau of Employment Services during the administration of Governor Richard F. Celeste. That April, the College sponsored a "Salute to Steinbacher" party that raised \$11,000 for a graduate student scholarship fund in her name.

By 2002 the scholarship had raised over \$40,000. In addition, several other scholarships for urban studies students were introduced, among them the Frank P. Celeste Scholarship Award for undergraduates, the Dively Fellowship for graduate students doing research in urban development, and the SIR Education Fund, which funded the Lawrence H. Lang Graduate Fellowship in Real Estate and the Lang Merit Award for Talented High School Students from the Law and Public Service Magnet School. By 2002, the Levin College offered more scholarships for students than any other college at Cleveland State University.

As with the In Tribute scholarships, the George S. Dively Award for Corporate Leadership in Urban Development, established in 1984, recognized practitioners in the field with awards that generated scholarship funds. The Dively Award was a way to recognize corporations that provided leadership in urban development and helped graduate student interns. From 1984 to 1990, these awards were made for projects of national significance; the first award was presented to Ralston Purina Company of St. Louis in 1984 for sparking the revitalization of LaSalle Park, a blighted urban neighborhood in St. Louis. Future awards were given to Premier Industrial Corp. (1986), Mead Corp. (1987), Capital Holding Corp. (1988), and Wisconsin Electric Power Company (1990).

The George S. Dively Award originally consisted of a crystal eagle and a monetary award that provided graduate fellowships for outstanding students in the area of urban development at Cleveland State University and other universities. In 1990, the award program was restructured to focus on local leadership by recognizing a northeast Ohio company that had made, in partnership with a neighborhood organization, a major impact on local neighborhood development. In addition, the George S. Dively Neighborhood Internship Prize was set up to present an annual award to a Neighborhood Development program intern who showed both outstanding academic achievement and performance.

More Changes, More Growth

As the College and the student body grew, the faculty and staff of the College continued to be active leaders in the profession and in the community. David Sweet was elected national chairman of the American

Economic Development Council (AEDC), the first academic in this position in the organization's 58-year history. Virginia Benson was elected president of the Cleveland Waterfront Coalition. Tom Bier and Edric Weld conducted studies of the future of housing in Cleveland's suburbs. Dennis Keating completed a study of Cleveland's housing court, and the Center for Neighborhood Development worked with the Cleveland Housing Network to implement Ohio's housing receivership law. Norman Krumholz, newly elected president of the American Planning Association, hosted a national conference, "Working Together: Private Sector Partnerships for Creative Community Economic Development," to focus on the success of bank-chartered community development corporations (CDCs) as they became a popular way to assure stability and growth in neighborhoods. Urban Center activities continued to focus on energy policy, economic development, housing and neighborhood development, and public finance.

In 1985, just eight years after its inception, the College offered both undergraduate and master's level programs in urban studies as well as a doctoral degree. The academic programs were taught by 10 full-time faculty members as well as by several senior program staff and community officials who served as adjunct professors and the dean of the College and the director of the Urban Center. The other major organizational unit of the College continued to be the Urban Center, the main point of the College for delivery of public service programs and applied research.

In total, the College employed about 45 people and operated on an annual budget of almost \$2 million in fiscal year 1984. The Urban Center was coordinator of an inter-institutional urban research program through the Ohio Urban University Program and also oversaw the operations of its several research centers, programs, and initiatives.

Faculty members Drs. Mittie R. Olion (Chandler) and Edward (Ned) W. Hill joined the College in 1985, while Ted Hiser resigned his position as assistant dean of the College to become an attorney for Jones Day Reavis & Pogue. Other new faculty and staff in the late 1980s included Sylvester Murray, who was named director of the Urban Center's Public Management Program; Dr. Michael Spicer, who became associate dean for instruction and research; and Dr. Claire Felbinger, who was named director of the Public Works Management Program. Roberta Steinbacher returned from her state government position. Sara Stevenson headed the Leadership Development and Training Program. Dr. Sanda Kaufman joined the faculty. Kenneth Ender was the new director of Planning and Program



Janet Eadie and Ted Hiser confer over mapping data.

Development. Dr. Helen Liggett came to the College from the University of Oregon, and Dr. William Bowen came to teach public administration. Dr. Robert Simons, from the University of North Carolina at Chapel Hill, taught real estate development and finance. Richard Klein served as a College recruiter and Harriet Tramer joined the adjunct faculty. James Slack joined the faculty in 1988 as director of the MPA program, and Charles Washington joined the faculty of the same program. Alan Weinstein, another new faculty member, was Director of the Law and Public Policy Program, a joint venture with the Cleveland-Marshall College of Law, with assistance from Jan Murray and Louise Mooney. Philip Star was named director of the Center for Neighborhood Development; Jim Wyles joined NODIS; Donald Iannone became Director of the Economic Development program, and Barbara Benevento was a secretary in the Economic Development office. Suzanne Hartman was Director of Communications and Development.

Academic Programs: Master of Public Administration

Academic choices increased in the College in 1986 when the Master of Public Administration (MPA) program was moved from the College of Business Administration, where it had resided since its inception in 1972, to the College of Urban Affairs, thereby achieving the College's

long-standing goal to have a graduate degree program in public management. Until that time, the program had been administered jointly by the College of Business Administration and the Department of Political Science in the College of Arts and Sciences. The move had been considered a possibility for several years and was proposed in the first unsuccessful attempt to form the college in 1976. Nonetheless, the move created some tension between other colleges and the College of Urban Affairs. After the move the program continued to draw faculty from the College of Arts and Sciences and the College of Business Administration and, for the first time, MPA courses were offered at Cleveland's City Hall by Cleveland State University.

The Law and Public Policy Program designed by the Levin College of Urban Affairs and the Cleveland Marshall College of Law also gave MPA students experience and information, especially those students interested in public service careers. The curriculum was designed to enhance their understanding of legislative and administrative procedures, governmental decision-making, and public policy development.

Dr. Michael Spicer, Associate Dean for Instruction and Research, was responsible for program planning and began the accreditation process for the MPA program. Spicer also served as the chairman of the Department of Urban Studies, which had not had a permanent leader since Roberta Steinbacher left for Columbus in 1983. Associate Professor Peter A. Gail served as interim chair of the department for two years (1983-1985), followed by a year in which Norman Krumholz and Dennis Keating shared responsibility as interim chairs.

In 1988, James Slack became the director of the MPA program and, the following year, the MPA program received national accreditation from the National Association of Schools of Public Affairs and Administration (NASPAA). Drs. Claire Felbinger, Larry D. Terry, Dianne Rahm, and Vera Vogelsang-Coombs succeeded Slack as directors of the MPA program in the following years.

The Beginning of the Forum

It was obvious that the Levin College was growing, but if any further evidence was needed perhaps it could be seen in the year-long series of civic forum presentations, which were a preview of the forums planned for the future. The first university-community program that could

be called part of the Forum Program was "Shaping Cleveland's Future," an appropriate subtitle for the College itself. Assorted seminars brought the academic community and the public community together to discuss important city issues, including Levin Chairholder Phillip Clay's presentation on "Transforming Cleveland's Future." Other lectures and seminars included "The Future of the Public Service" and "The Role of the Black Community in Shaping Cleveland's Future." Two University-Community Civic Forum lectures were presented in 1989-90: "Building the Public City" and "Changing Urban Practice in the Rustbelt: Lessons from Cleveland." It was becoming apparent that an important aspect of the University-Community Civic Forum (as it was then called) was the concept that the Forum was both an institution and an idea, a physical space in the center of the city where public issues could be discussed and a place for critical thinking. As an intellectual gateway for the community to the university, the Forum unofficially began in the 1988-89 academic year, several years before the actual physical space was built.

The End of the First Decade

The College celebrated its 10th anniversary in 1987 with an open house attended by over 600 alumni in its new home at 1737 Euclid Avenue, the former Builders Exchange Building on the corner of East 18th Street and Euclid Avenue. The move was welcomed for several reasons, mainly because it allowed the College to hold most urban studies classes in its own home building, and because it housed two computer labs and special meeting and seminar rooms. A tradition was begun in that 10th anniversary year—the honoring of distinguished alumni. During the first year, the College inaugurated 12 honorees and each year another alumnus is added to the photo gallery on the College walls. The initial honorees were: Charles Bromley, 1972 MS; Nona Burney, 1975 MS; Jane Campbell, 1980 MS; J. Edward Easler II, 1972 BA; Gerald H. Gordon, 1972 MS; Timothy F. Hagan, 1974 BA; Doris Honsa, 1983 MS; Jeffery Jacobs, 1979 MS; Byrdie Lee, 1978 MS; Michael May, 1976 BA; Everett Prewitt, 1978 MS; and Janis Purdy, 1979 BA, 1980 MS. Subsequent honorees were Robert Hudacek, 1981 MS; Robert Jaquay, 1979 MPA; Grace Kilbane, 1977 MS; Kathleen H. Crowther, 1990 MS; Anthony Coyne, 1984 MS; Emmanuel Onunwor, 1985 BA, 1995 MS; Cindie Carol-Pankhurst, 1989 MPA; Nancy Roth, 1975 MS; Madeline A. Cain, 1985 MPA; William Denihan, 1998 BA;

Rebecca A. Jones, 1990 BA, 1992 MS; Paul N. Patton, 1996 MPA; Patricia O'Donnell, 1979 BA, and Ronald Hill, 1974 MS.

The College capped the celebration of its 10th Anniversary with founders' awards to Homer Wadsworth, former director of The Cleveland Foundation, and the late James S. Lipscomb, who had directed the George Gund Foundation for 18 years. Both men had been supportive of the College in the early years of its development. Wadsworth had been at the helm when The Cleveland Foundation funded the Center for Neighborhood Development in 1980, and the Foundation grants over the years had allowed the Housing and Neighborhood Development programs to emerge as national models. Lipscomb had been director of the George Gund Foundation when financial support was given to the Institute of Urban Studies before it grew to become the College of Urban Affairs. Wadsworth and Lipscomb joined Drs. Thomas F. Campbell, Maxine Goodman Levin, Roberta Steinbacher, former State Representative Patrick A. Sweeney, and former CSU Presidents Walter B. Waetjen and John Flower as honorary founders of the College.

At the midpoint of the decade, the College could point to many successes. The College had brought the first and only social science Ph.D. program to the University; attracted a nationally recognized faculty; developed a center for research and public service that had a strong reputation for performance at local, state, and national levels, graduated over 400 students from its undergraduate and graduate programs, conducted over 15 local and national conferences in Cleveland on issues of concern to the community; developed NODIS, a community-based data dissemination program providing community agencies with access to a large variety of data files including Census data; and developed a Neighborhood Technical Assistance Center to provide information to the city's 50 neighborhood organizations, which was receiving local and national acclaim.

By the end of 1989, the number of students taking urban studies classes had reached 950 and the College accepted its first freshman class of urban studies majors. Although the College was growing, a significant loss was felt at the end of the decade when Edric Weld retired after 11 years as an assistant professor of urban studies and 23 years at Cleveland State University. He had been an assistant professor of economics for six years, an associate in the Institute of Urban Studies and an adjunct professor of economics for five years, the director of research in the Institute of

Urban Studies, and director of the data dissemination program in the College of Urban Affairs.

As 1990 approached, the Urban Affairs Building at 1737 Euclid got a new look with the renovation of the Lilita G. and George S. Dively Community Seminar Room. David Sweet's vision for the development of the 17th-18th Street block, however, held out hopes for a new building. An initial investment of \$10,000 for a feasibility and design study, funded by The Cleveland Foundation, led eventually to the development of the 17th-18th Street Block Project. In the spring of 1987, the College began a cooperative planning process with Playhouse Square Foundation, the city of Cleveland, and The Cleveland Foundation, focusing on the expansion of the western edge of the University campus and the development of the 17th-18th Street Block, an area that was eventually to house the College of Urban Affairs, the College of Law library, the College of Business Administration, and a parking garage. These colleges, each with significant graduate programs and each with urban-oriented interests and connections in downtown activities, were drawn together in the block to serve as a vital intersection of culture, education, and commerce.

The dedication of the Maxine Goodman Levin College of Urban Affairs, October 18, 1989. (from left to right): Dean David Sweet; State Representative Patrick A. Sweeney; CSU President John A. Flower; Maxine Goodman Levin; and Board of Trustees chairman Henry J. Goodman.



A New Name for the College

In October of 1989, the college recognized its long-time benefactor Maxine Goodman Levin by renaming the College in her honor. State Representative Patrick A. Sweeney and Dean David C. Sweet spoke at the dedication with special guests that included CSU President John A. Flower and Board of Trustees chairman Henry J. Goodman. David Sweet's remarks concluded, "With the establishment of a major endowment for the operation of the College, Dr. Maxine Levin has once again demonstrated her outstanding commitment to Cleveland State University and the city itself." Thus the College entered its second decade, now known as the Maxine Goodman Levin College of Urban Affairs, with plans for a new home on land that Albert and Maxine Levin had once owned.

1990-2002

THE EXPANSION YEARS

The newly named Maxine Goodman Levin College of Urban Affairs expanded its activities both quantitatively and qualitatively in the years from 1990 to 2002. Numerous conferences, forums, and events involved the college with the community in an ongoing discussion of urban issues as the college continued adding to its agenda of urban education, research, and public service. Student enrollment increased in the fall quarter of 1990 to 285, as the College welcomed its second class of freshman urban studies majors. By 2002, the college enrollment would grow to 663 students. Recognizing that urban problems were becoming more commonplace in other parts of the world, the Levin College reached out internationally and provided training for public leaders in several countries including Russia, Korea, South Africa, Botswana, and Croatia.

Also in this decade, the Levin College met one of its most significant goals—to provide a gathering place where the academy and the community could come together to discuss and find ways to improve urban life, or, put another way, “discuss challenges, create opportunities, and celebrate accomplishments.” The Forum Program was a “new” initiative that had actually been in the works for quite a while, but it was the new Urban Building and the 17th-18th Street Block Project that made it all come together.

During the 1990s, the Levin College addressed a variety of issues, many of them new to the urban environment—concerns about solid waste management, drug testing, casino gambling as a form of economic development, urban sprawl, and homelessness — and continued its work with studies that were persistently or increasingly present, such as regionalism and energy. As the last decade of the 20th century began, new faculty and staff were added to fill the positions needed to handle the growth of programs and projects. New faculty members included Jennifer Alexander, Larry Terry, Nancy Meyer-Emerick, Michael Tevesz, and Brian Mikelbank. Among the new staff members were Stuart Mendel, Lynnette Walker, Sheila Samuels, Susan Petrone, Caryn Eucker, Jane McCrone, and Maureen McQuestion.

Conferences representing the concerns of the 1990s dealt with regionalism, housing, and energy. “Managing the Great Lakes Region: Technologies and Innovations for the 1990s,” was co-sponsored by the

Northeast Ohio Chapter of ASPA and the Levin College; the conference "Housing Ohioans: Issues and Opportunities in the 1990s," also produced the report *Toward the Year 2000: Housing Policy Recommendations for the Cleveland Metropolitan Area*, which covered such subjects as suburbanization, homelessness, housing code enforcement, and funding. Continuing its long history of involvement in energy issues, the Levin College cosponsored the first national energy education forum, "The Energy Education Forum: Planning Together for Effective Energy Education in the '90s," which focused on planning strategies for comfortable, affordable housing, a clean environment, and responsible private and public policies.

In 1992, the Levin College hosted the annual conference of the National Association of Schools of Public Affairs and Administration (NASPAA), which examined the theme "Reinventing Public Service Education," and hosted deans and directors from across the country. In the same year, the Levin College was one of five recipients of a NASPAA

State Senator Roy Ray, State Senator Grace Drake, Kevin O'Brien, and Dean David Sweet at the Ohio Task Force on Regional Competitiveness and Cooperation.



Diversity grant, awarded for "inreach" activities with Central State University and Wilberforce College, two historically black Ohio schools. That same year, the Levin College also hosted the annual conference of the Urban Affairs Association.

In 1993, the 30-member Ohio Task Force on Regional Competitiveness and Cooperation, made up of business leaders, mayors, and nonprofit directors, was further evidence of the College's leadership in supporting regional advances. Kevin O'Brien, Assistant Director of the Public Management Program, and Tom Norris, a 1992 MPA alumnus, directed the taskforce, whose mission was "to identify strategies to assist the nine-county region of Northeast Ohio in enhancing public-private cooperation to reinforce its competitive stature in the global economy."

Academic Program Growth in the 1990s

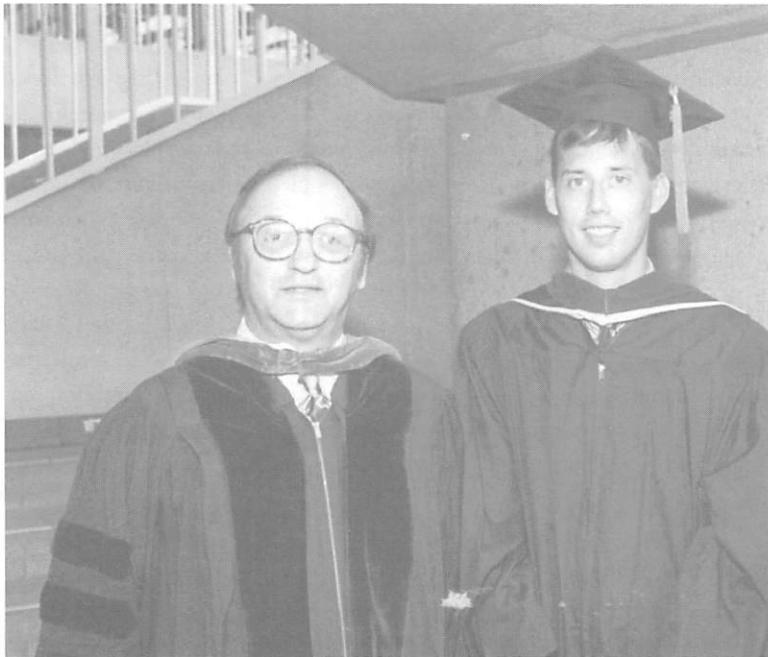
Additional academic programs were added from 1990 to 2000 to make education and training more accessible to a diverse student population in a variety of ways. The Master of Urban Planning, Design, and Development degree program was approved in 1990 and several new majors, degree programs, and certificate programs were developed in the next few years: majors in Environmental Studies, Urban Services Administration, and Public Safety Management leading to the Bachelor of Arts degree were initiated and a Master of Arts degree in Environmental Studies was established. A dual Master of Science/Master of Urban Planning degree with Chung-Ang University in Seoul, Korea was implemented; certificates in Urban Geographic Information Services, Nonprofit Management, Urban Real Estate Development and Finance, and Urban Economic Development expanded the College's list of course offerings. The Local Officials Leadership Academy and the Ohio Certified Public Management Program were developed for local and state executive leadership training, while the Neighborhood Leadership Cleveland Program in the Center for Neighborhood Development increased the participation and effectiveness of neighborhood residents in their roles as community leaders.

The Master of Urban Planning, Design and Development (MUPDD) program was established in May 1990, six years after it was first recommended by a subcommittee of faculty and practitioners from the college Visiting Committee. Prepared in collaboration with Kent State

University's School of Architecture and Environmental Design, the program was developed and grew under the directorship of Dennis Keating (1990-93), Mittie Olion Chandler (1993-97), and Robert Simons (2000-present), who served as directors of the program. The MUPDD offers training in three interrelated fields—urban planning, design, and development—by an interdisciplinary faculty and with the cooperation of affiliated faculty from the School of Architecture and Environmental Design at Kent State University. The fall of 1990 saw the first students admitted to the MUPDD degree program, with the first MUPDD students graduating in 1992. By 1998, the MUPDD program was nationally accredited and 25 students had completed requirements for the degree. By May 2001, the program had over 65 graduates.

Other programs were directed by Richard Bingham, who served as director of both the Ph.D. and Master of Science in Urban Studies programs when Dr. Paul Dommel retired as director of the Ph.D. program and Roberta Steinbacher retired as director of the Master of Science

Professor Dennis Keating and Dale Case, one of the first graduates of the Master of Urban Planning, Design, and Development program.



program. Dr. Steinbacher continued to direct the bachelor's program in Urban Studies for over 10 years. In 1994, the B.A. in Environmental Studies was launched; later in the decade, two new degrees were designed by Dr. Steinbacher—Urban Services Administration and Public Safety Management—and were approved by the Faculty Senate and the Ohio Board of Regents.

International Outreach

The Levin College expanded its activities not only locally and nationally, but also internationally. Edward (Ned) Hill traveled to Russia to conduct economic development seminars in Vladivostok and Khabarovsk to aid in their transition to a market economy and democratic decision-making. Hill conducted seminars for elected and appointed administration officials, business leaders, and entrepreneurs to discuss and study the role of public-private partnerships, business finance, joint business ventures, and ways to market these cities' local economies.

William Bowen traveled to Taiwan to teach environmental management and regional development at the National Sun Yat-Sen University in Kaohsiung. The trip, sponsored by the National Science Council of Taiwan, involved an exchange of knowledge regarding environmental issues and centered on the effects of Taiwan's regional shifts of industry and population.

Professor Sylvester (Sy) Murray traveled to Rio de Janeiro, Brazil in 1999 at the invitation of the Lincoln Institute of Land Policy to plan seminars, and in the following years was responsible for several seminars in Africa—in Ethiopia, Botswana, and Zimbabwe—where, as part of the International City Management Association (ICMA), he conducted training sessions on best practices in local government management and finance.

The College extended its international influence with a dual degree program with Chung Ang University in Seoul, Korea through the efforts of Richard Bingham and W. Dennis Keating. The College's presence also expanded to Eastern Europe in 2000 with the establishment of the Unger Center for Local Government Leadership (described in more detail later in this chapter).



Dean David Sweet overlooking the 1737 Euclid building and the 17th-18th block.

Landmark Events of the 1990s: The 17th-18th Street Block Project

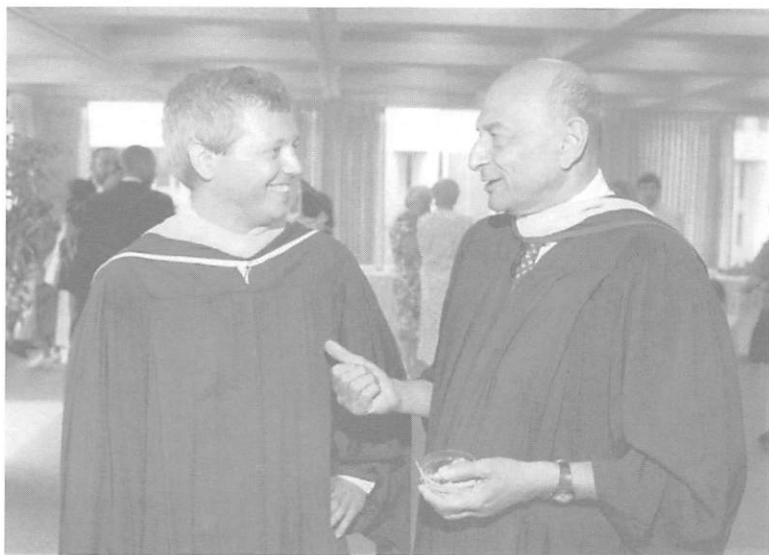
In 1990, the 17th-18th Street Block Project, led by David Sweet and discussed and planned for the previous decade, received the endorsement of the Ohio General Assembly, with funding to come from the next three capital budgets. Construction for the project was designed in three phases with funding appropriated by the state of Ohio through its capital budget for Phases I and II (design and construction documents for all four buildings and construction of the garage, business, and law buildings). The parking garage was completed first, as happens when practicality is a priority. This was followed by the business and law school buildings. Then, before Phase IIIb (the construction of the urban building) began, the Ohio Board of Regents' (OBOR) capital funding policy was changed. OBOR's new formula gave universities a set amount of capital funding each year, based on enrollment factors, regardless of special needs in a specific biennium, which meant that the funds to complete the urban building would not be available for four years. Not wanting inflationary increases to add millions to the building's cost, David Sweet picked up his "tin cup" once again and, with Susan Murray, the college's director of development, worked with foundations and supportive urban leaders to find funding to make the building a reality on a time schedule that would move the college into the new building in the year 2000.

Cleveland State University supported the development of the 17th-18th Block because it would bring downtown Cleveland and the university closer together, both physically and symbolically. CSU's "Capital Plan, 1991-1996" noted the University's commitment to become part of the fabric of the city and the expectation that the university would grow as a "thriving physical and borderless community, a university neighborhood..."

Pausing to Remember

Before moving ahead full-speed into the next decade, the Levin College stopped for a moment to memorialize its birth. At commencement in 1991, Tom Campbell was the speaker for the Levin College of Urban Affairs ceremony. In a traditional admonition to the graduates, he told them not to forget the history of the college and Cleveland State University, and how the founders and students presented "a pattern of commitment to the Greater Cleveland community and response to the changing needs of our society..." He reminded students that [the founders] believed that

Professor Norman Krumholz (r.) and MS graduate Michael Daugherty at the 1991 graduation. Krumholz won the Associated Collegiate Schools of Planning (ACSP) Paul Davidoff Award that year and Daugherty the Edward McClure Award, two of the three major awards from ACSP at that time.



in an urban society in the midst of the crises of the 1960s, faculty and students should do more than peer out of the windows of their ivory tower." His look back at the beginning of the Institute made it clear how far the College had come, as the first Ph.D. in Urban Studies degree was awarded to Barbara Grothe. Appropriately, the awarding of this degree coincided with another Levin College first—the 20th anniversary of the graduation of the first two urban studies baccalaureate students: Deborah Lloyd and Marie Adams Rehmar.

The 10th anniversary of the UUP was also observed in 1991. The Urban University Program's anniversary was commemorated with a research colloquium to discuss the urban research and technical assistance projects the UUP had produced since the program began. The Levin College was now ranked among the top 10 urban studies programs in the country, up from 29th in 1981, according to two national surveys (conducted by Portland State University and the University of Louisville). In 1992, the college's total endowment funding reached \$1.8 million and, in 1994, the Levin College graduated its 1000th student. The College was growing steadily now and additional programs were needed for the increasing number of students with more diverse interests and from more diverse backgrounds.

Installation of James Banovetz as Levin Chairholder. Front row (l-r) Edgar Rose (former Levin Chairholder); Maxine Goodman Levin; Paul Porter (former Levin Chairholder). Back Row (l-r) Wilbur Thompson (former Levin Chairholder); Harold Allen, CSU Provost; Sarah Short Austin (former Levin Chairholder); David Perry (former Levin Chairholder); Roberta Steinbacher; Robert Waste (former Levin Chairholder); James Banovetz; and David Sweet.



Levin Chairholders in the 1990s

The college appointed James Banovetz as the Albert A. Levin Professor of Urban Studies and Public Service in 1991. Under his direction, a five-year plan for the College was developed that targeted college programs, student services, non-traditional education, undergraduate program development, and resource development.

Levin Chairholder Robert J. Waste (1994-95) focused on issues related to neighborhood policing in Cleveland; the homeless and various techniques used to compile data about them; and completed *Greenhouse Cities: Reinventing the American City*, a book that focuses on urban poverty, voter alienation, and segregation in America, in addition to teaching courses on state and local public policymaking.

Camilla Stivers of Evergreen State College, Olympia, Washington, was appointed to the Levin Chair on January 1, 1997. Dr. Stivers' 1993 book, *Gender Images in Public Administration: Legitimacy and the Administrative State*, extended her major research themes into historic and feminist interpretations of administrative roles. Dr. Stivers' appointment marked a change in the Levin Chair program since she was the first appointment to the chair as a tenured full professor with a five-year appointment.

The Urban Child Research Center

In 1991, the Urban Child Research Center (UCRC) was developed through the efforts of State Senator Charles Butts to study issues related to the welfare of urban children and youth, specifically their growth, development, and education. Dr. Wornie L. Reed, the first director of the Center, who had previously been director of the William Monroe Trotter Institute at the University of Massachusetts at Boston, brought together scholars and professionals in the social, behavioral, education, and health disciplines to conduct research from a holistic perspective on urban children and their families.

The Center addressed those goals in its first conference in April 1992, "Enhancing the Development and Education of Urban Minority Children and Youth," bringing together experts from across the country to present discussions of successful approaches to alleviate the problems of urban youth. In 1995, the UCRC presented another national conference, "Violence and Childhood Trauma: Understanding and Responding to the Effects of Violence on Young Children," which was attended by almost 400



The UCRC staff (l-r): Mary Ellen Simon, Gale Mortland, Director Wornie Reed, Rodney Thomas, and Dr. Martha deAcosta.

people and featured keynote speaker Dr. James Garbarino, a nationally known child development specialist, educator, and author. The UCRC provided the expertise of academia to the community and partnered with social and nonprofit agencies to search for solutions to the problems of urban children and families. Dr. Martha de Acosta, assistant director of the Center, Rodney Thomas, and Mary Ellen Simon were the core staff of the UCRC. Throughout the 1990s, the Center produced brown bag forums, research reports and occasional papers on gang violence and crime prevention, childhood immunization studies, neighborhood coalition building, children's resiliency when mothers undergo drug treatment, childhood lead poisoning, parental involvement in children's education, kinship care, and related subjects.

A Change in Urban Center Leadership

David F. Garrison, director of the College's Urban Center since it was created in 1981, left the College in 1993 to take a position in the Clinton administration as a senior advisor on intergovernmental affairs at the U.S. Department of Health and Human Services in Washington, D.C. During Garrison's 12-year leadership, the Urban Center grew from an idea into a national model for an urban academic research and service unit

with a professional and support staff of 30 and a \$2 million annual budget. Under Garrison, the Urban Center's long-term research helped set the course for some of Cleveland's public issues agenda, such as urban sprawl. As he left, the Urban Center saw new issues to address—brownfields, job readiness, child care, and outmigration. Dennis Keating, associate dean of the Levin College, who was becoming known for his ability to handle almost any job, stepped in once again to fill an interim position, serving as interim director of the Urban Center for the next 15 months while a national search for the next Urban Center director took place.

Dr. Larry Ledebur, former director of the Center for Urban Studies at Wayne State University in Detroit, was named to lead the Levin College's Urban Center in spring of 1995. Ledebur, with a background in economic development, organizational development, strategic planning, and needs assessment, had worked with the National League of Cities, the Urban Institute, the White House Conference on Balanced National Growth and Economic Development, and the Economic Development Administration of the U. S. Department of Commerce. He was also the author of *Economic Disparities: Problems and Strategies for Black America* and *Urban Economics: Processes and Problems*. Dr. Ledebur was well prepared to lead the Urban Center into its 15th year of enterprise.

The Urban Center of the 1990s

The Urban Center's role as the research and public service arm of the Levin College of Urban Affairs continued evolving as new programs and units were established to fit the changing times.

Several new research and public service centers were introduced in the late 1990s—the Center for Sacred Landmarks, the Ohio Center for the Advancement of Women in Public Service, the Center for Nonprofit Policy and Practice, the Ruth Ratner Miller Center for Greater Cleveland's Future, and the Unger Center for Local Government Leadership, joined the already existing research units that had formed the foundation of the Urban Center—the Center for Neighborhood Development, the Center for Housing Research and Policy, Northern Ohio Data and Information Service—and units that were of moderate age—the Center for Economic Development, the Center for Public Management, and the Great Lakes Environmental Finance Center. It was clear that the growing College required more space dedicated to the needs of urban research, urban education, and public service.



Dr. Larry Ledebur (seated, center), the new Director of the Urban Center, with Center staff shortly after his arrival at the College.

The success of the College's individual research centers, the extensive inclusion of faculty in the operations of every center, and the need to focus on the elevation of the College's identity to support efforts to attract greater financial support from the region for the College's operation suggested the value of a small reorganization. In 2002, the Urban Center designation was de-emphasized and its director became the College's first associate dean for research and public service activities. As the College celebrated its 25th anniversary it could now point to 12 different research and service centers and a Leadership Program providing governments, the private sector, nonprofit agencies, and communities with research, education, and service activities involving the entire faculty and staff of the Levin College.

Center for Neighborhood Development (CND). One of Phil Star's early decisions as the second director of the Center for Neighborhood Development was to adjust its focus slightly by training neighborhood leaders who were ready to take on more responsibility for their communities' self-determination. In previous years, the CND had led and the neighborhood communities had often followed, but the time had come for the neighborhoods to be the leaders themselves. CND and Neighborhood Centers Association worked together to develop Neighborhood Leadership Cleveland, a 12-week program offered through CND. The program was designed to provide an "ongoing opportunity for neighborhood leaders to improve their existing skills for more effective leadership, to develop a network of leaders throughout the community,

and provide a way to increase active participation in both their own community and community-based organizations."The program is not based on skills development, but uses the asset-based model, which builds on the assets of the people to enhance their leadership abilities and form a network of leaders to address issues that the community leaders themselves believe are important to the quality of life in neighborhoods, such as conflict resolution, community organizing, and neighborhood goal-setting. The number of NLC graduates increased from 130 in 1997 to over 500 in 2002. Over the years, Audrey L. Johnson, Mark Chupp, and Jennifer Madden assisted Phil Star in conducting the Neighborhood Leadership program.

The CND was a significant partner in establishing NeighborhoodLink, an online resource that provides information, data, and selected links to a variety of subjects as well as links to Cleveland organizations. NeighborhoodLink was started in 1994 in partnership with Ameritech, the city of Cleveland, Cleveland Neighborhood Centers Association, Cleveland Public Library, and the Levin College. Ed McNeeley, then-director of Levin College computing services, and Phil Star served as the College's representatives when the NeighborhoodLink program began. The website continues to provide specialized information and service to community groups to assist them in neighborhood development. The site is online at <http://nhlink.net>.

Housing Research. Thomas Bier continued his work in analyzing housing and migration data from throughout the region. His research report, *The IRS Homeseller Capital Gain Provision: Contributor to Urban Decline*, received national media attention (including *Roll Call*, the *Washington Post*, and CNN) for its impact on the adjustment to home seller's capital gains tax in the FY 98 federal budget.

Bier and his research were also instrumental in the formation of the First Suburbs Consortium, an alliance of 10 inner-ring Cleveland suburbs that was the first government-led advocacy organization in the nation to focus on urban sprawl and urban disinvestments as issues that are affecting the entire country. The Consortium began informally in the early 1990s, growing out of conversations between Bier and Kenneth Montlack, a Cleveland Heights councilman. The First Suburbs movement aimed at addressing policy decisions that contribute to sprawl and undermine older, established suburbs. In 1996, municipal leaders from

across the state were invited to a meeting in Cleveland. Since that meeting, groups have formed in Columbus, Dayton, and Cincinnati, and a statewide network has been established, working toward development of a legislative strategy for changing public policy.

Economic Development. Donald T. Iannone was director of the Urban Center's economic development research and technical assistance program from 1986 to 2000. He brought a focus on international trade and the global economy to the picture of Ohio's economic development and selectively encouraged foreign investment in the state. Under his watch, the Economic Development Program continued to design and offer projects to help the state's community leaders and economic development organizations deal with local issues while at the same time expanding the international perspective.

The Economic Development Program expanded in a new direction in 1995 as a result of its designation as one of five U.S. environmental finance centers when it received a \$300,000 grant from the Environmental Protection Agency with the support and assistance of U. S. Representative Louis Stokes. This funding gave rise to a new center, the **Great Lakes Environmental Finance Center**, which was charged with finding solutions to funding clean-up of environmental contamination in urban areas in Ohio, Indiana, Illinois, Michigan, and Minnesota, especially the reclamation of brownfields, (contaminated areas that are costly to decontaminate and difficult to sell and redevelop). The research on brownfields became a very important issue of the late 1990s and reached far beyond local concerns. The larger charge given to the GLEFC by the EPA is to help create sustainable environmental systems in the public and private sectors. The GLEFC is one of nine such environmental finance centers operated through universities across the country.

Dr. Ziona Austrian had been assistant director of the Economic Development Program since 1993, with responsibility for technical leadership of the Ohio Economic Development Database/Network (ES202), a computerized database containing employment and payroll records drawn from the Ohio Bureau of Employment Services. Dr. Austrian, who had previously been a research associate for The Center for Regional Economic Issues (REI) at the Weatherhead School of Management at Case Western Reserve University, became director of the Center for Economic Development after a national search to fill the position when Don Iannone

resigned in 2000. As the new director, she has brought additional applied research to the Center's activities and combined that with ongoing programs, such as the ES202 database work.

Working to build a national reputation, Austrian has encouraged staff production of articles in national publications and sought and received funding from such foundations as the Knight Foundation and the Lincoln Institute for Land Policy, both of which fund economic development research of national significance. At the same time, local studies—such as looking at the economic base of the Cleveland east side area served by Shorebank (a unique community development bank), the employment impact of the newly developed Gateway area, and high-tech industries in the city—have remained an important part of the Center's work.

Public Management. The predecessors of the Center for Public Management were the Public Management Program and Fiscal Futures Service; the latter began in 1982 to provide fiscal and strategic planning for government and public agencies, adding a sub-unit for Leadership Development and Training in 1984. Fiscal Futures was revised and became the Public Management Program in 1990 when Sy Murray, former city manager of San Diego, California; Cincinnati, Ohio; and Ann Arbor, Michigan, came to the Urban Center to fill the role of director. Under Murray, the program expanded its leadership development, technical assistance, consulting, and training services. Kevin O'Brien, the assistant director of Fiscal Futures, became the assistant director of the government technical assistance component of the Public Management Program (PMP), and later became the director of the program when Murray returned to teaching. In the late 1990s, the PMP expanded the work of financial and economic impact analyses with new services dealing with Ohio's revenue and tax systems, as well as surveys and statistical research on a variety of governmental policy issues.

The Center for Public Management shares management and staff with the Great Lakes Environmental Finance Center, which is also directed by Kevin O'Brien

Leadership Academy. Planning for the Leadership Academy began in 1992 under the auspices of the Leadership Development and Training Program. In 1993, the Leadership Academy, also known as the Local Official Leadership Academy, was launched to support leaders and

organizations in fulfilling their governance responsibilities. The program was developed by Vera Vogelsang-Coombs, whose strong background in leadership training and development prepared her for the task. The program was designed to examine local issues using leadership measures related to personal, organizational, human resources, and community development and was started with the support of The Cleveland Foundation, the George Gund Foundation, the Nord Family Foundation, and the Urban University Program. In 1998, the Leadership Development and Training Program was renamed as Leadership Programs and moved from the Urban Center to the Urban Studies Department in order to strengthen and make the most of the connection between the MPA program and professional development programs such as the Leadership Academy and the Ohio Certified Public Managers Program.

The Leadership Academy is a six-month program that enhances the leadership skills of policy-makers, elected officials, legislative officials, and senior administrators of government and nonprofit organizations. Between 1993 and 2002, 280 leaders participated in this executive development program, representing 64 different organizations. The Academy's facilitators are drawn from the Cleveland State University faculty and national leadership development experts, with a core staff consisting of Vera Vogelsang-Coombs, Charles Phelps, Zoe Tyler, Delphia Clemons, and former mayor of Shaker Heights, Patricia Mearns.

Ohio Certified Public Manager Program (Ohio CPM).

The Ohio Certified Public Manager Program is a nationally accredited management development program for local, county, and state public managers in Ohio. The program is a collaboration of the state and its 12 state universities. Overall administration is performed by the Ohio Department of Administrative Services with guidance from the participating universities, which are members of the Ohio Urban University Program (UUP) and the Ohio Rural University Program (RUP).

Dr. Vera Vogelsang-Coombs is chair of the statewide Technology Committee, Zoe Tyler is co-chair of the statewide Ohio CPM Curriculum Committee, and Charles Phelps is the site manager of the Northeast Ohio CPM Program. The NE Ohio Regional site is a collaboration of four state universities—Cleveland State University, Youngstown State University, Kent State University, and the University of Akron. The Ohio CPM program, a model that uses national training standards to help public

managers improve the performance of Ohio government, received national accreditation in June 2000, one of only 20 accredited CPM programs in the nation.

Center for Sacred Landmarks. The Center for Sacred Landmarks provides research, service, and education about Northeast Ohio's sacred places, particularly its houses of worship. It has thus far focused its attention on the city of Cleveland, its urban neighborhoods, and inner-ring suburbs. The center's activities include researching and documenting the architectural and aesthetic features of Cleveland's religious structures; providing guidance to religious institutions that wish to preserve or renovate their archival materials and artworks, including their stained glass windows; researching and documenting the human and social services engaged in by religious institutions; and researching and documenting the role that various religious institutions and their members have played in the history of Cleveland. The Center views neighborhood houses of worship as tangible links between immigrant ethnic groups and the countries they left behind and looks at the houses of worship as symbols of their communities.

Known originally as the Sacred Landmarks Research Group, the unit was formed in 1987 by Michael Tevesz, Michael Wells, Thomas Lewis, and Thomas Hallet to study the architectural, artistic, and cultural resources represented by Northeast Ohio's churches, synagogues, temples, and mosques. In 1995, the research group moved to the Maxine Goodman Levin College of Urban Affairs, where its multidisciplinary membership expanded to include Virginia Benson and Roberta Steinbacher. In June 2000, the Sacred Landmarks Partnership for Northeast Ohio was established—a partnership that includes Kent State University, Youngstown State University, the University of Akron, and Lorain County Community College.

Activities and Innovation in the 1990s

Technology. The latter half of the 1990s saw significant increases in the college's use of technology—LCUA went online with the Internet under the direction of Ed McNeeley ('77 MS), who had been at the college since its beginning, first as a student and graduate assistant and later as director of the College's UNIX system until 1996, assisted by Systems

Administrator Robert Martel and Mark Hoffman. The College took steps to make itself the most technologically advanced college at the university by appointing a Director of Technology, Maureen McQuestion, in 2000.

Other important technology advances in the college were led by Mark Salling, the director of NODIS. He introduced Geographic Information Systems (GIS), a tool for mapping combined data and geography, to the college curriculum. The surge of activity in GIS was met by the college with the certificate program in GIS, launched in January 1996. In February, NODIS received a \$488,000 grant from the Ohio Legislative Service Commission to prepare a GIS project that provided background material for redistricting in Ohio, and, in March, the nine-university Ohio GIS Network received a \$860,000 collaborative grant to construct a GIS technology base to assemble and manage data in support of state and local economic development efforts, environmental planning, and public infrastructure maintenance.

Forums and Conferences. In fall of 1996, the College hosted a Public Policy Series symposium, co-sponsored by the Citizen's League of Greater Cleveland and The Cleveland City Club, in celebration of Cleveland's bicentennial year. The program dealt with the physical development of the central city, which has lost population to its suburbs and outlying counties. The discussion of the future pattern of the city and the region included dialogues led by panels of community experts addressing the issues facing Greater Cleveland in a day-long symposium. The keynote address was made by Bishop Anthony Pilla and presentations were made by urban specialists David Rusk and Henry Richman.

Academic Programs. In 1996-97, the college, in cooperation with the Cuyahoga County Mayors and Managers Association and the Northern Ohio Service Directors Association, initiated a non-academic credit certificate program in Public Works Management. In 1996, the first four graduates of the Bachelor of Arts in Environmental Studies program received diplomas; that same year, three doctoral degrees in urban studies were awarded. In 1999, the Bachelor of Arts in Urban Services Administration was approved by CSU and submitted to the Ohio Board of Regents for approval, and the Bachelor of Arts in Public Safety Management was established.

Office of Student Services

As part of the Levin College's strategic plan, the Office of Student Services was established in 1997, with responsibility for academic advising, recruiting, coordination of the TOPS and AAPLE programs, coordination of undergraduate internships, graduate internships and graduate assistantships, and scholarship management.

Accreditation and Assessment of Prior Learning Experience (AAPLE /Credit for Life Experience), initiated in the College in 1995, allowed adults who were returning or starting college to have faculty assess their "life" or "non-collegiate learning experiences" and determine college credit that would be appropriate for their experiential learning.

TOPS. In 1998, the Levin College was chosen to administer Cleveland State University's participation in Ohio's Training Opportunities for Program Staff (TOPS) in human services. TOPS was designed to assist Ohio's job and family services employees in meeting federally mandated

The Levin College's selection as an administrator of the Ohio TOPS in Human Services Program. Seated (l-r) Cuyahoga County Commissioners Jane Campbell, Tim Hagan, and Tim McCormack. Standing (l-r) Ohio University Director of Operations for TOPS Susan Johanson; Dean David Sweet; CSU Provost Harold Allen; and Cuyahoga Community College Executive Vice President Sunil Chand.



requirements for employee training; the coursework leads to college credit, and, eventually, a college degree. The TOPS program, offered at selected Ohio public colleges, meets the training and education needs of Ohio's human services professionals through associate, undergraduate, and graduate courses and degree programs.

Centers for the 21st Century

Ohio Center for the Advancement of Women in Public Service (2001). The Ohio Center for the Advancement of Women in Public Service was founded to promote the advancement of careers of women in public service within the executive, legislative, and judicial branches of government at the national, state, and local levels. Key functions of the Center are producing research on the state of women's careers in public service, identifying barriers to the movement of women into positions of authority and leadership, and devising strategies to address these barriers. The center is directed by former State Senator Grace Drake, who served in the Ohio Senate from 1984 to 2001. During her time in the Ohio legislature, she served on related committees and commissions including the Ohio Women's Policy and Research Commission.

Center for Nonprofit Policy and Practice (2002). The Center for Nonprofit Policy and Practice, funded by The Cleveland Foundation and the Ohio Urban University Program, was created to provide capacity-building services for community-based and faith-based nonprofit agencies in the Cleveland area and to strengthen the nonprofit sector as a whole. The Center was formally established in 2002 after operating for over a year as an initiative. The Center grew out of an idea conceived by Levin Chair Dr. Camilla Stivers, Dr. Jennifer Alexander, Dr. Stuart Mendel, and others and was fostered by Dean Mark Rosentraub as a way to complement existing community efforts that support nonprofit organizations. The Center was designed to decrease the vulnerability of these smaller nonprofits by improving their ability to perform fundamental organizational activities. While the Center offers technical assistance and training programs to nonprofits, the Department of Urban Studies also offers a five-course certificate program in Nonprofit Management at the graduate level and a specialization in nonprofit management at the undergraduate level. Drs. Mendel and Alexander act as co-directors of the Center; Dr. Stivers serves as an advisor.

Unger Center for Local Government Leadership (2002).

The Unger Center for Local Government Leadership, directed by Tom Cozzens with the support of an advisory board, is a collaborative effort of the Levin College and the Faculty of Economics at the University of Rijeka (Croatia). The Center was developed with the guidance and support of Paul A. and Sonja Unger, both of whom have been active in U.S.-Croatian relations. The Center addresses the training, research, and educational needs of local government leaders by providing workshops, courses, and literature that focus on the day-to-day policy concerns that confront Croatian government officials. The core activity of the Center is a bi-annual public administration program held in Croatia and a two-week seminar at the Levin College. The program features the exchange of faculty and curriculum and the joint development of research projects, workshops, seminars, and courses that can be offered in Rijeka and other strategic municipalities throughout Croatia. The Center has expanded the Levin College's reputation for providing training in municipal management and urban policy to international universities and agencies.

Urban Child Research Center. In 2001, Mittie Olion Chandler was appointed as the new director of the Urban Child Research Center (UCRC). She began her tenure as director of the UCRC by looking at issues affecting the urban family of the 21st century with studies on income and employment of minority families, including a major research project in collaboration with the Urban Leagues of Ohio. The results of this project were disseminated and published at the 2003 Urban University Program Annual Forum, which was titled "A Status of Minority Ohio."

The Forum: Coalitions and Partnerships

From the beginning of the Levin College in 1977 and for the 10 years prior as the Institute of Urban Studies, the Forum played a unique and important role as a neutral convener for public discussion of issues confronting the city and the region. The "Cities Congress on Roads to Recovery" was the first conference-type event to look at the future of cities, and the Levin College Forum Program continues that tradition. Although planning for the Forum Program began in 1989, it was not formalized until the 1999 College Strategic Plan called for its

implementation. "A Century of Planning in Cleveland," a review of the plans that have shaped the city of Cleveland, culminating with the Civic Vision 2000, was the first official Forum presentation.

The Forum Program, directed by Kathryn Wertheim Hexter, was originally known as the Civic Forum, but the name was eventually shortened to simply "The Forum." The program aims to be a "focal point and catalyst for thoughtful public debate, innovative thinking, new ideas and timely action addressing the critical public policy issues that affect Northeast Ohio, the state, and the nation." It links the research and expertise of the university with policies and programs aimed at ensuring the long-term viability of the region and partners with other civic educators such as the Brookings Institution to convene public officials, policy makers, design and planning professionals, advocates, and citizens with university faculty, researchers, and students to debate and discuss urban issues. The Forum is both a physical space in the center of the Levin College and a virtual meeting place with technology linking the College to the nation and beyond.

The Thomas F. Campbell, Ph.D. Exhibition Gallery was designed to house exhibits prepared by the college as complements to special forum programs. Since the Forum Program began formally in 2001, exhibits have included such subjects as a two-year series of programs entitled "Northeast Ohio's Waterways and Zoning and Land Use;" a two-year series on sustainable communities;" and a two-year series on affordable housing. Other events have included "Civic Education for Youth: Millenium Project;" the Census 2000 series; a series on sacred landmarks; "A Century of Planning in Cleveland;" and "Celebrating 25 Years as a College of Urban Affairs."

In a number of forum events, the College focused attention on public employees and public service in the state of Ohio. Notable events included the second University-Community Civic Forum Series, which highlighted the Levin Lectures, featuring the latest thinking on the transformation of American cities. The program presented nationally recognized academics and practitioners in the field of urban studies such as John Rohr from Virginia Polytechnic University's Center for Public Administration and Policy; Chester Newland from the University of Southern California; and Charles Washington from Mississippi State University.

On another occasion, the College helped organize the Ohio Commission on the Public Service, created by the Ohio General Assembly

with legislation sponsored by State Representative Patrick A. Sweeney. The Commission was responsible for examining major issues related to state and local government in Ohio and making recommendations to strengthen those governments. Terri Lynn Cornwell, director of the Ohio Commission on the Public Service, and Paula J. MacIlwaine, Vice President of International and Business Development at QSOURCE, Dayton, chair of the statewide effort, led a 22-member panel in assessing state and local government and making recommendations. The Commission produced the report, "Preparing State and Local Government for the 21st Century" in May 1993.

The Millenium Project (2001). The Millennium Project is an initiative of the Levin College Visiting Committee, the Forum Program, and the Cleveland-Marshall College of Law at Cleveland State University that aims to increase high school students' level of interest in and commitment to public and civic affairs and to introduce them to careers and higher educational opportunities in public service. In sessions ranging from a mock election and a lecture on how to run a political campaign to a hands-on project about environmentally sensitive buildings, students learn while they work with local experts. Begun in 2001, the program's first two years attracted over 300 students from Bay Village, Berea, Bedford, Cleveland Heights, East, Lakewood, Mayfield, MLK School of Law and Municipal Careers, Rocky River, Shaker Heights, Shaw, South, and Strongsville High Schools.

Sustainable Communities. As the new century began, many grassroots organizations in Northeast Ohio banded together to research environmental issues and to heighten community awareness of the implications of population growth and land development including such issues as urban sprawl, air quality, water quality, and health.

The collaboration of core organizations and individuals includes the Levin College Forum; American Institute of Architects/Cleveland Chapter; the American Society of Civil Engineers, Cleveland section; the city of Cleveland; the Cleveland Engineering Society; the Cleveland Green Building Coalition; the Cleveland Neighborhood Development Corporation; Congressman Dennis Kucinich; the Cuyahoga County Planning Commission; EcoCity Cleveland; the Greater Cleveland Growth Association; the Home Builders Association of Greater Cleveland;

ParkWorks; the St. Clair/Superior Neighborhood Development Association; the U. S. Environmental Protection Agency, Region V; and the U. S. Department of Housing and Urban Development. The common vision shared by these organizations is to make the Northeast Ohio urban region a national leader in sustainability; balancing the environment, equity, and economic progress; and establishing livable communities.

Beginning a New Century

The college received national attention in 1998, when it was ranked second in the nation for its specialty of city management/urban policy by the *U.S. News and World Report* in its survey of "America's Best Graduate Schools." The recognition was repeated again in 2001.

Breaking Ground, Building Community. Ground was broken on March 3, 1999 for the new home of the Levin College. The new building, the final piece in the 17th-18th Street block project, was built on land which had been, for many years, the old 1737 building's parking lot. Ironically, within a few months of the topping-off ceremony, David Sweet was chosen to be the president of Youngstown State University. Shortly after his departure, in November 2000, the College moved to the new building at 1717 Euclid, where the second floor David and Pat Sweet Seminar Room is a reminder of David Sweet's leadership. Not surprisingly, when David Sweet left to begin his presidency at Youngstown State in 2000, Dennis Keating served the college as interim dean.

A New Dean. A national search for a new dean was conducted and Dr. Mark S. Rosentraub was selected to be the second dean of the Levin College of Urban Affairs. Before coming to Cleveland State University in January 2001, Mark S. Rosentraub was an associate dean and professor in the School of Public and Environmental Affairs at Indiana University at Indianapolis and founder of Indiana University's Center for Urban Policy and the Environment, where he served as director from 1992 to 1998. His work included studies of urban change and growth, public-private partnerships, economic development strategies, and the relationship between sports, economic development, and the public sector.

The College started off its first full year in the new building with two major conferences. "Predatory Lending in Ohio: Searching for



David Sweet and some of the current and former faculty, staff, alumni, and friends who attended his farewell party.

Solutions," co-sponsored by the Levin College, the Cleveland-Marshall College of Law, the Cuyahoga County Treasurer's Office, and the Federal Reserve Bank of Cleveland, examined the problem of predatory lending in Ohio and examined ways to develop legislative and other solutions. "Ohio's Competitive Advantage: Manufacturing Productivity" was a conference based on the research of Dr. Edward (Ned) Hill to discuss the role of manufacturing in Ohio's economy and the central role it plays as Ohio's high technology base and source of productivity growth.

Another highlight as a new decade began was the event marking the naming of Levin College's first Distinguished Scholar—Edward (Ned) Hill, who spoke at the award dinner on "The Fundamentals of Economic Development." The designation of Distinguished Scholar was established by Dean Rosentraub to recognize a sustained record of outstanding scholarly research. Professor Hill's research reputation had advanced the recognition and national stature of the Levin College for many years. Besides his position at the Levin College, Professor Hill was also a Nonresident Senior Fellow of the Brookings Institution, editor of *Economic Development Quarterly*, and the author of numerous articles, chapters, and books on economic development and urban public policy. Dennis Keating received the second Distinguished Scholar Award in January 2003. Professor Keating's academic and research concentrations include housing policy, urban policy, land use



Dean Mark Rosentraub, Steve Soboroff, and Albert Ratner at the forum establishing the Ruth Ratner Miller Center for Greater Cleveland's Future.

law, and neighborhood planning. His speech at the award dinner was entitled "Two Decades of Urban Neighborhood Decline and Revitalization."

On May 31st, 2002 the Levin College celebrated 25 years as a college of urban affairs. Five hundred people visited the College's new building that night, celebrating 25 years of academic and research

accomplishments and the College's 2000+ alumni. What was most notable about that night – and indeed about the College's history as a whole – was not the displays highlighting the accomplishments of the College's many programs and centers. It was the celebration of the people behind those programs and centers. The Levin College of Urban Affairs was founded by and is still staffed by dedicated, motivated men and women with a passion for identifying and developing solutions to the problems facing our cities and their people. It is not an exaggeration to say that the people who made this college a reality – the founders, students, directors, deans, and administrators – had a genuine vision and desire to improve the city they called home. It was their vision that created an urban affairs unit as its own college within Cleveland State University, not as an add-on to another college or department. It was their energy and creative thought that developed degree programs and research initiatives and centers in response to the needs of the community. And it was through their commitment to improving the urban landscape that the Maxine Goodman Levin College of Urban Affairs has persevered and prospered.

COLLEGE BENEFACTORS AND THE COMMUNITY

The Levin Family

For many years, the history of the Levin family has been closely tied to the city of Cleveland and to the history of the College of Urban Affairs. The College was named the Maxine Goodman Levin College of Urban Affairs as an expression of the common aims of the College, Maxine Goodman Levin, and the entire Levin family.

Albert A. Levin, the eldest of eight children, was born in Lorain, Ohio, in 1899. After his father's early death, Albert, who was only 19, became the head of the family and postponed his enrollment in college. By running a successful clothing store in Lorain, started by his father, he was able to finance the education of his brothers and his one sister. Only after their educations were taken care of did he consider his own, graduating from The Ohio State University's Law School and returning to Lorain, where he opened a firm with three other lawyers. In 1937, the law firm bought the assets of the old Guardian Bank in Cleveland and moved to Cleveland. The move propelled Albert Levin into commercial real estate development and sparked

The benefactress of the college, Maxine Goodman Levin.



what became a lifelong interest in preserving the vitality of the city of Cleveland.

His partner in marriage and in his crusade to preserve the city was Maxine Goodman, who married Albert in 1946, after graduating from Ohio State University and working at Crile Hospital during World War II. Albert and Maxine were intensely involved in civic restoration and preservation during their marriage, and when Albert died in 1969, Maxine memorialized his work by establishing the Albert A. Levin Chair of Urban Studies and Public Service at the College of Urban Affairs. Over the years, she has continued her support of the College and Cleveland, the city where she was born. The daughter of Max Goodman, founder and first president of the Cuyahoga County Bar Association, Maxine was a force in restoring and preserving Greater Cleveland. Her experience as a volunteer worker in the psychiatric ward at Crile Hospital led her to become one of the founders of Woodruff Hospital, Cleveland's first psychiatric hospital. Among her many acts of public service, Mrs. Levin worked with Hadassah as its president, the Women's City Club, Gates Mills Community Club, Woodruff Hospital, the Women's Division of the American Jewish Congress, Catholic Social Services/DePaul Infant Home, and the Lake Erie Council of Girl Scouts. She established the Cleveland Landmarks Commission and the Cleveland Restoration Society and founded Six Chimneys, a home and training center for mentally retarded and handicapped people. She was inducted into the Ohio Women's Hall of Fame in 2001 and was named by the Association for Fundraising Professionals as Philanthropist of the Year.

In 1989, Maxine Goodman Levin continued to show her commitment to education and to Cleveland by establishing an endowment at Cleveland State University for student scholarships, faculty research and professional and career development activities, and the operation of the College of Urban Affairs. The College was renamed the Maxine Goodman Levin College of Urban Affairs in recognition of her years of support of the College and philanthropic service to the city of Cleveland. Over the years, she joined with Cleveland State University to create a nationally recognized, award-winning institution.

George Condon, well-known Cleveland journalist wrote in 1988 (*Garfield-Maple Heights Sun*, July 28): "Public service is a long-sustained tradition in the Levin family. Albert A. Levin... was a lawyer and real estate developer who became deeply involved in many community activities during his lifetime."

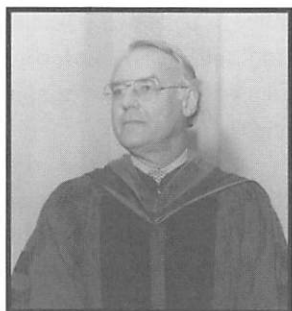
Before Albert Levin's death, he and his wife were known as leading preservationists of historical sites in Cleveland and, in an interesting footnote to history, once owned much of the land on which the campus and buildings of Cleveland State University stand today.

The College community was deeply saddened when Maxine Goodman Levin passed away on September 17, 2002, after suffering a massive heart attack. Her passing was felt not only by the college that bears her name, but by the entire Cleveland urban planning and philanthropic community.

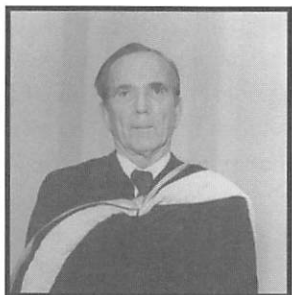
The Albert A. Levin Endowed Chair of Urban Studies and Public Service

When Maxine Goodman Levin established the Albert A. Levin Chair of Urban Studies and Public Service, it was with the intent that it would serve the common interests of Cleveland State University and the Greater Cleveland community and would address the problems of the urban environment. Part of the Levin Chair's charge is to work with community leaders concerned with seeking solutions to urban problems. The Chair is also expected to search, with faculty and students, for new and advanced understandings of these problems and make positive responses to them. The Chairholder is described as a catalyst within the University and the community to develop long range strategies to address urban concerns.

Levin chairs may be selected for the honor because of their scholarly accomplishments or because of their practical influence in urban affairs and their contributions to renewing the life of cities. Chairholders are selected by a local advisory committee and a faculty committee working with the Dean of the College of Urban Affairs and the President or Provost of the University. Originally the chair was a one-year appointment with the opportunity for renewal for a maximum of two additional years. In 1995, the appointment terms were changed and Camilla Stivers became the first Levin Chair to have a five-year term with tenure on the LCUA faculty.



David O. Meeker (1977-78) was a Fellow of the American Institute of Architects (FAIA); architect and planner; Former Assistant Secretary, U.S. Department of Housing and Urban Development; and Executive Vice President/CEO of the American Institute of Architects. When he was named as the first Levin chairholder, he sought to aid neighborhood preservation by working with residents and public and private agencies to retain neighborhood character without being exclusive. His research focused on analyzing “the implications and applications of national urban policies through critical exchanges with students, faculty, municipal officials, and citizen groups.”

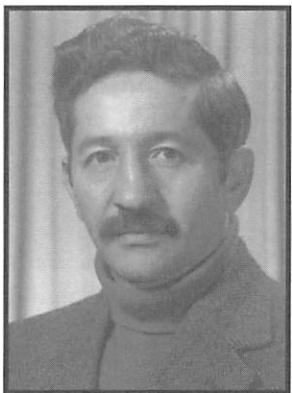


Wolf Von Eckardt (1978-79) was a former architecture critic for *The Washington Post* and author of several books on architecture and city planning and design when he was named the second Levin chair. His book, *Back to the Drawing Board*, was published during his tenure as the Levin chair. Von Eckardt believed that Cleveland was representative of the national urban crisis, but that Clevelanders should not despair about the future of the city, because it was in “downtown and in the neighborhoods that . . . suburban residents will find context and meaning in their lives.” He saw “Cleveland’s cultural institutions as an anchor for the new life the city had to make for itself.” Von Eckardt maintained that Cleveland’s rich history would help the city retain “the toughness and energy that was the trademark of the robber barons” (William F. Miller, *The Plain Dealer*, September 19, 1978).



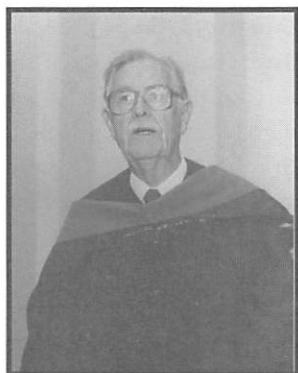
Sarah Short Austin (1980-81) was the former Executive Vice President of the National Urban Coalition when she was selected as the third Levin chair; she became Executive Director of the Greater Cleveland Roundtable when her term as Levin professor was over. While she occupied the Levin Chair, she led students in research studying “the planning function

in Cleveland over the years and learned that many things got started and never finished.” She pointed out that “there still are segments of the community that are left out of the system...The black community felt excluded, and that’s why the Urban Coalition was started. The leaders of the country felt that there had to be a mechanism for public and private sectors to build a working partnership...” (Jane Littleton, *The Plain Dealer*, 9/1/81).



Martin Rein (1981-82), when selected for the Levin chair, was a professor of urban studies and planning at Massachusetts Institute of Technology and a visiting professor at Harvard. He was also a past member of the Executive Committee of the Harvard-MIT Joint Center for Urban Studies and author of *Social Policy, From Policy to Practice*. His record of influential research into welfare systems, family income, housing programs, and other aspects of public policy was highly regarded in the United States and Europe. While Levin

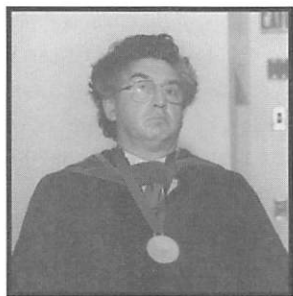
Chair, he taught the graduate level Levin Seminar in urban policy analysis and “examined how the state penetrates into the private sector, blurring the distinction between public and private.” He believed that the “future development of our welfare society rests on the blurring of that distinction, and (that) this is still the emergent issue for the 1980s.”



Paul R. Porter (1982-84) was editor and publisher of *The Kenosha Labor*; Chief of the Marshall Plan mission to Greece and then its European Assistant Administrator; Deputy U. S. Special Representative in Europe for NATO; author of *The Recovery of American Cities*; and Director of the Cleveland Urban Recovery Project. Porter was formerly head of the College's Urban Recovery Project, and he conceived and directed the Cities' Congress on Roads to Recovery, which brought together more

than 300 public and private leaders from 50 cities to discuss urban recovery strategies and success stories. He also authored the book, *The Recovery of American Cities*.

In his words, Porter "taught, enjoyed the fraternity of a college faculty and urban center staff, co-edited and contributed to a book, spent three months as a visiting scholar in England, helped organize and participate in two international conferences, gave seven talks to community groups, organized a 30-member delegation to Dallas to observe how that city sets and achieves goals, developed a concept of recovery compacts between communities and state and federal governments, and wrote an article offering a theory of the evolution of cities."

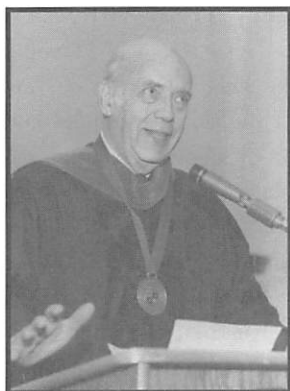


Edgar Rose (1982-84) was Professor of Town and Country Planning (Environmental Planning and Policy Studies), The University of Aston, Birmingham, England; Deputy City Planning Officer, Manchester City Planning Department; and Co-organizer of the Anglo-American Colloquium on Urban Policy. Professors Porter and Rose proposed a comparative study of Cleveland

and Birmingham, England, looking at the impact of various urban policy initiatives from a cross-national perspective; for example, their research examined enterprise zones, a British policy innovation that Cleveland was

testing. Rose was an architect and planner with degrees from Manchester University. He was a city planner in that city and in London and had been a professor and head of the School of Planning and Landscape at the Birmingham Polytechnic. In 1978-79, he was Lady Davis Visiting Professor at the Center for Urban and Regional Studies of the Israel Institute of Technology in Haifa.

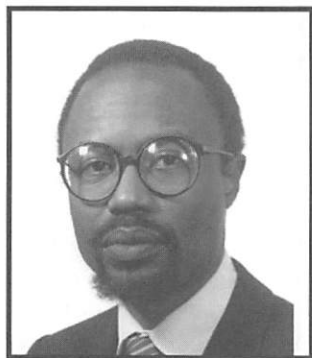
One of his most notable contributions was "The Anglo-American Colloquium," held in April of 1983, where English and American government, academic, and business leaders examined urban policy innovations in the two countries. The mutual review of similar experiences and problems concentrated on Ohio and the West Midlands of England.



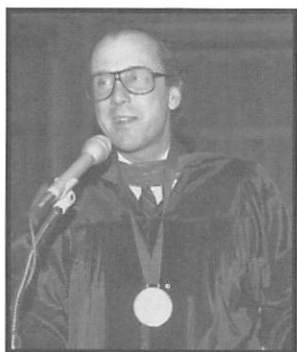
Wilbur Thompson (1985-86) was

Professor Emeritus of Economics at Wayne State University; author of *A Preface to Urban Economics* and numerous other works on urban and regional economics; frequent lecturer and consultant on local economic development; consultant to the Department of Housing and Urban Development; and lecturer at the Brookings Institution. As Levin Chair, he pursued his "long-standing interest in the study of the effects of the local industry-mix on the structure and performance of

the local economy and in alternative strategies in industry targeted for redevelopment." His "approach looks at the local profile of occupations in ways that help to anticipate the likely next round of local industries and may aid in shaping the critical process of re-industrialization."

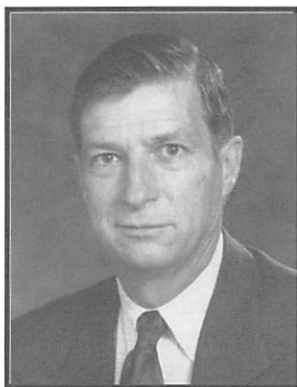


Phillip Clay (1987-88), from the Massachusetts Institute of Technology (MIT), is an authority on housing and neighborhood problems. He wrote the report, *Transforming Cleveland's Future: Issues and Strategies for a Heartland City*, as part of "an effort to promote community education on major issues facing Cleveland's effort to transform itself." In 2001, he was named Chancellor at MIT.

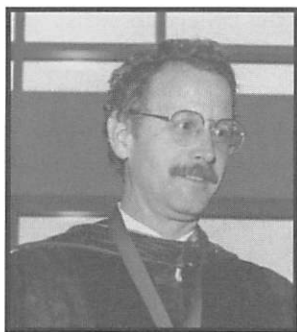


David C. Perry (1989-90) was a Professor in the Department of Planning and Design at the State University of New York (SUNY) at Buffalo and founder and former director of Center for Regional Studies. He brought with him an extensive background in the fields of public policy studies and urban political economy. While Levin Chair, he chaired "Changing Urban Practice in the Rustbelt: Lessons from Cleveland," a series of lectures designed

to bring the experience and analysis of some of Cleveland's most influential practitioners to bear on issues of urban change in Cleveland and other urban areas. He also presented a paper, "Building the City with Authority: Robert Moses, The Public Author and The Built Environment," based on his study of the legendary urban planner Robert Moses. The Albert A. Levin Working Paper Series on Urban Studies and Public Service, a collection of 22 papers written by noted urban scholars and practitioners, was completed in 1992 under his direction.



James Banovetz (1991-93) devoted his professional career to the improvement of local government management. As founder of the Illinois Association of Graduate Programs in Public Administration and professor and director of public administration programs at Northern Illinois University in DeKalb, Illinois, he served as a consultant to federal and state agencies on matters relating to public service and public administration education. Dr. Banovetz pioneered the development of the work-study internship for training local government administrators and authored the national guidelines for professional education in local government management. He is the author/editor of five books, including *Managing the Modern City* (1974) and *Managing Local Government* (1990). While Levin Chair, he organized lectures and a conference on "Governing Local America: Maximizing Responsiveness and Efficiency."



Robert J. Waste (1994-95) is a graduate of the Ph.D. program in Political Science at the University of California at Davis and has held fellowships in political science at both Harvard and Yale Universities. A professor of political science at California State University, Chico, he is the editor/author of three books—*Power and Pluralism in American Cities*, *Community Power: Future Directions in Urban Research*, and *The Ecology of City Policymaking*—and numerous articles on urban politics and policymaking. During his term as the Levin Chair, Dr. Waste focused on issues related to neighborhood policing and homelessness and completed *Greenhouse Cities: Reinventing the American City*, a book on concentrated urban poverty and crime. In addition, he taught courses on state and local policymaking.



Camilla Stivers (1997-2002)

Dr. Stivers was the first chairholder to be appointed as a tenured professor at the Levin College. Prior to her joining the faculty of the Levin College, she was a professor in the graduate program in public administration at Evergreen State College in Washington. Dr. Stivers' endeavors as Levin Chair included developing a certificate program in nonprofit management for staff of small to mid-sized

nonprofit organizations and a substantial program of workshops, short courses, and training for professionals and board members in the nonprofit sector. She also developed educational and training programs in community and public health management and is co-founder of the Levin College's Center for Nonprofit Policy and Practice.

Community: Visiting Committee and In Tribute Awards

The community is the extended family of the Levin College of Urban Affairs. In the last quarter century, the College Visiting Committee has brought leaders of the community into the college to advise and support its research and public service.

The Visiting Committee to the College of Urban Affairs was established in the fall of 1980 by the President and Board of Trustees of Cleveland State University. The primary function of the Visiting Committee is to advise and assist the College of Urban Affairs in achieving its mission of providing high-quality education, research, and public service programs to the urban community. Visiting Committee members bring many diverse talents and experiences to the College and, as such, help to broaden and strengthen the many academic and urban public service programs of the College.

The Visiting Committee convened for the first time on November 15, 1980 and assumed the following charge:

- Assist the College in refinement of its planning to further enhance and expand academic programs and to continue to build its urban research and public service capabilities

- Assist the College in designing effective recruitment programs to attract top quality students, faculty and staff
- Provide a forum for interaction with the various constituencies of the College in developing new and improving current programs.

The members in the Committee's first year were: A. Theodore Bonda, Chairman of the Board of Penril Corporation; William Bryant, President of the Greater Cleveland Growth Association; Harry Fagan, Executive Director of the Commission on Catholic Community Action; Doug Hasbrook, Northeast District Director for the Ohio Environmental Protection Agency; Vincent Lombardi, Director of the Cleveland Department of Community Development; Ray Miklethun, Director of the Lutheran Housing Corporation; Ruth Ratner Miller, former Cleveland Community Development Director; Allan Mills, Executive Secretary of the Cuyahoga County Mayors and City Managers Association; Albert Ratner, President of Forest City Enterprises, Inc.; Lynne Rogers, General Manager of WABQ-AM; Taras Szmagala, Director of Government Affairs for RTA; Lyman Treadway, Chairman of the Board of Union Commerce Bank; Edward Wagner, Vice President of Cardinal Federal Savings and Loan; and Lawrence Williams, President of the Jewish Community Federation. William Reidy later became chair of Visiting Committee, succeeding Ruth Ratner Miller who had led the committee since its inception in 1980. Reidy was followed by Carlton Schnell in 1989; Margaret Wheeler in 1991, David Hill in 1995, Andrew Randall in 1998, Allan C. Krulak in 2000, and Diane Roman Fusco in 2002.

Visiting Committee members represent banks, real estate, the media, privately owned businesses, major corporations, consultants, foundations, nonprofit organizations, law firms, utilities, and public and government agencies. Members of the Visiting Committee give their time to the College in many ways, one of the most significant of which is serving as guest lecturers in urban studies classes. Some of these lectures include William C. Barnard on journalism, William Behnke on planning and landscape architecture, John J. Ferchill on the state of various downtown Cleveland development projects, David N. Goss on development in Cleveland, John D. Koch on commercial development, Vincent J. Lombardi on community development and housing in the city of Cleveland, William Reidy on governmental financial reporting and control, Carlton Schnell on local and state infrastructure, Lesley Wells on law and the judiciary, and Leonard Ronis on urban public transit and related areas.

One of the Visiting Committee's primary activities is the InTribute to the Public Service Award program, which was established in 1985. The first recipient was Mercedes Cotner, Clerk of Cleveland City Council. Under direction of chair Ruth Ratner Miller, the Visiting Committee helped raise over \$8,000 for a scholarship in Mrs. Cotner's name to be awarded to a Martin Luther King, Jr. Law and Public Service Magnet School graduate. Since then, the Visiting Committee has raised more than \$600,000.

InTribute Award Winners

- 1985: Mercedes Cotner**, Clerk, Cleveland City Council
- 1986: J. Richard Kelso**, President of East Ohio Gas
- 1987: Steven A. Minter**, President and Executive Director, The Cleveland Foundation
- 1988: Honorable Anthony J. Celebrezze**, judge, and **Anthony J. Celebrezze, Jr.**, Ohio Attorney General
- 1989: George V. Voinovich**, Mayor of Cleveland
- 1991: Nona M. Burney, H. Jerome Crittendon, and Linda Edwards**, educators in the Cleveland Public Schools.
- 1992: Michael R. White**, Mayor of Cleveland
- 1993: Patrick A. Sweeney**, State Representative
- 1994: George Forbes**, President, Cleveland City Council
- 1995: Louis Stokes**, U.S. Congressman, and **Samuel H. Miller**, business and community leader
- 1996: Carole F. Hoover**, President and CEO, Greater Cleveland Growth Association
- 1997: Timothy F. Hagan**, Cuyahoga County Commissioner
- 1998: Alex Machaskee**, Publisher, President and CEO, *The Plain Dealer*
- 1999: Richard Pogue**, civic leader, former Managing Partner, Jones, Day, Reavis, and Pogue
- 2000: James M. Petro**, Ohio Auditor of State
- 2001: William B. Summers, Jr.**, Chairman, McDonald Investments, Incorporated
- 2002: Bishop Anthony M. Pilla**, Bishop of the Cleveland Catholic Diocese, and **the Reverend Dr. Otis Moss, Jr.**, pastor of Olivet Institutional Baptist Church

APPENDIX A: ENROLLMENT GROWTH AND AWARDS

ENROLLMENT GROWTH FROM 1969 TO PRESENT

Number of students and faculty

| | | |
|--------|------------------------|-------------|
| 1977 – | Student headcount: 140 | Faculty: 5 |
| | Graduates: 208 | |
| 1987 – | Student headcount: 209 | Faculty: 15 |
| | Graduates: 577 | |
| 1997 – | Student headcount: 365 | Faculty: 25 |
| | Graduates: 1263 | |
| 2002 – | Student headcount: 663 | Faculty: 30 |
| | Graduates: 2198 | |

ALUMNI AND STUDENT AWARDS

CLEVELAND STATE UNIVERSITY AWARDS

Cleveland State University Distinguished Alumni Awards

Alumni Special Achievement Award - Recognizes a graduate who has successfully completed a project or program that has had a positive impact on his or her profession.

1990 J. Edward Easler (1972 BA)

1990 Tim Hagan (1975 BA)

1995 Kathleen H. Crowther (1989 MS)

1997 Grace Kilbane (1977 MS)

2000 Keith Brown (1989 BA)

2000 Emily (Lipovan) Holan (1990 BA)

George B. Davis Award for Service to the University - Recognizes alumni who have generously dedicated themselves to the growth and advancement of Cleveland State University.

1994 Gerald H. Gordon (1972 MS)

Alumni Award for Civic Achievement - Recognizes alumni who have dedicated themselves to the betterment of their community and made the world a better place in which to live.

1991 Nona Burney (1975 MS)

1993 Frances Hunter (1989 MS)

2000 William Denihan (1998 BA)

2002 Dennis Roche (1970 BA, 1974 MS, 1985 MAFIS)

Alumni Emerging Leadership Award - Recognizes alumni under the age of 40 for significant achievements as an emerging leader in the community.

1997 Paul Patton (1996 MPA)

2001 Randell McShepard (1998 MS)

2002 Vicki Eaton Johnson (1992 MPA)

Alumni Lifetime Leadership Award - Recognizes alumni for exceptional achievements and leadership that have brought pride and recognition to the university community.

1993 Jane Campbell (1980 MS)

1994 Henry Gariepy (1972 BA)

2001 Donald H. Marcus (1996 BA)

MAXINE GOODMAN LEVIN COLLEGE OF URBAN AFFAIRS AWARDS

Dean's Distinguished Alumni Award - Recognizes alumni who have excelled in their careers and demonstrated dedication to community service.

Charles Bromley, 1972 MS

Nona Burney, 1975 MS

Madeline Cain, 1985 MPA

Jane Campbell, 1980 MS

Cindie Carroll-Pankhurst, 1989 MPA

Anthony Coyne, 1984 MS

Kathleen H. Crowther, 1989 MS

William M. Denihan, 1998 BA

J. Edward Easler II, 1972 BA

Gerald Gordon, 1972 MS

Timothy Hagan, 1975 BA

Doris Honsa, 1983 MS

Robert Hudecek, 1981 MS

Jeffrey Jacobs, 1979 MS

Robert Jaquay, 1978 MPA

Rebecca A. Jones, 1990 BA, 1992 MS

Grace Kilbane, 1977 MS

Byrdie Lee, 1978 MS

Vince Lombardi, 1973 MS

Michael May, 1976 BA

Patricia O'Donnell, 1979 BA

Emmanuel Onunwor, 1985 BA, 1992 MS

Paul N. Patton, 1997 MPA

J. Everett Prewitt, 1978 MS

Janis Purdy, 1979 BA, 1980 MS

Nancy Roth, 1975 MS

John H. James Award – Recognizes outstanding service to the Maxine Goodman Levin College of Urban Affairs Alumni Organization by dedicated “behind the scenes” service. The award is named in honor of John H. James, past president (1994-97).

1993 Jane McCrone

1994 Florence and Neil Chase

1995 Susan E. Murray

2002 Northeast Shores Development Corporation

The Howard I. Bruce Award - Presented annually to the student enrolled in the Master of Science program at Levin College who most closely epitomizes the qualities of excellence, industriousness, and personal integrity that characterized Howard I. Bruce, who taught budget management courses at the Institute of Urban Studies and was Director of Fiscal Affairs for Cuyahoga County at time of his death in 1973.

| | |
|---------------------------|----------------------------|
| 1974 Suzanne Payne | 1989 Suanne Fedor |
| 1975 Mary LaVigne | 1990 Billie Geyer |
| 1976 Chris Wagner | 1991 Michael Daugherty |
| 1977 Jean Trainor Dare | 1992 Deanne Beeler Robison |
| 1978 Bruce Melville | 1993 Linda Hoo-Cerniglia |
| 1979 Clara Maurus | 1994 Valerie Jean Johnson |
| 1980 Jane Campbell | 1995 Clarence Brown |
| 1981 Juanita Bryant | 1996 Kimberly Richardson |
| 1982 Margaret Bray | 1997 Donald Romancak |
| 1983 Ralph Day | 1998 Mark Link |
| 1984 Cathy Ellen Connelly | 1999 Ryan McKenzie |
| 1985 Judith Gregory | 2000 Sharon Gregor |
| 1986 Louis Georgalas | 2000 Lisa Kiouss |
| 1987 Kathleen Crowther | 2001 Edward LeClear |
| 1988 Frances Hunter | 2002 Tiffany Gonzalez |

The William Rowland Hopkins Award - Presented annually to a graduate student in the Levin College's MPA program who has excelled academically and who exhibits outstanding potential for future success. The award is named for William Hopkins, lawyer, industrial developer, and a member of Cleveland City Council. Mr. Hopkins was Cleveland's first City Manager, serving in that position from 1924 to 1929. He is best known for developing Cleveland's Municipal Airport, which was renamed in his honor. Mr. Hopkins died in 1961; the award was established in 1989.

| | |
|-------------------------------|---------------------------|
| 1989 Kenneth R. Bruening | 1995 Myrtis Brenda Walker |
| 1989 Cindie Carroll-Pankhurst | 1995 Terry Philip Meister |
| 1989 Beverly S. Lozar | 1996 Sharon Hanrahan |
| 1989 Linda D. Smith | 1997 James Gant III |
| 1990 Christine M. Alexander | 1998 Deborah Fiscus |
| 1991 Catherine Murphy | 1999 Renee Edel |
| 1992 Joyce G. Braverman | 2000 Floun'say Caver |
| 1993 Christie L. Vargo | 2000 Nancy Russo |
| 1993 Janine Mackert | 2001 Cheryl M Baibak |
| 1994 Rebecca Mendelson Schwam | 2002 Leah Curran |

The John C. Little Award - Presented annually to a graduating senior of the Levin College who most closely epitomizes the qualities of excellence, intellectual curiosity, and personal integrity that characterized John C. Little. Mr. Little was an instructor and administrator at the Institute of Urban Studies at the time of his death in 1975; the award established in 1977.

| | |
|-------------------------|-------------------------------|
| 1977 John Eland | 1990 Dorianne Gottschalk |
| 1978 Frank Pietravoia | 1991 Dona Brady |
| 1979 Patricia O'Donnell | 1992 Deborah Copeland |
| 1979 Janis Purdy | 1993 Winifred Weizer |
| 1980 Agnes Hoskin | 1994 Sharon Hanrahan |
| 1981 Susan Plichta | 1994 Paul Schmidt |
| 1982 Jeffrey Sanders | 1995 Theresa Desmone |
| 1983 Paul Klodor | 1996 Mellone Long |
| 1984 Marlene Siegal | 1997 Kelly Meinzer |
| 1985 Carla Blockson | 1998 Lisa Kious |
| 1986 Mary Kay Weyburne | 1999 Carl Meding |
| 1987 Denise Jubell | 2000 Charles Teel |
| 1988 Shirley Thompson | 2001 Margaret Lindsay Montano |
| 1989 Deidre Glista | 2002 Jennifer Valencic |

The Wallace G. Teare Prize - Presented annually to a graduating undergraduate or graduate student who exemplifies the professional ideals of Mr. Teare, a life-long advocate for quality housing for low income and elderly people. He helped design Lakeview Terrace, one of the nation's first public housing projects. Teare, a Fellow of the American Institute of Architects, served as chairman of the Cleveland Planning Commission from 1975 until his death in 1989.

| | |
|--------------------------|-----------------------|
| 1995 Jennifer Eppich | 1999 Melissa Miller |
| 1996 Christopher Ronayne | 1999 Barbara Mullally |
| 1996 Joseph Fusco | 2000 Stuart Friedman |
| 1997 Susanne DeGennaro | 2001 Nancy E Gedeon |
| 1998 Danielle Bailey | 2001 Nora C. Romanoff |
| 1998 Timothy Goler | 2002 Ryan Prince |

The Jerome S. Karaffa Prize - Presented annually to a non-traditional aged Levin College undergraduate student who has demonstrated a keen interest in, and commitment to urban preservation and who has achieved high academic ranking. The Karaffa Prize was established in memory of Jerry Karaffa who received undergraduate (1990) and graduate (1995) degrees from the College.

| | |
|---------------------------|---------------------------------|
| 1999 Kathryn Landskroener | 2001 Tom Fahey |
| 2000 Kim Scott | 2002 Donald Marti & Louis Owens |

The George S. Dively Neighborhood Internship Prize - Presented annually to a student who exhibits high academic achievement and outstanding performance as a neighborhood intern. Mr. Dively was Chairman of the Harris Corporation, a business he joined in 1937 and where he served as President and/or Chairman for 27 years. Mr. Dively, who had a keen interest in business leadership at the neighborhood level, died in 1988. The award was established in 1988.

1991-92 Valerie Johnson

1997-98 Laurel Brandstetter

1992-93 Julie Ribar

1998-99 Faith Johnson

1993-94 Wesley A. Keshtkaran

1999-2000 Kathryn Landskroener

1994-95 Timothy J. Krol

1999-2000 Douglas Shaw

1995-96 Patrice Hamiter

2000-2001 Lisa Lorenzo

1996-97 Stephen Bloom

MAXINE GOODMAN LEVIN COLLEGE OF URBAN AFFAIRS SCHOLARSHIPS

For Undergraduates:

Alumni Organization Endowed Scholarship For a junior or senior majoring in Urban Studies with a cumulative GPA of 3.0 or better.

Thomas Campbell Endowed Scholarship For a full-time junior or senior majoring in Urban Studies, with a demonstrated financial need, in the top one-quarter of the class, with a GPA of 3.0 or better and who is a resident of the seven-county greater Cleveland area.

John M. & Ruth Jean Coyne Endowed Scholarship for Public Service For undergraduate students majoring in urban studies with an interest in a public service career and a cumulative GPA of 3.0 or higher. Preference is given to students from Brooklyn, Ohio who meet all other criteria.

Cuyahoga County Mayors' Secretaries Association Scholarship For juniors or seniors majoring in Urban Studies with an interest in municipal government. Recipient must rank in the top quarter of class.

Robert E. and Ada Hagan Public Service Scholarship For part-time or full-time students to further their education toward a public service career. Awards based on evidence of commitment to public service community activities, financial need, and minimum GPA of 2.5.

Mercedes Cotner Endowed Scholarship For a graduate of the Martin Luther King Law and Public School for Law & Municipal Careers majoring in Urban Studies. The fund provides support for tuition (the difference between federal financial assistance and total tuition cost), books, CSU dormitory, and meal plan.

Roberta Steinbacher Endowed Scholarship For juniors or seniors majoring in Urban Studies with demonstrated financial need and a cumulative GPA of 2.75 or better. Preference is given to women students.

Roberta Steinbacher/Mareyjoyce Green Endowed Scholarship For undergraduate students majoring in Urban Studies with a cumulative GPA of 3.0 or higher.

UpDowntown, Inc. Scholarship For juniors or seniors majoring in Urban Studies with a cumulative GPA of 2.5 or better who is a resident of greater Cleveland with demonstrated financial need. Award may be applied to tuition only.

Unrestricted Levin College also has unrestricted scholarship funds available on a financial need basis.

For Graduate Students:

BP America Fellowship For a Levin College MSUS or MPA student interested in the revitalization of urban neighborhoods with a GPA of 3.0 or better. Preference is given to students with demonstrated financial need from the seven-county greater Cleveland area. Award may be applied to tuition only.

John M. & Ruth Jean Coyne Endowed Scholarship for Public Service For graduate students in their final year of the MPA program, who have an interest in a public service career, and a cumulative GPA of 3.5 or higher. Preference is given to students from Brooklyn, Ohio who meet all other criteria.

Dively Fellowship For Levin College graduate students with a cumulative 3.0 GPA or better. Award based on demonstrated financial need with preference for students from the seven-county greater Cleveland area. Award may be applied to tuition only.

GAR Endowed Scholarship For Levin College Ph.D. students exhibiting financial need.

Robert E. and Ada Hagan Public Service Scholarship for part-time or full-time students to further their education toward a public service career. Award is based on evidence of commitment to public service, community activities, financial need and a minimum GPA of 3.0 or better.

MPA Scholarship For Levin College MPA students with demonstrated financial need.

Premier Industrial Scholarship For a Levin College MUPDD or MSUS students with a cumulative GPA of 3.0 or higher and with an interest in revitalizing the city of Cleveland. Preference given to students from the seven-county greater Cleveland area.

Dominic Tomaro Scholarship For Levin College MPA students interested in Public Works Management. Preference given to students working in, or aspiring to work in, local government or public works.

W. Dale Wegrich Fellowship For Levin College graduate students enrolled in the Public Works Management Track with a GPA of 3.0 or better. Preference given to students from the city of Cleveland.

Unrestricted Levin College also has unrestricted scholarship funds available on a financial need basis.

Endowed Internship Funds

Dively Undergraduate Neighborhood Internship Provides a Levin College undergraduate with a paid internship at a community-based organization. Undergraduate interns work 20 hours a week for three quarters.

Harry Fagan Social Action Internship Provides a Levin College undergraduate with a paid internship at a community-based organization. Undergraduate interns work 20 hours a week for three quarters.

John Little Internship Provides a paid full-time summer internship with the city of Cleveland. Selection is based on academic merit and interest in municipal government. Available for undergraduate or graduate students.

The Dominic A. Tomaro Scholarship (Public Works)

| | |
|--------------------------|--------------------------|
| 1996 Jimmy L. Davis | 1999 Janet Cannata |
| 1997 Dennis F. Zentarski | 2000 Richard Thomas Kern |
| 1998 Dennis F. Zentarski | 2000 Jurgen von Tresckow |
| 1999 Dawn Bendel-Certner | |

Thomas F. Campbell Undergraduate Scholarship for Achievement in Urban Studies

| | |
|-----------------------|--|
| 1995 Michael P. Byrne | 1998 Barbara Mullally |
| 1996 Elizabeth Hoskin | 1999 Leah Beth Curran & Erika K. Cannady |
| 1997 Linda Gollogly | 2001 Eric Stell |

John M. & Ruth Jean Coyne Endowed Scholarship for Public Service

| |
|-----------------------|
| 2000 Melissa Meadows |
| 2001 Bernadette Roche |

Joseph S. Kreinberg Endowed Scholarship

| |
|-----------------------------|
| 1998 James Cannata |
| 1999 Kathryn M. Kwiatkowski |
| 2002 Joy Brown |

W. Dale Wegrich Scholarship - In honor of first Public Works Management Program Advisory Board; initially endowed by employees and friends of city of Cleveland Utilities Department.

| | |
|-----------------------------|--------------------------|
| 1991 Mark J. Sunyak | 1996 Robert S. Jamieson |
| 1992 Alan J. Bellis | 1997 Dawn Bendel-Certner |
| 1993 David W. James | 1999 Robin Brown |
| 1994 Phyllis Fuller Clippis | 2000 Dale Janezic |
| 1995 Jon R. Sinclair | |

APPENDIX B: FACULTY AND STAFF: 1967-2002

Sandy Akiya
Sonia Alemagno
James Alexander
Jennifer Alexander
Rosalyn Allison
Didi Andino-Demyan
Jim Anghilante
Nicki Antonio
Lidscha Arbakow
Suzanne Armbruster
Foster Armstrong
Tawanna Armstrong
Sarah Short Austin
Karen Austrian
Ziona Austrian
James Auyeung
Danielle Bailey
Jack Bailey
Keith Bancroft
Carol Banks
James Banovetz
Andrew Baque
Daniel Baracskey
Lucy Barnett
Tammy Barr
Philip Bass
William Batchelder
Ellen Baumgardner
Tiffany Beasley
Anita Beenken
Abraham Benavides
Mary Bender
Barbara Benevento
Robert Bennett
Virginia Benson
Linda Berger
Thomas Bier
Richard Bingham

Mary Blasier
Sharon Bliss
Karl Bonutti
Michelle Borlaug
Karen Boulding
William Bowen
Thomas Bowen
Renee Boykin
Margie Bray
Tammy Bredvold
John Brennan
Mary Brereton
Ralph Brody
Charles Bromley
Arthur Brooks
Debbie Brown
Lisa Brown
Stephen Bryant
William Bryant
Stanley Bullard
Jeremy Bunch
Linda Burger
Patricia Burgess
John Burke
Susan Burkholder
Melissa Burrows
Sam Butler
Suzanne Byerley
Margaret Camp
Laura Campbell
Thomas Campbell
John Carroll
Everett Cataldo
Floun'say Caver
Laurie Caylen
Mittie Olion Chandler
Khadijah Chapman
Cindy Chaytor

Mark Chupp
Pete Clapham
Phillip Clay
Delphia Clemons
Beth Cline
Lois Cochran
Janice Cogger
Carolyn Cohen
Kate McCarthy Cole
Richard Cole
Cynthia Comer
Seannine Cook
Steven Coombs
Amy Cooper
Terri Lynn Cornwell
Pat Costigan
Anne Coughlin
Tom Cozzens
Bernard Crerand
Nate Cross
David Crumb
Donald Curran
Patricia Curran
Rose Cutler
Ellen Cyran
Carole Czeck
Sheryl Dajko
Michael Daugherty
Alan Davis
Ralph Day
Martha deAcosta
Jack DeSario
Gloria Dickerson
Chengri Ding
William Dodge
Paul Dommel
Gloria Dorsey
Helen Dougherty
Veronica Dougherty
Daisy Douglas
Thomas Douglas
Grace Drake

Nancy Duggan
Elizabeth Duncan
Ronnie Dunn
Ruth Durack
Stan Duraj
Daphyne Durda
Diane Edge
Pat Egan
Ken Ender
Tom Enerva
Janet Eadie
Henning Eichler
Abdelaziz El Jaouhari
Louis Erste
Caryn Eucker
Jocelyn Fagan
Dolph Faller
Shari K. Ingram Farrar
Paula Farrell
Claire Felbinger
Marshall Feldman
Alanna Ferguson
Madelaine Fletcher
Dean Fleury
Lenore Floyd
Mike Fogarty
Toni Foster
Brad Fralic
Marylynn Franchi
Carole Franklin
Peter French
Avery Friedman
Carol Friedman
Beth Gaglione
Peter Gail
Heather Gallacher
Robin Gallagher
Grace Gallucci
Patrick Gammons
Chan Gao
Algirdas Garlauskas
Gasper Garofalo

| | |
|-------------------------|-------------------|
| Dave Garrison | Kim Hitchcock |
| Gregg Gascon | Jean Hoban |
| William Gaskill | Mark Hoffman |
| Michael Gates | Jackie Holland |
| Pamela George | Abigail Horn |
| Billie Geyer | Danica Houle |
| Gary Gezann | Chuck Hoven |
| Daniel Giffen | Fran Hunter |
| Carolyn Gilbert | Don Iannone |
| Laine Goldman | Katie Ingram |
| Charles Goodsell | Natalie Isvarin |
| Scott Graham | Maggie Jackson |
| Monica Gramsz | Priscilla Jackson |
| Barbara Grano | Corine Jaek |
| Mignon Gray | Robert Jaquay |
| Mareyjoyce Green | Melissa Jerdon |
| Judy Gregory | Audrey Johnson |
| Jeanne Grossetti | Cheryl Johnson |
| Barbara Grothe | David C. Jones |
| Timothy Hagan | Veronica Kalich |
| Christopher Hall | Nora Kancelbaum |
| Joseph Hannibel | Jennifer Karaffa |
| Sharon Hanrahan | Jim Kastelic |
| Zola Hardy | Miron Kaufman |
| Sam Harrison | Sanda Kaufman |
| Suzanne Hartman | Dennis Keating |
| Edward Hauser | Linda Keegan |
| Sherrie Lynn Hauser | Dwayne Keeney |
| Gladys Hay | Larry Keller |
| Rene Hearn | Wendy Kellogg |
| Doreen Heath | Mary Helen Kelly |
| Norbert Hebrank | Melissa Kendall |
| Donna Helwig | Chad Kennedy |
| Christine Henry | Patricia Kennedy |
| Kate Herron | Debrah Kimble |
| Kathryn Wertheim Hexter | Katherine Kimlin |
| Jude Pecenak Heydt | William King |
| Valerie Hicks | Timothy Kinsella |
| Latanya Hiley-Forney | Ken Kirkland |
| Lee Goodman Hill | Richard Klein |
| Edward (Ned) Hill | Ken Kleppel |
| Ted Hiser | Richard Knight |

APPENDIX B

James Kroeger
Norm Krumholz
Noreen Kuban
James Kweder
Charles Kwesiga
Lee Lamb
Laura Lambert
Jeffrey Lange
Barbara Langhenry
Melvin LaPrade
James LaRocca
Patricia Larson
Larry Ledebur
Byrdie Lee
Olga Lee
Walter Leedy
Iryna Sukhorebra Lendel
Barbara Lesiak
Joseph Lewis
Joel Lieske
Karen Lieske
Helen Liggett
John Little
Karen Lomax
Natalie Long
Cheryl Loudin
Jeannine Louie
Karen Lumsdun
Richard Lyles
Charles Lyons
Anthony Ma
Frank Macek
Jan Mackert
Larry Mackie
Steve Maclin
Janet Maclin-John
Susan MacManus
Jennifer Madden
Khan Mahmud
Howard Maier
Douglas Mains
Christopher Malumphy

Philip Manning
Harry Margulis
Ivan Maric
Brenda Marshall
Ken Martau
Bob Martel
Erica Matheny
Vijay Mathur
Cristina McCarthy
Lavonne Sheffield McClain
Jeune McCormack
Darlene McCoy
Therese McCoy
Jane McCrone
Mark McDermott
Mike McGoun
Ryan McKenzie
Janet McKimmy
Brian McNamara
Monica McNeal
Ed McNeeley
Maureen McQuestion
Dan Meaney
Pat Mearns
David Meeker
Heidi Meier
Sharon Melville
Stuart Mendel
Zeynep Merey
John Metzger
Nancy Meyer-Emerick
Brian Mikelbank
Leonard Milkula
Greg Miller
John Mlckovsky
Mehnaaz Momen
Maquita Moody
Kathleen Mooney
Louise Mooney
Carl Moore
Fredda Moore
William Morgan

Elaine Morison
Hunter Morrison
Gale Mortland
Maghboeba Mosavel
Monika Moss
Erin Murray
Jan Murray
Susan Murray
Sylvester Murray
William Nagle
Renee Nank
Jeff Narten
Kathleen Natalino
Lisa Nelson
Gary Nied
Faith Noble
James A. Norton
Jill Norton
Kevin O'Brien
Karen O'Connor-Knox
Barney Offerman
Ruth Anne O'Leary
Barby Oliver
Rocco Oliverio
Paul Olynky
Mary Ann Orlinski
Ellen Baumgardner O'Rourke
Robert Orszycki
Jennifer Pae
William Pammer
Czi Judy Pann
Olinda Paschal
Bhavna Patel
Janice Patterson
Paul Patton
Marcita Peak
Jude Pecenak
Andrea Peck
Tom Pelsoci
Francis Penko
Shelly Peffer
David Perry

Susan Petrone
Dennis Pfizenmayer
Charles Phelps
Wendell Phillips
William Pickard
Betty Pinkney
Marilyn Polivka
Paul Porter
Charlie Post
Mary Pozydaev
Nigel Pruitt
Janis Purdy
Pat Purpura-Collins
Dianne Rahm
Michael Rainone
Carl Rak
Al Ramm
John Rankin
Kathy Kelly Ransom
Keith Rasey
Richard Raum
Barbara Real
Marcie Rechner
Don Reed
Lisa Reed
Rance Reed
Wornie Reed
William Reidy
Martin Rein
Debra Richard
Julie Rittenhouse
Claudette Robey
Jim Robey
Durelle Robinson
Muriel Robinson
Heidi Rock
Beatriz Rodriguez
Robert Roland
Edgar Rose
Mark Rosentraub
Thomas Royer
William Russell

APPENDIX B

Nancy Russo
Francis Rutkowski
Nancy Rutledge
Robert Sadowski
Mark Salling
Steve Salmi
Sheila Samuels
Ted Sande
Elizabeth Sawyer
Corey Schaal
Anne Schleicher
Paul Schmidt
Ronald Schultz
Steve Schwelgien
Cheryl Scott
Stephen Sebesta
Richard Shaffer
Mary Shannon
Ken Sharkey
Rosemary Shepherd
Richard Sheridan
Daila Shimek
David Shriver
Mary Ellen Simon
Therese Simon
Roby Simons
David Simpson
Mary Ann Simpson
Diane Skalsky-Luecht
James Slack
Karen Slaven
Eric Small
Clint Snyder
Mike Sobul
Xavier Sotelo
Jean Spackman
Sydney Spencer
Mike Spicer
Jean Standish
Phil Star
Sonnie Steele
Linda Steimle

Roberta Steinbacher
Richard Stephens
Carol Stepien
Sara Stevenson
Douglas Stewart
Maria Shine Stewart
Camilla Stivers
Marlene Stoiber
Carol Stolarski
David Strand
Jennifer Stringer-Frear
Karen Stroh
Carolyn Sullivan
Elaine Sutton
Patrick Sweeney
David Sweet
Doreen Swetkis
Adina Swirski
Jim Szatkowski
Rosemary Szubski
Betsy Tabac
Larry Terry
Preston Terry III
Michael Tevesz
Nathan Tharp
Thomas Thielman
June Thomas
Nick Thomas
Rodney Thomas
Philip Thompson
Wilbur Thompson
Patricia Tinkler
Janice Tobin
Kirstin Toth
Harriet Tramer
Jerry Tubbs
Vivian Tucker
John Turcinov
Zoe Tyler
Nancy Ensign Udelson
Katherine Usaj
Robert VanDerVelde

John Vannucci
Geza Varhegyi
Kriste Vedegys-Duhigg
Daniel Vierya
Vera Vogelsang-Coombs
Wolf Von Eckardt
Edward Wagner
Nancy Waina
Lynnette Walker
Harold Wallin
Gary Washington
Robert Waste
Carolyn Watts-Allen
James Webb
Tom Webb
Ron Weiner
Alan Weinstein
Gina Weisblat
Todd Weisfeld
Winifred Weizer
David Weld
Edric A. Weld, Jr.
Lesley Wells
Michael Wells
Stephanie West
Justin White
Margaret White
Michael White
Sherida White
Bob Whitehead
William Whitney
Dale Whittington
John Wilbur
Lin Williams
Willa Williams
Jennifer Wintner
John Wolfe
Stephanie Wolfe
Ruth Wyant
Jim Wyles
Ian Yee
Lisa Yenny

Li Zhan
Zhongcai Zhang
Corey Zucker

APPENDIX C:

CURRENT FACULTY BIOGRAPHIES

Jennifer Alexander is an Associate Professor at the Levin College. She holds a Ph.D. in Public Administration and Policy from Virginia Tech and a bachelor's of science in Foreign Service from Georgetown University. Her research interests include administrative responsibility, private/public partnerships, and the political capacity of nonprofit organizations. She was the co-author of a paper that won the Association for Research on Nonprofit Organizations and Voluntary Action's 2000 award for best paper in *Nonprofit and Voluntary Sector Quarterly*.

Virginia O. Benson is an Associate Professor at the Levin College. She holds a Ph.D. in Geography from Kent State University. She has taught courses in urban design, planning, real estate development, and historic preservation and has served on the Boards of Trustees of North Coast Harbor, Inc. and the Cleveland Restoration Society. She has published in *The Appraisal Journal*, *Growth and Change*, *The Gerontologist*, and *Real Estate Issues* and co-authored *Introduction to Urban Studies*. Her current research interests include urban revitalization through faith-based organizations, preservation of sacred landmarks, and waterfront development.

Richard D. Bingham is a Professor of Public Administration and Urban Studies and Senior Research Scholar at the Levin College. He teaches courses in industrial policy, program evaluation, and research methods. His current research interests include the economics of ghetto formation, edge cities and downtown dependence, and national industrial policy. His latest books include *Industrial Policy American Style* (1998); *Beyond Edge Cities* (1997) co-authored with colleagues from the Urban University Program; and *Global Perspectives on Economic Development* (1997), edited with Edward W. Hill. He is Founding Editor of the journal *Economic Development Quarterly* and Past President of the Urban Politics Section of the American Political Science Association. He is listed in *Who's Who in the World*, *Who's Who in America*, and *Who's Who in Finance and Industry* and is the Editor of the Contemporary Urban Affairs Book Series, published by M.E. Sharpe.

William M. Bowen is a native of Cleveland and a Professor of Public Administration and Urban Studies. He is also the Director of the Ph.D. program in Urban Studies and Public Affairs. Prior to returning to Cleveland in August of 1990, he earned a doctorate in Regional Analysis and Planning at Indiana University in Bloomington, Indiana. His research and teaching interests concern decision-making and computer applications, primarily as they relate to some of our current environment and economic development problems. He is a member of the American Planning Association, The American Society of Public Administration,

the Association of American Geographers, the Regional Science Association, and the Institute of Management Sciences.

Mittie Olion Chandler is an Associate Professor of Urban Studies and Political Science. She earned her Ph.D. in Political Science and her Master of Urban Planning degree from Wayne State University. She holds a B.A. from Michigan State University. Dr. Chandler's previous work experience includes positions as a city planner, a public housing manager, and a housing program director for New Detroit, Inc. She has served on the boards and as technical advisor to a number of community-based organizations in Detroit and Cleveland. Her research interests include housing and community development, public housing, fair housing, race relations, and urban politics. Dr. Chandler's book, *Urban Homesteading: Programs and Policies*, was published by Greenwood Press. Her articles have appeared in *Policy Studies Review*, *Journal of Planning Education and Review*, and *Housing Policy Debate*.

Edward W. (Ned) Hill is Distinguished Professor of Economic Development at the Levin College and Nonresident Senior Fellow of The Brookings Institution, where he is affiliated with the Center on Urban and Metropolitan Policy. Dr. Hill writes on economic development and urban public policy and is editor of *Economic Development Quarterly*, which is dedicated to publishing research on the development of the American economy. For several years he generated a database for *IndustryWeek* magazine's research on world-class manufacturing communities in the United States. Dr. Hill is co-author of a book on the U.S. banking industry, co-editor of four books on urban studies and economic development, and author of numerous articles, book chapters, and columns. He holds a Ph.D. in Urban and Regional Planning and Economics from Massachusetts Institute of Technology, a master's in City Planning from the University of Chicago, and a bachelor's in Urban Studies and Economics from the University of Pennsylvania.

Sanda Kaufman is a Professor of Planning and Public Administration. She holds degrees in Architecture and Town and Regional Planning from the Technion, Israel Institute of Technology. She received her Ph.D. in Public Policy Analysis from the Heinz School at Carnegie Mellon University. Her research field is decision-making in conflict management. Her research focus is third-party intervention in the urban, environmental, organizational, schools, and personal contexts. She has mediated small claims disputes in Brookline, Massachusetts, and she has worked on community and organizational conflict management. Her papers have been published in the *Journal of Architectural Planning and Research*, the *International Journal for Conflict Management*, the *Negotiation Journal*, the *Journal of Planning, Education and Research*, and *Fractals*. She is the Chair of the Quantitative Methods Group at the Levin College.

Dennis Keating is Professor of Urban Planning and Law, Associate Dean of the College and Chair of the Department of Urban Studies. He teaches courses on housing, neighborhood development, and land use law. He has published widely, including books, book chapters, articles and book reviews, and essays. His most recent books are: *Rebuilding Urban Neighborhoods* (1999) with Norm Krumholz, and *Rent Control: Regulation and the Rental Housing Market* (Sage Publications, 1998), co-authored and co-edited with Michael Tietiz and Andrejs Skaburskis. The third edition of his co-authored *Housing and Community Development Law* casebook was published in 1999 by Carolina Academic Press. His latest research is part of a study on the impact of welfare reform on community development corporations released in April 2001 by the Rockefeller Institute, SUNY-Albany. From 1995-2000, he participated in a national evaluation of empowerment zones done by the Rockefeller Institute and then by Abt Associates for the U.S. Department of Housing and Urban Development. Dr. Keating was named as the 2003 Levin College Distinguished Scholar.

Lawrence F. Keller is a Professor at the Levin College. He has a Ph.D. in Public Administration from The American University and a J.D. from Vanderbilt University. His research examines the nexus of law, public administration, and politics on governance. Dr. Keller has published over 20 articles in most of the journals in American public administration, from the *Public Administration Review*, the top journal in the field, to *Praxis and Theory*, a journal of the Public Administration Theory Network. He is co-author of a book on local management in the United States and has contributed chapters to a variety of other books. In addition to his academic role as professor, he is a Senior Research Associate in the Public Management Program and its component program, the Leadership Development and Training Network.

Wendy A. Kellogg is an Associate Professor of Urban Planning and Environmental Studies. Dr. Kellogg holds a Ph.D. in City and Regional Planning from Cornell University. Her major fields of research interest are citizen participation, urban and regional sustainability, neighborhood redevelopment, and Great Lakes water quality. She has published analyses of Great Lakes water quality planning programs and citizen participation in neighborhood-based environmental planning. Dr. Kellogg has also compiled and edited a textbook on contemporary urban issues and African American experiences. She is presently completing an environmental history and inventory of a neighborhood in central Cleveland, Ohio, that documents the effects of industrial and infrastructure development on the neighborhood's present-day environmental quality. Her most recent research and publications analyze the role of information technologies by neighborhood-based organizations. Dr. Kellogg was an Ohio Campus Compact Learn and Serve Fellow in 1998.

Norman Krumholz is a Professor in the Levin College of Urban Affairs. He holds a planning degree from Cornell University. He has served as a planning practitioner in Ithaca, Pittsburgh, and Cleveland and served as Planning Director of the city of Cleveland from 1969-1979 under Mayors Carl B. Stokes, Ralph J. Perk, and Dennis Kucinich. Professor Krumholz has published in many professional journals, including the *Journal of the American Planning Association*, the *Journal of Planning Education and Research*, and the *Journal of Urban Affairs*. In addition, he has written chapters for many books. His book (with John Forester) *Making Equity Planning Work* won the Paul Davidoff book of the year award from the Associated Collegiate Schools of Planning. His most recent book, *Revitalizing Urban Neighborhoods* (with Dennis Keating), was published by Sage in 1999. His research has been supported by the Cleveland Foundation, the George Gund Foundation, and the Ford Foundation. He served as the President of the American Planning Association (1986-1987), received the APA Award for Distinguished Leadership in 1990, and in 1999 served as the President of the American Institute of Certified Planners. He was awarded the Prize of Rome in 1987 by the American Academy in Rome.

Larry Ledebur is a Professor at the Levin College. His career combines college teaching, university administration, government service, and policy research. His area of expertise and current interests include economic development at the state, federal, and local levels, organizational development, strategic planning, and needs assessment. Dr. Ledebur has served as Director of the Urban Center at the Levin College and Director of the Center for Urban Affairs at Wayne State University. He has also served as the director of the Urban Institute's Economic Development Program, the White House Conference on Balanced National Growth and Economic Development, and as a Visiting Scholar and Senior Economist in the Economic Development Administration of the Department of Commerce in Washington, D.C. Dr. Ledebur earned his Ph.D. and master's degrees at Florida University and his Bachelor of Arts degree from Austin College. He began his teaching career at Denison University as a professor of economics and has authored numerous book and articles on various aspects of urban economic development.

Helen Liggett is a Professor at the Levin College. Her work is in the related fields of planning and urban theory, discourse and spatial analysis, and visual culture and photography. These interests are held together by a desire to investigate and participate in the art and politics of presentation - "the stories we tell ourselves about ourselves." Her work has been exhibited at the Cleveland Center for Contemporary Art and the Harare International Festival for the Arts (Zimbabwe) and she is a participant in the Arts in the Embassies Program of the United States Department of State. Her published work appears in such diverse venues as

Theory and Event, *Whiskey Island Magazine*, and the *International Journal of Public Administration*. Her most recent project, *Urban Encounters*, is a book of words and images as well as installations using street photography and theory as conceptual tools in coming to terms with the city as cultural imagery and as a space of life. It is forthcoming in book form from University of Minnesota Press.

Nancy Meyer-Emerick is an Assistant Professor of Public Administration. She earned her Ph.D. in Public Administration at Florida Atlantic University in 1998. She received a B.S. in Environmental Studies from Florida International University in 1986 and an MPA from Florida Atlantic University in 1992. Dr. Meyer-Emerick's practitioner experience includes 20 years in public works and environmental health at the local level. Her research interests include public works management, environmental policy, democratic governance, and public administration theory. Her book, *The Violence Against Women Act of 1994: An Analysis of Intent and Perception*, was published by Praeger in 2001.

Brian A. Mikelbank is an Assistant Professor of Urban Studies. He received his M.A. (1996) and Ph.D. (2000) in Geography from The Ohio State University. His B.A. (1994) is in Economics and Geography, from the State University of New York at Buffalo. Dr. Mikelbank is an urban and economic geographer with varied interests in quantitative spatial analysis and GIS applications. Professor Mikelbank was selected to receive an Urban Scholars Postdoctoral Fellowship from the United States Department of Housing and Urban Development (HUD).

Sylvester Murray is a Professor of Urban Studies and Public Administration. Mr. Murray's specialties are budgeting, urban administration, and management. He is a former city manager of San Diego, California; Cincinnati, Ohio; Ann Arbor, Michigan; and Inkster, Michigan. He was also manager of government consulting at Coopers & Lybrand, CPA, in Columbus, Ohio. Mr. Murray has served as President of the American Society for Public Administration and the International City Management Association. He received a B.A. in history from Lincoln University, Pennsylvania, a Master of Governmental Administration degree from the University of Pennsylvania, and an M.A. in Economics from Eastern Michigan University. Mr. Murray is a Fellow of the National Academy of Public Administration and a Board Member of the National Civic League.

Wornie L. Reed is a Professor of Sociology and Urban Studies. He holds a B.S. degree in Secondary Education (Science and Mathematics) from Alabama State University and M.A. and Ph.D. degrees in Sociology from Boston University. Trained as a medical sociologist under a health services research training fellowship, Dr. Reed has taught courses, conducted research, and published numerous articles on medical care, health and illness, urban communities,

numerous articles on medical care, health and illness, urban communities, education, and criminal and juvenile justice. His background includes positions in the federal government and private industry as well as higher education. Before his academic career, Dr. Reed spent 12 years in the computer field with the U.S. Bureau of the Census as a computer programmer and with IBM as a systems engineer and marketing representative. Of particular note, Dr. Reed directed the project, "Assessment of the Status of African Americans," involving some 61 scholars. This project resulted in the production of a four-volume work published by Auburn House Publishers: *The Education of African-Americans* (C. Willie, A. Garibaldi & W. Reed, eds.; 1991) *Research on the African-American Family* (R. Hill, et al.; 1993) *Health and Medical Care of African-Americans* (W. Reed, author; 1993); *African-Americans: Essential Perspectives* (W. Reed, ed.; 1993).

Mark S. Rosentraub is Dean and Professor of Urban Affairs at the Levin College. Dr. Rosentraub also serves as director of the Ruth Ratner Miller Center for Greater Cleveland's Future. Professor Rosentraub's research interests focus on urban tourism and the economic and intangible value of sports, the arts, and other amenities for urban centers; the financing plans for civic assets including sports facilities and the arts; the financing, organization, and delivery of urban services; and economic development issues. His work has included studies of urban change and growth, public-private partnerships, economic development strategies, and the relationship between sports, the arts, tourism, and economic development. Dr. Rosentraub's *Major League Losers: The Real Costs of Sports And Who's Paying For It* was published by Basic Books in January 1997 and a second and revised edition was released in June of 1999. Dr. Rosentraub has testified before congressional and state legislative committees (Indiana, Texas, Minnesota) discussing the relationship between sports and the public sector. His economic development research has been published in *Public Administration Review*, *Economic Development Quarterly*, the *Journal of Sports and Social Issues*, the *Journal of Urban Affairs*, and other edited collections. Dr. Rosentraub's other research publications include more than 60 articles (and book chapters) which have appeared in *Urban Affairs Review*, the *Journal of the American Planning Association*, *Public Administration Review*, *Public Finance Review*, *Economic Development Quarterly*, *Nonprofit and Voluntary Sector Quarterly*, *Social Science Journal*, *Policy Studies Review*, *Policy Studies Journal*, *Public Productivity Review*, *Journal of Environmental Systems*, *State and Local Government Review*, as well as several other journals and numerous collections. Dr. Rosentraub received his doctorate from the University of Southern California and his undergraduate and master's degrees from Queens College of the City University of New York. He has been a visiting scholar at the Hebrew University of Jerusalem, the University of Alberta, the Freie Universitat in Berlin (Germany), Humboldt Universitat (Berlin, Germany), and at Amerika Haus in Germany.

Robert A. Simons is a Professor and Director of the Master of Urban Planning, Design, and Development program at Levin College. He is also the faculty advisor for the Certificate Program in Real Estate Development and Finance, offered in conjunction with the James J. Nance College of Business Administration at Cleveland State University. Dr. Simons received his Ph.D. from the University of North Carolina at Chapel Hill in City and Regional Planning, with an emphasis in real estate. He also holds a Master of Science in Regional Planning and a Master of Science in Economics, both from U.N.C. His undergraduate degree in Anthropology was earned at Colorado State University. He has been a member of the American Institute of Certified Planners (AICP) since 1983. At the Levin College, Dr. Simons teaches courses in real estate development, market analysis and finance, public economics, and environmental finance. Dr. Simons has published over 25 articles on real estate, urban redevelopment, environmental damages, housing policy, and brownfields redevelopment. He recently authored a book entitled *Turning Brownfields into Greenbacks*, published by the Urban Land Institute. Dr. Simons has served as an expert witness in matters related to real estate and environmental damages.

Michael W. Spicer is a Professor of Public Administration and Urban Studies. He received his Ph.D. in Public Administration from The Ohio State University and has since taught public administration and economics at the University of Exeter in England, The Ohio State University, the University of Colorado at Colorado Springs, the Boston University Overseas program, and Cleveland State University. He is author of *The Founders, the Constitution, and Public Administration* (Georgetown University Press, 1995) and has written articles on a variety of issues in public administration, taxation, and economics. His current research is on the idea of the state in public administration.

Robertta Steinbacher is a Professor of Urban Studies and Assistant Dean for Program Development in the College of Urban Affairs. She received her Ph.D. in Social Psychology from St. Louis University in 1967. Before coming to CSU, Dr. Steinbacher taught at St. Louis University and Marillac College. She was a research psychologist for a Ford Foundation neighborhood project in Cleveland. Her research interest in reproductive technology has led her to publish in such journals as *Social Biology*, *Journal of Psychology*, *Psychological Reports*, *Journal of Social Psychology*, and *Journal of Personality Assessment*. She has co-authored a textbook, *Introduction to Urban Studies*, and coauthored *Man-made Women*, a book on the impact of new reproductive technologies on women. Dr. Steinbacher teaches courses in urban issues and public policy.

Camilla Stivers was the Albert A. Levin Professor of Urban Studies and Public Service at Levin College from 1997-2002 and is now a Professor at the College.

She is also Associate Editor of *Public Administration Review*. From 1968 to 1985 she was a practicing manager in public and community-based nonprofit organizations. In 1986-87 she was associate study director for the National Academy of Sciences/Institute of Medicine report, *The Future of Public Health*. From 1987 to 1996 she was a member of the public administration faculty at The Evergreen State College in Olympia, Washington. Dr. Stivers received an MPA from the University of Southern California and a Ph.D. in Public Administration and Policy from Virginia Polytechnic Institute and State University. She has been an active member of American Society of Public Administration (ASPA) since 1979, serving on the national council, a variety of committees, and the Evergreen chapter board. She is the author of *Gender Images in Public Administration: Legitimacy and the Administrative State*, for which she received the Distinguished Research Award from the Section on Women in Public Administration (ASPA). Dr. Stivers is a co-author of *Government is Us: Public Administration in an Anti-government Era* and has published widely in peer-reviewed journals. *Constructing Public Administration: Gender, Science and the Business of Government 1900-1924* is forthcoming from University Press of Kansas.

George Weiner is executive-in-residence at the Levin College and holds the William and Elizabeth Treuhaft Chair in Health Planning and Research at the Federation for Community Planning. He also holds an adjunct faculty position at the Institute for Public Health Sciences at the Case Western Reserve University School of Medicine. He served earlier as vice president for policy analysis and research at the Center for Health Affairs and as vice president of planning and institutional research for The MetroHealth System. At MetroHealth, he directed two USAID-funded community health partnerships in Slovakia and made numerous visits to Central and Eastern Europe. Dr. Weiner received his undergraduate and graduate degrees from Cornell University.

Alan Weinstein is an Associate Professor in both the Cleveland-Marshall College of Law and Levin Colleges and also serves as Director of the Colleges' JD/MPA and JD/MUPDD Joint Degree Programs and Law & Public Policy Program. Prior to joining the Cleveland State University faculty, he taught at the University of Wisconsin's School of Architecture and Urban Planning and at Wayne State University Law School. Professor Weinstein holds a B.A. in International Relations from the University of Pennsylvania, an M.C.P. from the Massachusetts Institute of Technology, and a J.D. from the University of California, Berkeley. Professor Weinstein is a nationally recognized expert on planning law, who lectures frequently at planning and law conferences and has published over seventy books, treatise revisions, and law journal articles. He is one of only 21 planning law

experts who serve as reporters for the American Planning Association's *Land Use Law and Zoning Digest*, is Chair of the Subcommittee on Land Use and the First Amendment in the American Bar Association's Section of *State & Local Government Law*, is a past Chair of the Planning and Law Division of the American Planning Association, and is a member of the Board of the Ohio Planning Conference, the state's chapter of the APA.

Michael Wells is currently an Associate Professor and Director of Undergraduate Programs at the Levin College. Prior to joining the College, he was Associate Dean of Continuing Education at Cleveland State University, where he also served as an adjunct assistant professor in the History and General Administration Departments and the Urban Studies Department. His interest in American history - a "lifetime passion" - led him to acquire a Ph.D. in that field from The Ohio State University and to become a founding member of the Sacred Landmarks Research Group. His research and writings about sacred landmarks and ecclesiastical history he says, "stems from the appeal of that which is antique, romantic, hierarchical, ceremonial, and universal." Wells served nine years on the Ohio Historic Site Preservation Advisory Board, two as board chair. He is currently the senior editor of the Levin College Sacred Landmarks Monograph Series.

APPENDIX D: VISITING COMMITTEE MEMBERS: 1980-2002

Thomas Adler
Bruce H. Akers
Paula Anderson
William C. Barnard
William A. Behnke
Erline Belton
Howard R. Berger
John J. Betchkal
Alva Ted Bonda
Kofi Bonner
Charles Brown
William Bryant
Lance Buhl
Walter Burks
Annette G. Butler
Danny H. Cameron
Michael A. Campbell
Patrick A. Carney
Valerie Wax Carr
Jeri E. Chaikin
Michael Clegg
Gary Conley
Terence E. Copeland
Timothy J. Cosgrove
RoseMary Covington
Cynthia G. Deetelbach
Diane Downing
Thomas L. Elliott
Harry Fagan
Bruce Felder
John J. Ferchill
Claire E. Freeman
Diane R. Fusco
William S. Gaskill

Dennis E. Golem
Lois Goodman
David N. Goss
Sally K. Griswold
John L. Habat
Robert L. Hagley
Dean T. Hall
David J. Hansen
Douglas Hasbrook
Jim Haviland
Eleanor Hayes
Oliver Henkel
Linda Highsmith
David G. Hill
Lee F. Hill
Eric Hoddersen
Carole Hoover
Edmond Hughes
Mark J. Jablonski
John H. James
J. Richard Kelso
John D. Koch
Allan C. Krulak
William Roy Laubscher
Byrdie Lee
James Levin
Morton Q. Levin
Very Rev. Tracey Lind
Vincent J. Lombardi
Maril Gagen MacDonald
Dennis Madden
Mildred Madison
Joseph Marinucci
James L. Mason

LaVonne McClain
David K. McClurkin
Darlene Evans McCoy
Randell McShepard
Denise Melilli
Ray Miklethun
Ruth R. Miller
Stanley Miller
Allan Mills
Margaret N. Mitchell
Michael A. Mobley
Patricia J. O'Donnell
Richard Pace
Paul N. Patton
Betty K. Pinkney
William R. Plato
Richard W. Pogue
Andrew E. Randall
Richard J. Rapacz
Albert Ratner
William J. Reidy
David Reines
Mikelann W. Rensel
Dale P. Rhines
Winton Richie
Barbara S. Robinson
Myron F. Robinson
Dennis Roche
Lynne J. Rogers
Jan Roller
Leonard Ronis
Claire Rosacco
Daryl P. Rush
Richard E. Sarosi
Carlton B. Schnell
Richard C. Shaw
Hilton O. Smith
James C. Smith

William R. Snyder
Steve Strnisha
Taras Szmagala
Miguel Torres
Lyman Treadway
Mary E. Trotman
Brian D. Tucker
Frederick B. Unger
William Valerian
Peter van Dijk
Edward Wagner
Thomas E. Wagner
Ronald W. Watt
Lesley Brooks Wells
Margaret S. Wheeler
Lawrence H. Wilker
Lawrence Williams
Regennia Williams
Dennis Wojtanowski
Samuel Wolpert
Margaret W. Wong
Nathan Zaremba
Denise SanAntonio Zeman

APPENDIX E: **MAXINE GOODMAN LEVIN AND** **ALBERT A. LEVIN CHAIR OF URBAN** **STUDIES & PUBLIC SERVICE ADVISORY** **COMMITTEE:** **1975-2002**

David Abbott
 Daisy L. Alford-Smith
 Lora Bartolet Levin, M.D.
 John Begala
 Howard Berger
 Daniel Berry
 Howard Bram
 Terri Hamilton Brown
 Robert Bry
 William Bryant
 Judge Lillian Burke
 Reverend Edward J. Camille
 Thomas Campbell
 R. Michael Cole
 Anthony Coyne
 Teodosio Feliciano
 John A. Flower
 Sidney N. Galvin
 Merle R. Gordon
 Robert Gries
 Alan D. Gross
 Timothy F. Hagan
 Carl Heintel
 Linda Levin Henderson
 Patrick Henry
 Cecelia Huffman
 Judge Leo Jackson
 Donald G. Jacobs
 Stanley Kerka
 Sheryl King Benford

Sven Langmack
 James A. Levin
 Maxine Goodman Levin
 Michael Levin
 Morton Q. Levin
 Robert M. Levin
 Saul Ludwig
 Howard Maier
 Jack Mandel
 Richard McArdle
 Bette S. Meyer
 David S. Miller
 Dr. Ruth Ratner Miller
 Mamie Mitchell
 Linda Levin Pearson
 Helen Schubert
 Ermias Seleshi, MD, MPH
 Judy Simpson
 Robyn Minter Smyers
 Roberta Steinbacher
 Herbert Strawbridge
 J. Maurice Struchen
 Donald Thorpe
 Luis Vazquez
 George Weiner
 Rick Werner
 William K. Wolfe
 Artha Woods
 Marda Zimring

Cleveland State University

Maxine Goodman Levin College of Urban Affairs
Cleveland, Ohio 44115
<http://urban.csuohio.edu>