

# URBAN UPDATE

News from the Maxine Goodman Levin College of Urban Affairs • Summer 2000

## Building from the Ground Up The Levin College Story

The foundation upon which the Levin College of Urban Affairs has been built was put in place by the leadership of Cleveland State University Professor Thomas F. Campbell, Ph.D., a highly respected urban historian and well-known civic activist. It was 1969, and Campbell was firmly convinced that Cleveland State was uniquely suited to address emerging urban issues in ways that would be helpful to the city's leadership and citizenry. Within a decade, assisted by the tactical skills of Professor Roberta Steinbacher Ph.D., the Institute of Urban Studies, which Campbell founded, was transformed into a college. Now, the Maxine Goodman Levin College of Urban Affairs, has become a powerful institution that has earned national recognition and respect.

Under the leadership of Dean David C. Sweet, appointed in 1978, the College has continued to grow. Today, it is ranked in the top eight (of 123) in the nation. *U.S. News and World Report* ranks its graduate speciality program in City Management and Urban Policy second in the nation – ahead of both Harvard and New York University. An innovative curriculum developed by Campbell and Steinbacher, now Assistant Dean for Program Development, offers majors or

advanced degrees in virtually all areas of urban affairs, including law and public policy; public administration; environmental studies; and urban planning and design.

Yet, the College did not always enjoy such a strong reputation. Nor did it offer such a diverse and advanced curriculum. In fact, Dean Sweet's first task upon becoming dean was to hire faculty for this upstart urban college. Cleveland's reputation was at an all-time low during this period. His mission was to recruit an outstanding faculty and staff to a brand-new college, in a young university, in a city with a negative image – and then marshal the resources to support them. His strategy was to "fill the tin cup" by seeking out urban practitioners and academics who could put aside the "mistake on the lake" image of the city and help to build a new academic institution.

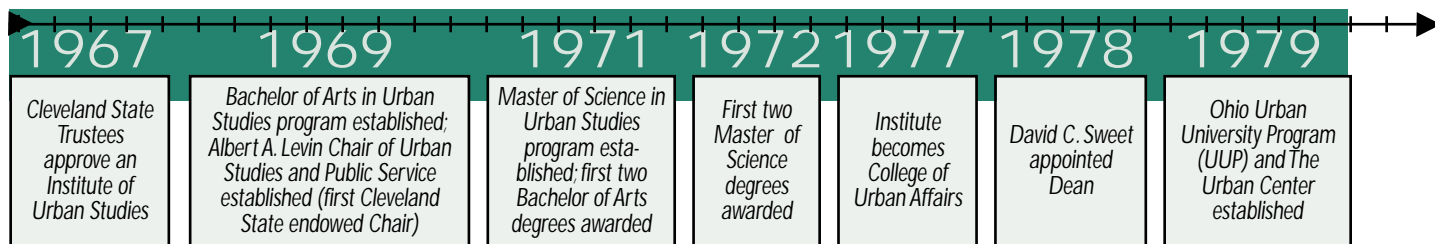
At the same time, Sweet was taking steps to launch a new program that would come to have far-reaching effects for the College – the state-funded Ohio Urban University Program (UUP). The idea for state financial support had come about when Sweet saw how Ohio State University could tap into state line item funding for the Cooperative Extension Service and the Agricultural Research and Development Center to support its agricultural research and outreach programs in the College of Agriculture.

Sweet recognized that in the years since the Cooperative Extension Service was founded, Ohio's population had shifted from 80 percent rural/20 percent urban to 80 percent urban/20 percent rural. The funds for development, he argued, should move in the manner in which the population had shifted. Sweet

proposed that urban funding be linked to an urban university  
*continued on page 6*



Professor Thomas F. Campbell, Ph.D. (middle), founded the Institute of Urban Studies, which was transformed into a college within a decade. He was assisted by Professor Roberta Steinbacher, Ph.D. (left), now Assistant Dean for Program Development. Under the leadership of David C. Sweet Ph.D. (right), appointed Dean in 1978, the College is ranked among the top eight Colleges of Urban Affairs in the country.



## A Personal Message From the Dean

When my family and I moved to Cleveland in 1978, the College of Urban Affairs was in its infancy. Cleveland State University was just a 15-year-old urban upstart. I was thrilled with the opportunity to build an academic institution “from scratch” and tremendously excited about the future.

This optimism, however, was strongly tempered by the challenges confronting the city of Cleveland itself. The “mistake on the lake” faced a mayoral recall, a teacher’s strike, and financial default. The neighborhoods were deteriorated almost beyond redemption. Plant closings and massive layoffs were weekly occurrences. Each day the headlines seemed to get worse while ill-fated public relations efforts fell flat. In short, the city had become a national joke and a deeply painful local tragedy.

How things have changed. Today, Cleveland’s well documented renaissance has proved to be a model for the revitalization of major metropolitan areas across the country. And the Maxine Goodman Levin College of Urban Affairs now ranks among the top eight in the country. Its masters program speciality in Urban Policy/City Management is ranked second in the nation by *U.S. News and World Report*. And the College is recognized by academicians, practitioners and public officials across the nation for excellence in teaching, research, and community service.

None of this could have been accomplished without the strong support of literally hundreds of individuals, from local and state legislators, to the faculty and staff of the College, to business and community leaders across the state. I have every hope that these individuals will continue to support the College as it seeks to grow in size, stature and quality.

# David C. Sweet Onward and Upward

Way back in 1980, when David Sweet had been living in Cleveland and serving as dean of the College of Urban Affairs for all of two years, a *Plain Dealer* reporter asked him “What’s a college of urban affairs doing in Cleveland?” Sweet had a quick answer. “Coming to Cleveland is like a kid going into a candy store, because there’s a wide variety of problems and opportunities here.”

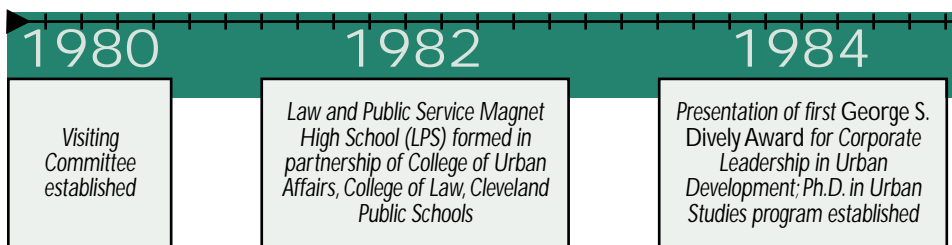
The concept of an urban affairs college, which seemed so radical two decades ago, was familiar territory for Sweet who, along with Tom Campbell and Roberta Steinbacher, recognized its enormous potential. (See “The Levin College Story,” on the cover). “At that time, Ohio was experiencing a major shift from being primarily rural to primarily urban,” Sweet explained. “It was also a time when Cleveland was at an all-time low in terms of image and economic development. It was clear to us that someone or something had to address the issues confronting urban communities.” Sweet was determined to create that something – and he was uniquely suited to the challenge.

Prior to joining the College, Sweet lived in Columbus, Ohio. His professional career was launched in 1963 at the Battelle Institute, where he began as a regional economist. During his seven years at Battelle he was the principal author of more than thirty research reports related to economic, energy, environmental planning and regional development issues. He was soon promoted to head regional economics researcher and then program director of all social sciences.



In 1971, Sweet became a member of the Governor’s Cabinet, serving as director of the Department of Economic and Community Development. In 1975, the Governor appointed him Commissioner of the Public Utilities Commission of Ohio. It was during this time that Sweet first became involved with the Institute of Urban Studies, predecessor to the College of Urban Affairs. Sweet had been recruited by Roberta Steinbacher to teach a course in regional development at Cleveland State. He commuted to Cleveland each week on a Greyhound bus, getting to know the University and becoming involved with students. A lifetime goal of moving into a university setting was realized on September 1, 1978 when he assumed the position of Dean of the newly created College of Urban Affairs.

For the past 22 years, David has served in an exemplary fashion. His strong entrepreneurial nature,



coupled with his expertise in urban planning and economic development, has served to build an institution that has had a major impact on the Greater Cleveland community and others across the nation. Yet his commitment has gone far beyond the confines of the College, extending well into the community in the form of a wide variety of public service activities and board memberships. The community and the nation have recognized his commitment to public service with more than twenty awards.

Throughout his career David's excellence in scholarship is demonstrated by his many books and articles, most of which pertain to Greater Cleveland as a model for rejuvenating urban areas. Among his edited books: *The New American City Faces Its Future: A Cleveland Perspective*; *Public Utilities and the Poor: Rights and Responsibilities*; *Rebuilding American Cities*; and *Models of Urban Structure*. His articles that have particularly benefited the Greater Cleveland community are: *Targeting Software as a Tool for Today's Economic Development Professional*; *Urban Extension in the Decade Ahead: Collaboration, Competition, or Contraction*; *Ohio's Urban University Program: Past, Present and Future*, and *Building University-Community Partnerships: Increasing Urban Competitiveness*. David's research record is all the more impressive since he has been an administrator for most of his academic career.

His greatest satisfaction, however, lies in the 1,800-plus Levin College alumni. As students, they found that

his door was always open and that they would always be treated with dignity and respect. As professionals, they have found that the education and practical experience they received at the Levin College is second to none.

Many of these alumni have followed David's path and dedicated their careers to public service. Many now hold positions in federal, state and local government or in teaching, neighborhood development, healthcare organizations or other non-profits. Of those that have moved into the private sector, virtually all are unanimous in their

conviction that the understanding of urban issues garnered from the Levin College have had a strong, positive impact on their professional development.

Throughout his tenure at the Levin College, David has demonstrated courage, vision, tenacity, and compassion. His impact on our community and the individuals whose futures he helped shape will be felt for decades and in the halls of the soon-to-be-completed urban affairs building that he envisioned more than 15 years ago. He will unquestionably be missed.

## A PERSONAL NOTATION

Let's be sure to set the record straight . . . David Sweet did not spend his entire career building the Levin College. He and his wife Pat, who will soon celebrate their 35th wedding anniversary on July 3, 2000, raised four children – Britton, Melissa, Marc, and Katie. David was heard to whoop with glee in 1997 when Katie, the youngest, graduated from College. David and Pat are also the grandparents of Alexander and Nicolas.

In June of 1979, the Sweets hosted the first of what became an annual college ritual: the cookout for graduates and friends. Twenty-five individuals attended the first event. The last one, held in 1998, was attended by more than 250. David and Pat estimate that over the years the happy crowd has consumed 3,000 bratwurst, 3,000 knockwurst, 6,000 rolls – and about 1,500 pounds of Pat's potato salad.

1985

Visiting Committee creates In Tribute to Public Service Award; Mercedes Cotner Scholarship established; Masters in Urban Planning, Design and Development (MUPDD) established

1986

Master of Public Administration (MPA) program moves from College of Business to College of Urban Affairs

1987

College moves to Urban Affairs Building at 1737 Euclid Avenue and initiates 17th/18th Street Block Project; celebrates 10th anniversary with 600+ alumni

1989

College designated "Center of Excellence in Public Administration," LPS receives national Public Service Curriculum Award, MPA program receives national accreditation; College renamed Maxine Goodman Levin College of Urban Affairs

# Home Is Where the Desk Is

An interesting piece of Levin College lore has to do with David Sweet's desk. Upon assuming the reins as Dean in 1978, Sweet was welcomed to his new office by his colleagues and several students. They presented him with an antique desk that they had refurbished.

Although few people know of the gesture, Sweet remembers it well – and the desk remains with him to this day, a sentimental reminder of the early days of the Levin College. “This desk and I have been through a lot together,” Sweet said as he glanced over it with a smile. “It’s kind of fun to look back and remember all of the places we’ve called home.”

The first space occupied by the fledgling College was tucked away on the third floor of the Chester Building – a space that might charitably be called off the beaten track. Sweet was charged with the mission of building a strong academic institution, and he felt that a more visible location was vital in setting the tone for the ambitious program he envisioned.

It took awhile, but Sweet was successful in making the first move. In 1979, the College moved into the Corlett Building at 1935 Euclid Avenue. In 1987, the College moved once again – this time to the 43,000 square foot Builders Exchange Building on the corner of Euclid Avenue and East 18th Street. This new location allowed the College to serve

as a physical gateway between the University and the community. Even more importantly, it provided adequate classroom and office space, computer labs, a student lounge and conference/seminar space. The Lilita G. and George S. Dively Community Seminar Room was added in a 1990 expansion.

Although the new building was a vast improvement, Sweet still had his eye on the future. “Eventually, I would like to see a facility with similarities to the forum at the Kennedy School at Harvard or the Hubert Humphrey Center at the University of Minnesota,” Sweet said at the time of the move. His remarks would become a familiar theme and an ongoing call to action over the next decade. His vision called for a sweeping project that would create a physical and intellectual link between downtown Cleveland, the community, and Cleveland State.



*In 1979, the College moved into the Corlett Building at 1935 Euclid Avenue.*

Backed by a 1989 study funded by The Cleveland Foundation, Sweet became a committed champion of a plan to redevelop the entire East 17th-18th Street block between

Euclid and Chester Avenues. Three Cleveland State colleges, each with significant graduate and urban-oriented programs, and each with direct connections to downtown activities, would be drawn together in the block. The goal was to allow the colleges of Urban Affairs, Law, and Business to increase their interdisciplinary activities and become even more responsive to Cleveland's urban community.

In 1990, the project received the endorsement of the Ohio General Assembly, with funding to come over the course of the following three biennial capital budgets. Construction soon began on Phases I and II; a building for the College of Business, a library for the College of Law, and a parking garage. It was fully anticipated that Phase III, the urban building, would be funded in this manner. However, due to a major change in the Ohio Board of Regents' capital funding policy construction of the urban building was threatened with a four-year delay unless the capital could be raised through a bond issue.

With the final phase in jeopardy, Sweet went to work, cobbling together an innovative financing plan that ensured construction of the urban building. He credits Ameritech, The Cleveland Foundation, The George Gund Foundation, The John P. Murphy Foundation, Mr. A. Ted Bonda, and several anonymous donors for contributing the private funds that completed the financial package. Amid much fanfare, ground was broken on March 3, 1999. Completion is scheduled for this November.

The heart of the \$18.5 million, 88,000 square foot facility is a

1990	1991	1992	1994
<p><i>Regents/legislators recommend funding for 17th/18th block project; MUPDD program approved; General Assembly passes legislation creating Ohio Commission on the Public Service, to be coordinated by the College</i></p>	<p><i>College ranked among top 10 Urban Studies/Affairs programs by two independent studies; Urban University Program observes 10th anniversary with a research colloquium; Urban Child Research Center aligns with the College</i></p>	<p><i>Endowment funding reaches \$1.8 million; alumni exceed 800; student headcount per quarter reaches 278 milestone; College selected for NASPAA Diversity Innovation grant and a share in County's 1992 INNOVATIONS in State and Local Government Award (a Ford Foundation program administered by the Kennedy School of Government and Harvard University)</i></p>	<p><i>B.A. in Environmental Studies approved</i></p>

The new building will also provide a significantly improved learning environment for students and the community. Completion is scheduled for this November

spacious, four-story atrium, directly accessible from the street that will serve as a community forum. "A major part of the College's mission is to serve as a link between the resources of the University and needs of the community,"

Sweet said. "The Forum will provide a neutral environment for students, faculty, and the visiting public to engage in dynamic public discussions." As Sweet envisioned back in 1987, the Forum is modeled after the ARCO Forum at Harvard's Kennedy School of Government. It will feature state-of-the-art production and communications technology that will allow for incoming and outgoing interactive programs on broadcast television, closed circuit television, and satellite transmissions. The College will host lectures, workshops, and other public events on an ongoing basis.

The new building will also provide a significantly improved learning



environment for students. "Since its earliest days, the College has always adapted to function in existing structures," Sweet explained. "For the first time, we have designed the space to meet the specific needs of faculty, staff, and students."

As he will be taking over his new role at Youngstown State University before the building is completed, Sweet's only regret is that he won't get a chance to work in the new space. "Fate moves in mysterious ways," he said with a smile. "Many, many people worked very hard to bring this project to fruition, and I am very pleased and gratified to have played a role. This new facility will enable the College to continue – and to enhance – its service to the students and the community for many years to come."

By the way, if you were wondering about the fate of Sweet's nomadic desk, have no fear. The desk is being refinished for his office in Youngstown. "I wouldn't dream of parting with it," he declared.



The College moved once again 1987 to the 43,000 square foot Builders Exchange Building on the corner of Euclid Avenue and East 18th Street.

## The Legacy of a Lady

Maxine Goodman Levin has a long history of public service – a tradition that has run in her family for generations. Her paternal great-grandfather was the first chief of police in Ohio City. Her maternal great-grandfather fought for the Union in the Civil War. Her father, Max Goodman, was elected to Cleveland City Council in 1899, and was the founding president of the Cuyahoga County Bar Association.



Maxine Goodman Levin

It is not surprising then that Maxine has dedicated her own life to public service. Today, hale and hearty at the age of 84, Maxine can look back with pride on a lifetime of service that includes World War II American Red Cross volunteer, founder of the Cleveland Landmarks Commission, early supporter of the Cleveland Restoration Society, and involvement with dozens of local non-profit organizations.

For us, her most notable contributions have been to the College that now bears her name. Much of the land on which the campus and buildings of Cleveland State University stand on what was once the property of Maxine and her late husband, Albert. In fact, she memorialized her husband by establishing the Albert A. Levin Chair of Urban Studies and Public Service at the College, the first endowed chair at Cleveland State, and a gift to the community that will bear lasting impact.

In 1989, Maxine demonstrated her tremendous commitment to Cleveland and to the special goals of the University by establishing a major endowment for the operation of the Levin College. The College is deeply grateful to Maxine Goodman Levin. She has proven to be a true friend to the College and to the entire Greater Cleveland community.

1997	1998	1999	2000
Urban Center receives State of Ohio Economic Development grant	U.S. News & World Report ranks College second best graduate school for Masters Degree Speciality in City Management/ Urban Policy; Masters in Environmental Studies program established	BA in Urban Services Management and BA in Public Safety Management established; Fall College Retreat attended by 30 faculty, 48 professional staff, and 8 support staff, alumni number 1,700; ground broken for new Urban Affairs Building at 18th and Euclid	Urban Affairs Building completed

that could serve an urban constituency and argued passionately for his program. He found a strong ally and advocate in State Representative Patrick Sweeney who became – and still remains – a strong supporter of the College.

In 1979, the Ohio Urban University Program (UUP) was launched with initial funding of \$1 million for the biennium. It included seven other urban universities around the state, with the Levin College taking a lead role. Since that time, the UUP has received more than \$60 million in State funding to conduct research and outcome programs addressing critical issues that impact local communities, metropolitan areas, and the State as a whole.

Also in 1979, the College's Urban Center was established as a statewide Urban University Demonstration Program of the Ohio General Assembly and the Ohio Board of Regents. Today, the Center serves as a focal point for research and community outreach for the Cleveland region and is one of the nation's largest university-based urban outreach unit. It encompasses the Center for Neighborhood Development (CND), the Economic Development Program (EDP), the Great Lakes Environmental Finance Center (GLEFC), the Housing Policy Research Program (HPRP), the Northern Ohio Data and Information Service (NODIS), the Public Management Program (PMP), and the Public Works Management Program (PWMP). The Urban Center also coordinates a number of regional and statewide economic development initiatives; the Sacred Landmarks Initiative, and a comprehensive training/development program that can be customized to meet the specific needs of organizations and individuals.

In 1980, under the leadership of the late Ruth Miller, Ph.D., the Levin College of Urban Affairs Visiting Committee was established. Miller

was a tremendous supporter of the College, serving as the first Chair of the Visiting Committee and creating the vision for the *In Tribute to the Public Service Award*. The Visiting Committee remains an important cornerstone of the College, providing expertise, information, credibility, and support to virtually all activities.

The year 1981 proved to be an important benchmark for the College. A survey conducted by *Urban Affairs Quarterly* ranked the College's graduate studies program in urban studies and urban affairs 29 of those surveyed. This low ranking served to inspire Sweet and his team to push even harder.

The changes that followed were quick and successful. The faculty and class offerings were bolstered and enrollment began to steadily increase. Innovative new programs came on line. The Martin Luther King Jr. Law and Public Service Magnet High School (LPS) was formed, as was the Urban Affairs Alumni Association. *The George S. Dively Award* to recognize corporate leadership in urban development was created in 1984. The doctoral (Ph.D.) program was established in 1985. The annual *In Tribute to the Public Service Award*, a benefit to fund the Mercedes Cotner Scholarship for LPS students, was created in 1985. The *Dean's Distinguished Alumni Award* was created in 1988 to celebrate the tenth anniversary of the College and to recognize the achievements of its ever-growing roster of alumni. At this time, alumni numbered more than 600.

On the academic front, 1989 proved to be a major milestone. The College was designated a Center of Excellence in Public Administration; the Master's in Public Administration (M.P.A.) degree program received national accreditation; the Public Works Management Program, one of only 10 in the country, was established; and the College was given four-year status in order that

freshmen and sophomores could enter.

In 1991, the Urban Child Research Center (UCRC) became a part of the College. This innovative project, a research and outreach center focusing on urban children and their education and development, works to identify issues and solutions to the unique challenges of urban youth.

By the end of this formative decade the Levin College was ranked among the top 10 colleges of urban affairs in the country. In just 10 short years it had achieved a meteoric rise and was recognized nationally along with older and more established schools. Attracting top-notch faculty and staff was no longer a problem. In fact, the College currently engages many of the country's leading urban educators, who themselves received degrees from prestigious schools such as the Massachusetts Institute of Technology, the University of California at Berkeley, Cornell, the University of Pennsylvania, and the University of North Carolina at Chapel Hill.

The College currently has a faculty/staff roster of 126. There are 400 students majoring in undergraduate or graduate programs in the College. In addition, the College provides Urban Affairs general education courses to 1,200 students a semester.

Those who worked so diligently to establish the Levin College of Urban Affairs were indeed extraordinary individuals. So much so, that in 1987 the College presented a special "Founders Award" to Roberta Steinbacher Ph.D., Thomas Campbell Ph.D., Maxine Goodman Levin, Homer Wadsworth, James Lipscomb, Patrick Sweeney, John Flower Ph.D., and Walter Waetjen Ph.D. They were people of insight and vision – and the College itself, soon to be housed in a brand new, state-of-the-art building – stands as a powerful testament to their commitment.

# Levin College Graduates Make Their Mark

Over the years, the staff at the Levin College has done an extraordinary job of keeping track of the activities and accomplishments of alumni – a task that grows more daunting as the ranks of alumni

continue to grow! At last count, the College had awarded 1,887 degrees to 1,824 alumni, an impressive figure by anyone's measure.

In putting together this special issue, it became apparent that the

alumni are engaged in a truly astounding array of careers that cover every field from health care to banking.

The following are just a few of the careers and positions held by the College's outstanding graduates.

## BANKING AND FINANCE

*Accountant*  
*Broker*  
*Budget Analyst*  
*Business Coordinator*  
*Finance Director*  
*Financial Planner*  
*Marketing Vice President*  
*Public Finance Director*

## COMMUNITY DEVELOPMENT

*After-School Clubs Coordinator*  
*Community Relations Director*  
*Consumer Advocacy*  
*Crime Watch Coordinator*  
*Historic Preservation*  
*Housing Organizer*  
*Neighborhood Renovation*  
*Organizational Leadership*  
*Peace Corps Volunteer*  
*Recreation Deputy Commissioner*  
*Social Work*  
*Sports Services Manager*  
*Women's Center Executive Director*

## ECONOMIC DEVELOPMENT

*Director of Housing and Community Development*  
*Director of Quality Resources Planner*  
*Procurement Director*  
*Senior Policy Analyst*

## EDUCATION AND RESEARCH

*Assistant Principal*  
*HeadStart Coordinator*  
*Health Education Consultant*  
*Laboratory Director*  
*Librarian*  
*Professor*  
*Reading Teacher*  
*Research Associate*  
*Research Economist*  
*Research Nurse*  
*Researcher, Department of Taxation*  
*School Director of Safety and Security*

## ENVIRONMENT

*Conservation*  
*Director of Natural Resources*  
*Environment Protection Assistant*  
*Environmental Safety and Health*  
*Environmental Scientist*  
*Land Use Planning*  
*Quality Control and Assurance*  
*Risk Assessment*

## HEALTH CARE

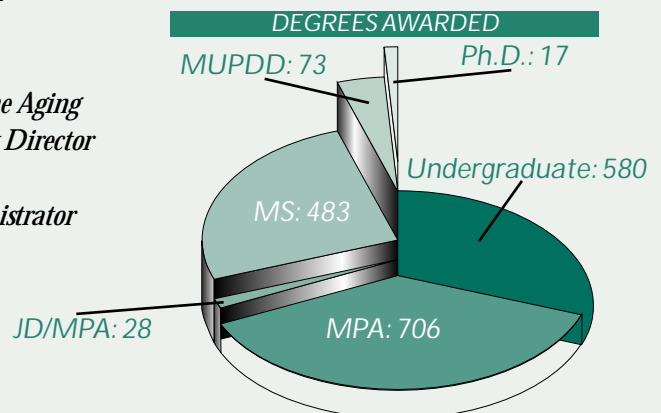
*Community Health*  
*Health Commissioner*  
*Home Health Care Director*  
*Hospital Administrator*  
*Hospital Billing*  
*Legal Nurse Assistant*  
*Long-Term Care for the Aging*  
*Mental Health Agency Director*  
*Nurse Consultant*  
*Nursing Home Administrator*  
*Physical Therapist*  
*Public Health*

## HOUSING

*Architect*  
*Conservation*  
*Construction Management*  
*Developer*  
*Equal Opportunity Specialist*  
*Leasing Consultant*  
*Real Estate Appraiser*  
*Realtor*  
*Rehabilitation Specialist*  
*Restoration*

## STATE AND LOCAL GOVERNMENT

*Building Inspector*  
*Chief of Police*  
*City Manager*  
*City Planner*  
*County Commissioner*  
*Deputy Treasurer*  
*Director of Children & Family Services*  
*Government Relations and Public Affairs*  
*Human Services Director*  
*Mayor*  
*Parole Officer*  
*Probation Supervisor*  
*Sanitation Inspector*  
*Transportation Planner*



# Community Celebration Honors David and Pat Sweet



Cleveland State University's Maxine Goodman Levin College of Urban Affairs hosted *The Sweet Road to Success*— a community celebration honoring David and Pat Sweet.

The celebration and scholarship fundraiser was held on Friday, June 2, at Cleveland State University's Cleveland-Marshall College of Law Atrium.

Proceeds from *The Sweet Road to Success* established the David and Pat Sweet Scholarship in Public Service and Civic Education. The goal was to raise a minimum of \$25,000 to permanently endow this special scholarship honoring the Sweets' contributions to Cleveland.

Through the efforts of the Event Committee and the generosity of friends, colleagues, and family more than \$60,000 was raised.

Also announced at the Event was the naming of the "David and Pat Sweet Seminar Room" that the Cleveland State University Board of Trustees approved. The Sweet Seminar Room will be located on the second floor in the southwest corner of the new building.

Outside the room in the new college a permanent plaque will list

those friends who generously supported the event.

The plaque will read: "David and Pat Sweet Seminar Room — dedicated to David and Pat Sweet through the generosity of their friends to honor their commitment to public service and civic education."

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## URBAN UPDATE

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