THE SAN FRANCISCO CONSORTIUM

An Educational Association for Urban Affairs

PROGRESS REPORT

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY

OCTOBER 1969
BOARD OF TRUSTEES

ex-officio:

Louis G. Conlan, President
City College of San Francisco

S. I. Hayakawa, President
San Francisco State College

Rev. Albert R. Jonsen, S.J.
President
University of San Francisco

Philip R. Lee, M.D.,
Chancellor
University of California
San Francisco Medical Center

Russell T. Sharpe
President
Golden Gate College

Malcolm S. M. Watts, M.D., Chairman
Special Assistant to the Chancellor
University of California
San Francisco Medical Center

J. Lani Bader
Dean, College of Law
Golden Gate College

Leslie L. Bennett, M.D.
Vice Chancellor, Academic Affairs
University of California
San Francisco Medical Center

Jack H. Curtis
Department of Sociology
University of San Francisco

Daniel D. Feder
Dean, Academic Planning
San Francisco State College

Alvin I. Fine
Department of Humanities
San Francisco State College

Charles J. Marsh
Academic Vice President
Golden Gate College

Rev. Timothy L. McDonnell, S.J.
Special Assistant to the President
University of San Francisco

Thomas Nesbitt
Dean of Instruction
City College of San Francisco

John M. Selig
Department of Political Science
City College of San Francisco

Executive Director
Edgar C. Cumings

Participating Institutions

City College of San Francisco
Golden Gate College
San Francisco State College
University of California—San Francisco Medical Center
University of San Francisco
SAN FRANCISCO CONSORTIUM
PROGRESS REPORT

History and Development

The San Francisco Consortium is one of a growing number of metropolitan consortia or associations of institutions of higher education throughout the nation. It differs somewhat from most other consortia, however, in its primary emphasis on urban problems and in relating the major institutions of higher education in San Francisco more closely to each other and to the community. From the outset, therefore, the Consortium has emphasized not only inter-institutional cooperation, but also community involvement.

The initial discussions concerning the need for greater coordination in and concern for urban affairs on the part of San Francisco's educational institutions occurred in 1966, when a small group of educators held a series of meetings to discuss plans for the establishment of a formal educational association. A compelling factor was the growing educational needs of disadvantaged and minority students in the city's colleges and universities, with all of the attendant problems and challenges.

Out of this background of study and discussion the San Francisco Consortium was created and formally announced by the heads of the five institutions in the fall of 1967. Steps were taken immediately to incorporate the Consortium as a non-profit educational association, and to secure funds in order to support its early development.

Much credit is due the five individuals who were active from the beginning in establishing the Consortium, and who may therefore be regarded as the "founding fathers." These are Malcolm S. M. Watts, M.D., present chairman of the Board of Trustees; Jack H. Curtis, Ph.D., of the University of San Francisco; Thomas Nesbitt, Dean of Instruction at City College of San Francisco; Cyril Roseman, Ph.D., San Francisco State College; and Alfred I. Silbowitz, Director of General Studies, Golden Gate College.

On December 1, 1967 the Consortium received an initial grant of $24,000.00 from the San Francisco Foundation for the purpose of financing its beginning operations. Offices were established, an administrative assistant was employed, and Dr. Jack H. Curtis, one of the founders, agreed to act as a volunteer, part-time executive secretary until such time as the Consortium could afford to employ a full-time director.
On February 1, 1968 Professor Alvin I. Fine, a member of the Department of Humanities at San Francisco State College, agreed to take a leave of absence in order to become the Consortium's first full-time executive director. Mr. Fine served in this capacity with distinction until June 30, 1969, at which time he decided to return to his former position. After interviewing a number of candidates for the vacant position, the Board of Trustees selected Dr. Edgar C. Cumings as the new executive director. Dr. Cumings came to the Consortium from a background that included college teaching and administration, together with several years of experience in community organization.

The San Francisco Consortium is probably unique in the variety of educational programs represented by its participating institutions. These include a private community college, a state college, a private Catholic university, a public city college, and an unusually diverse state-supported medical center comprised of professional schools of medicine, dentistry, nursing and pharmacy, with an academic school of human biology soon to be added. Plans are now being considered for enlarging the Consortium by the inclusion of several more San Francisco institutions.

The Consortium continued to receive excellent support from other local foundations during this early period of operation. The San Francisco Foundation made a second grant in the amount of $38,571.00; the S. H. Cowell Foundation allocated $29,615.00; and the Van Loben Sels Foundation contributed $15,000.00.

During the spring and summer of 1969 the Board of Trustees began to explore the possibility of obtaining contributions from the Consortium's participating institutions. By autumn of 1969 all five institutions had made financial commitments to the operating budget. Efforts to solicit additional contributions from a number of local foundations were also begun.

During the developmental stage of the Consortium's existence major efforts were devoted to establishing an effective organizational structure. The Board of Trustees was soon enlarged in order to provide better institutional representation, including the five presidents, a Community Advisory Committee was assembled, several standing committees involving staff and faculty members from the member institutions were formed, and various ad hoc groups were created in order to study special needs and problems.

In addition to the inter-campus and inter-community structure, the Consortium developed good working relationships with a wide range of private and public agencies concerned with education and urban problems.
MAJOR OBJECTIVES

"The primary purpose of the Consortium is to become the instrument through which the resources of the major educational institutions are brought more effectively to bear upon the unsolved problems of the modern urban environment. A second purpose is to provide a means by which selected educational research and service programs of the participating institutions may be improved and strengthened by appropriate coordination, exchange, or joint ventures...."

This statement, written by Malcolm S. M. Watts, M.D., chairman of the Board of Trustees, sums up the two chief objectives of the Consortium. It reflects a long-felt need in San Francisco for inter-institutional cooperation, as well as for a central resource for coordination and information. The usefulness of college and university-sponsored centers of urban affairs has been demonstrated in many parts of the country during the past decade.

The early emphasis of the Consortium was on two aspects: The establishment of better cooperation and communication among the participating institutions; and the improvement of working relationships between these institutions and the community.

Longer-range goals include closer coordination of current institutional programs in urban and minority areas; the establishment of a resource or data bank devoted to urban needs and problems; direct services to the community in identifying needs and existing resources; the development and evaluation of practical programs to deal with these matters; and the ultimate establishment of the Consortium as a multi-purpose center for a number of educational, cultural and civic activities.

In order to accomplish these objectives, it is evident that the original institutional commitments in terms of staff and financial support will have to be continued and strengthened. A recent study has indicated that a period of from three to five years is required in order to develop the full potential of most consortia or associations of higher education. Moreover, much effort will have to be made to obtain grants from some of the larger foundations for special projects requiring more substantial funding. Several such proposals are now under way.

PROGRAMS AND ACTIVITIES

While much of the early emphasis of the Consortium's work had to be placed on the establishment of communication systems among the participating institutions, nevertheless many different kinds of activities have been developed since the first paid executive director took office in February of 1968. A representative sample of these activities is described in the following sections.
Standing Committees

I. Educational Opportunity and Career Development Committee:
   Jefferson Davis, Professor of Chemistry and EOP Director, University of San Francisco
   Wallace Epstein, M.D., Chairman, Senate Committee on Education Policy, U.C. Medical Center
   Henry Evers, Community Advisory Committee
   Jules Fraden, Dean of Instruction, City College of San Francisco
   Lloyd D. Luckmann, Associate Dean, College of Liberal Arts, University of San Francisco
   Reginald Major, EOP Director, San Francisco State College
   Wilson Robinson, Vice President for Student Affairs, Golden Gate College
   Howard Schoon, Counselor, City College of San Francisco
   Leandro Soto, Community Advisory Committee
   Theodore Swenson, Dean of Students, U.C. Medical Center
   Yori Wada, Community Advisory Committee
   Howard Weddle, Professor of Health Education, San Francisco State College
   Alan S. Wong, Community Advisory Committee

II. Committee on Continuing and Urban Education:
   Jack H. Aldridge, Assistant Dean of Instruction, City College of San Francisco
   Mrs. Robert G. Bull, Community Advisory Committee
   Seymour M. Farber, M.D., Dean of Educational Services, U.C. Medical Center
   William P. Golden, Director, Downtown Center and Extension Division, San Francisco State College
   Zuretti L. Goosby, D.D.S., Community Advisory Committee
   Shepard A. Insel, Dean of Educational Services, San Francisco State College
   Harold A. Korf, Associate Professor of Humanities, Golden Gate College
   Ralph Lane, Professor of Sociology, University of San Francisco
   Mrs. Carl Livingston, Jr., Community Advisory Committee
Mayor's office, the Board of Supervisors, and various other city and county officials on urban, social and educational needs.

... The St. Francis Square Council received staff assistance and advice from the Consortium in interviewing workers for a summer recreation program in San Francisco's Western Addition area.

... The Consortium provided advice and counsel toward the establishment of the Greater Los Angeles Consortium, and also conferred with officials of San Diego in connection with the establishment of a consortium in that city.

... As a matter of continuing policy, the Consortium regularly exchanges information on programs and activities with many other consortia and educational associations throughout the country.

... Program materials and consultative aid were made available on a virtually daily basis to a number of educational institutions and community organizations concerning urban needs and problems.

... The Consortium arranged several meetings with students and educators on the occasion of a visit to the United States by the Deputy Minister of Education of Sierra Leone. Consultative services were given to an official of the South Korean Government concerning the possibility of establishing a consortium in Seoul.

... The Consortium assisted in distributing copies of the Report of the Kerner Commission on Civil Rights to a number of local schools and institutions of higher education.

... A local program involving the development of a work-study project for urban interns was coordinated by the Consortium, in cooperation with the New York Urban Corps.

Conferences and Meetings...

... The Consortium regularly provided information concerning minority participants for many local meetings and conferences on educational and urban affairs.

... A representative of the Consortium participated in the first Conference of Regional Consortia, sponsored by the Greater Los Angeles Consortium.

... The executive director participated in a number of meetings sponsored by the Bay Area Social Planning Council and maintained active liaison with the Council on a variety of community concerns.

... The Consortium participated in a Bay Area Regional Conference on Urban Affairs sponsored by the University of California Extension Division.
The Consortium sponsored its first annual conference involving its member institutions and various other civic organizations and individuals.

RECENT ACTIVITIES

During the summer of 1969, as a partial solution to the urgent needs of minority youth and organizations, the San Francisco Citizens' League sponsored the Summer HappenThing, a project designed to obtain funding for a number of educational, recreational and training projects which provided help to many groups. The Consortium was an active participant in this emergency program, providing work-study students, office space for the program's staff, and serving as a vehicle for transmitting more than $70,000.00 to the Citizens' League for use in the project.

At the request of the Bayview-Hunter's Point Health Center's staff, the Consortium helped to arrange assistance from several of its member institutions to provide free courses in basic education for the Center's health technicians. The Consortium is continuing to work with this and other Hunter's Point organizations toward the eventual establishment of a community college in that area.

The Consortium's executive director has actively participated in plans of the Far West Laboratory for Research and Development for the use of the former Woolworth Warehouse as a new San Francisco location for the Laboratory, and as an "Educational Development Center" for a number of community organizations.

The executive director is also participating in a combined effort on the part of a number of northern California organizations to obtain funding for the establishment of a Student Financial Aid Center for the Bay Area counties and their educational institutions. The Center would provide direct grants and loans to college and university students.

The Consortium's inter-institutional and community-related structure has recently been strengthened as a result of a complete reorganization of its standing committees, together with plans to involve members of the Community Advisory Committee more closely in ongoing programs and activities.

A quarterly Newsletter was inaugurated with the publication of the initial edition in September of 1969. The Newsletter is distributed to a wide range of organizations and individuals in San Francisco, as well as to other consortia.

EMERGING PLANS

As indicated earlier in this report, the Consortium has been in actual operation for less than two years. Despite the generous financial
assistance provided by several local foundations and by the participating institutions, the lack of more adequate funding for the development of special projects and programs for the solution of urgent urban and related problems has been a notable handicap. Consequently, nearly all of the activities mentioned in the foregoing sections of this report have been accomplished with minimal funds and, for the most part, with the voluntary aid of many individuals and groups.

During recent months, therefore, several steps have been taken by the executive director and the Board of Trustees in order to assess the Consortium's major plans and objectives, with the goal of placing much greater emphasis on obtaining outside funding for special projects.

It is evident that these efforts to obtain the required financial support must concentrate on inter-institutional projects which will help to solve at least some of San Francisco's urban problems. Special programs and services for the assistance of more minority and disadvantaged students must also be established and financed. The Consortium must assume a more active role in making inter-institutional cooperation and coordination a reality in such areas as the provision of greater lateral and upward mobility for students, the establishment of curricular exchange programs, the development of additional cooperatively shared and sponsored programs, and a number of related activities.

The ultimate goal of the Consortium is the establishment of a multi-purpose, urban-educational facility located in central San Francisco. Such a facility, though it might be developed under the auspices of one particular member institution, would provide a home for a multitude of educational and ancillary services that would help not only to coordinate inter-institutional programs, but would also provide many services which are not now available to the community and its organizations. Finally, the creation of this type of multi-purpose downtown center, jointly sponsored by five widely different institutions of higher education, would represent a unique venture in this country and a model for other metropolitan centers which may well be developed in other cities in future years.

The experiences of nearly all of the successful consortia in the country, and the early successes of the San Francisco Consortium are harbingers of many productive future years in developing new educational services and programs.
Standing Committees

I. Educational Opportunity and Career Development Committee:
   Jefferson Davis, Professor of Chemistry and EOP Director, University of San Francisco
   Wallace Epstein, M.D., Chairman, Senate Committee on Education Policy, U.C. Medical Center
   Henry Evers, Community Advisory Committee
   Jules Fraden, Dean of Instruction, City College of San Francisco
   Lloyd D. Luckmann, Associate Dean, College of Liberal Arts, University of San Francisco
   Reginald Major, EOP Director, San Francisco State College
   Wilson Robinson, Vice President for Student Affairs, Golden Gate College
   Howard Schoon, Counselor, City College of San Francisco
   Leandro Soto, Community Advisory Committee
   Theodore Swenson, Dean of Students, U.C. Medical Center
   Yori Wada, Community Advisory Committee
   Howard Weddle, Professor of Health Education, San Francisco State College
   Alan S. Wong, Community Advisory Committee

II. Committee on Continuing and Urban Education:
   Jack H. Aldridge, Assistant Dean of Instruction, City College of San Francisco
   Mrs. Robert G. Bull, Community Advisory Committee
   Seymour M. Farber, M.D., Dean of Educational Services, U.C. Medical Center
   William P. Golden, Director, Downtown Center and Extension Division, San Francisco State College
   Zuretti L. Goosby, D.D.S., Community Advisory Committee
   Shepard A. Insel, Dean of Educational Services, San Francisco State College
   Harold A. Korf, Associate Professor of Humanities, Golden Gate College
   Ralph Lane, Professor of Sociology, University of San Francisco
   Mrs. Carl Livingston, Jr., Community Advisory Committee
A. Rodney Prestwood, M.D., Program Coordinator, Continuing Education in Health Sciences, U.C. Medical Center
Earl Raab, Community Advisory Committee
Herbert Spiro, Director, Urban Life Institute, University of San Francisco
Warren R. White, Assistant Dean of Instruction, City College of San Francisco
Allan J. Zahn, Associate Dean, School of Business Administration, Golden Gate College

III. Committee on Fund Development:
Harry R. Buttimer, Coordinator of Educational Management, City College of San Francisco
Jess Carr, Special Assistant for Alumni Affairs, U.C. Medical Center
Kenneth V. Castellino, Financial Aid Officer, City College of San Francisco
William K. Coblenz, Community Advisory Committee
David Devincenzi, Director of Development, University of San Francisco
Erick Erickson, Vice Chancellor for Administration, U.C. Medical Center
Norton J. Herold, S.J., Vice President for University Relations, University of San Francisco
Michael F. Hughes, Vice President for Development, Golden Gate College
Richard Kelly, Director of Public Relations, Golden Gate College
John L. Levinsohn, Community Advisory Committee
John R. May, Community Advisory Committee
Howard N. Nemerovski, Community Advisory Committee
Franklin F. Sheehan, Director of Campus Development, San Francisco State College
Glenn P. Smith, Vice President of Administration and Business Affairs, San Francisco State College
Murray Tondow, Director of Faculty Research, San Francisco State College
Sidney G. Worthington, Community Advisory Committee
Community Advisory Committee

The Hon. Joseph L. Alioto
Mayor of San Francisco

Winston L. Bailey
Vice President
Bank of America

Mrs. Robert G. Bull
League of Women Voters

William Chester
Regional Director
I. L. W. U.

William K. Coblentz
Attorney at Law
Jacobs, Sills & Coblentz

Henry Evers
Investment Manager
Stephenson & Evers

Mortimer Fleishacker, Jr.
601 California Street
San Francisco

The Hon. Terry A. Francois
Board of Supervisors
San Francisco

Zuretti L. Goosby, D.D.S.
2409 Sacramento Street
San Francisco

Louis Honig, Jr.
Attorney at Law
Miller, Groezinger, Pettit, Evers & Martin

Robert E. Jenkins
Supt. of Schools
San Francisco

George Johns
S. F. Labor Council

John L. Levinsohn
Hill & Company, Realtors

Mrs. Carl Livingston, Jr.
2815 Pierce Street
San Francisco

Orville Luster
Executive Director
Youth for Service

John R. May
Executive Director
San Francisco Foundation

Howard N. Nemerovski
Attorney at Law
Howard, Prim, Smith, Rice and Downs

Mrs. Florette W. Pomeroy
Executive Director
Western Regional Office
National Council on Alcoholism

Earl Raab
Executive Director
Jewish Community Relations Council

Leandro Soto
Executive Director
Arriba Juntas

Yori Wada
565 Fourth Avenue
San Francisco

Alan S. Wong
Young Men's Christian Association
San Francisco State College

Sydney G. Worthington
Director of Public Relations
Pacific Telephone Company