

leaders. They, in fact, represented a unique and true partnership between the municipal government and all of the organizations and interests that exists in the large urban complex of Newark. This board has been further expanded since its inception and its composition will always be flexible to meet the needs of the community it serves. Historically, this proved to be the first time that so many diverse groups had come together dedicated to drastically changing the lives of the poor in the City of Newark.

The Corporation then moved rapidly into its next phase of development with Dean C. Willard Heckel, of the Rutgers Law School, installed as President. The Personnel Committee of the UCC conducted an intensive country-wide search for an Executive Director that finally resulted in the selection of Cyril D. Tyson, recognized as one of the most creative, imaginative social planners, and administrators in the country.

This search for the kind of Executive we sought, and found, was described by Dean Heckel in the Committee hearing as follows:

"When we undertook the responsibility for developing anti-poverty programs we were faced with the need for professional leadership. From the beginning, we came to the conclusion that the problems facing this city relative to poverty were so immense that only the most experienced leadership would do. Altogether we adhere to the philosophy that Newark deserves the best. As we see it, these are critical years in our Nation's history and Newark itself is, like other major cities, deep in crises. Nevertheless, we have deep faith in our community and its future. We set up a Personnel Committee under the Chairmanship of the late Peter V. R. Schuyler, Jr. an early UCC supporter and leader. That committee searched this community, it searched the entire country. Numerous men with varying qualifications were heard from. Finally, after several months we were fortunate to convince one of the Nation's most talented and creative men, Cyril D. Tyson, to come here. Having had experience in one of the forerunners of the Anti-Poverty Programs, HARYOU, where he was Project Director of a study of Central Harlem which produced the publication "Youth in the Ghetto" and Acting Director of HARYOU-ACT, the implementing agency, Cyril D. Tyson was uniquely qualified to guide the program. In the short time that he has been here he has been able to create, out of nothing, a Community Action Program which many cities envy. No one active in this city could deny the impact of Mr. Tyson's work."

Today, one year after its incorporation, the UCC is made up of over 7,000 members who live in, work in, or perform a direct service to Newark. The Board of Directors meets monthly to govern the affairs of the agency, and an Executive Committee of the Board, comprising the officers of the Corporation and standing committee chairmen, meets weekly.

The Honorary President of the Corporation is Mayor Hugh J. Addonizio. Two members of the City Council are Honorary Vice Presidents. Dean C. Willard Heckel is President. The Vice Presidents are Msgr. Joseph J. Dooling, Rabbi Jonathan J. Prinz, Mr. Timothy Still, Mr. Willie Wright, and Mr. Kenneth Gibson. Secretary is Mr. Edward Kirk, Assistant Secretaries are Andrew Washington and Miss Hilda Hildago. Treasurer is Mr. Francis Quillan. Assistant Treasurers are Mr. Irving Rosenberg and Mrs. Estelle Pierce. Chairman of the standing committees are Dr. Thomas Reynolds, Rev. B. F. Johnson, Mr. Robert Curvin, Mrs. Ceil Arons and Mr. Walter Chambers.

The committees represented are budget and finance, membership, nominating, personnel and program, which coordinates and directs the activities of the Task Forces.

The complex organizational process involves still another very important step the formation of units known as Task Forces for each area of program concern—Community Action, Education, Employment, Housing and Special Projects. Each Task Force, composed primarily of residents of Newark who are members of the Corporation, evaluates proposals and recommends to the Board of Trustees courses of action. Each is chaired by members of the Corporation who usually are not members of the Board.

The role of the Task Force, each numbering from 35 to 100 in membership, is to provide a vital link in the relationship between the Board of Trustees and the Corporation membership. This design insures broad-based participation in a decision-making process affecting the substance and quality of program proposals to meet the pressing needs of Newark's residents.

In Newark, the vehicle for implementation of the philosophy of rebuilding