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Dochterman, Cliff Oral History Interview

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FACULTY EMERITI INTERVIEWS
UNIVERSITY OF THE PACIFIC ARCHIVES

Dochterman, Cliff (1972-1990) Executive Vice President

May 6, 2009

By Roland di Franco

Transcription by Kamile Jureviciute, University of the Pacific, Department of Special Collections, Library

Subjects: Beginning of Development Office, Purchase of the Delta Campus and funding of campus buildings, Start of Community Involvement Program, President Atchley’s administrative philosophy, corruption in the University maintenance department, working with students, Gladys Benerd and her major donation, changes in the character of the regents, relationship between the University and Stockton.
DI FRANCO: And we are having a pleasant interview here at my home with Cliff Dochterman and we are going to start and we are going to start talking about…

DOCHTERMAN: Frankly the things that we noticed most was that the University of the Pacific really did not have what I would call a well developed ?? or alumni program. Bob Burns who was… did so much for this university was a one man gang. He had formally been developed an officer, and so he really carried on the aspects of development and everybody relied upon him. Bob Burns will do and he knows everything and he made the contact, and my first observation was that really needed to start from ground zero in developing a program at Pacific. Stan McCaffrey had just become president, Al McCrone had been acting Vice President and but Stan was just trying to establish his own presidency on the campus. So the university in my opinion, from a development standpoint, had been just kind of floating along under Bob Burns shadow of he being really THE man who turned the development activity around. I looked at the Board of Regents and I really thought the board of regents… As I looked at the board of regents I realized that many of them are substantial number of regents over the years had been appointed as members of the Methodist Church and they came there because they were superintendents of the church or bishops, and consequently they were neither in the position to get or to give a substantial… [Cannot hear] …so I went to look at the alumni association. My first look…to rearrange that operation a little bit. I tried to see whether we could start building from the beginning. The alumni association at that time the best I could understand was an attitude of what can the university give us rather than added to what responsibilities do we have for the university for giving us a good education. I find that the institution itself did not really understand what institutional development was, that we all had to work together to identify prospects to help cultivate people that giving just doesn’t happen, it comes by long term cultivation of individuals per year after year.

[Skips] Now at that particular time I was talking about the fact that so many people didn’t really understand what this task was of development on the campus. I remember I would frequently see Rabbi Rosenberg who taught in the Religious Studies Department, and he would say here is the director of begging for the campus and I said no Rabbi I am trying to develop a program in which people will feel the satisfaction of giving something back to the university. So there seemed to be some tremendous need as we worked together. We had very, very good administrative staff at this stage. We had of course President Stan McCaffrey. We had Cliff Hand who gave excellent leadership from the academic stand. Bob Winterberg had long experience at the university in regards to the financial operations and Judy Chambers had a long commitment for Student Life Activities. So this group of four of us would meet once a week and see where we were going and what we were doing, and we had a great conference. One of Stan McCaffrey’s concerns was that we work together, not as four separate divisions of the university, but work together
that each of us complements, supplement, enhance the work that the other departments are doing. As I looked around the campus and we thought about what are our needs. The library needed expansion, critical expansion. A student center, a student union was needed. We were still having this little old wood construction building and somebody had build brought in a cable car or something there, some kind of a railroad caboose or something, and they were using part of the student store. You go south of the campus and you had the whole Delta College located there. Parking was a problem, nobody knew exactly what we were going to do with the future of the Delta College. They were building a new location, but there was no assurance that the university would ever get that property. The gymnasium was totally inadequate; we had a basketball team playing down in the civic auditorium under very marginal conditions. There were numerous Quonset buildings all over the campus, temporary buildings housing whole departments or parts of departments. We had no theater facilities. The rotunda of the pharmacy was used for theater productions. Computers were just in their infancy, and we really had no specific area to develop a computer center. The engineering department, conservatory, business administration, education, the sciences all were cramped into little old buildings. The building, the science building had physics and chemistry, well, part of the physics building, or the physics program was over in the pharmacy building in the basement. And so there were tremendous needs on the campus, and to add to that the law school and the dental school were just kind of beginning to feel a real part of the total university. They had their own beginnings, their own history, their own traditions but they had great needs for expansion and development. There was a big question of whether they run independent of the total university and just be kind of a shadow of the main university, or whether or not they really would be brought within the totality. Probably as I looked around these first months the strongest development program we had was in the athletic department, with the Pacific Athletic Foundation. They had substantial community following and especially the football and the basketball programs, and they were the ones that were raising the money for those programs. Efforts were made; we felt that we had to strengthen the Board of Regents to see if we could find people who had sufficient funds or had the ability to bring people onto the board who had funds. We had the Holt-Atherton, for example, Jongeneel who ultimately gave us some scholarship funds from the house he had in Rio Vista. We added Alex Spanos. He had the resources, but he didn’t attend very many meetings I don’t believe. We had Bob Haas from the Levi company, Levi Strauss, the Longs, the Powers, and others that we tried to bring on to give a little strength to the board of regents and begin to gradually turn them around to realize that being responsible for the financial health of the university was a part of the board of regents philosophy. Well, that was the framework in which I saw this university and we had some very, very interesting times. We had a struggle; finally the Delta College moved away from south of the campus and we had that property and we had week after week going before the city council to try to get them to convince them that the University should buy that piece of property. They had the city council says well we want to know what other uses it could be placed, and so there were proposals to put a shopping center there. There were proposals to have low cost housing. There were proposals to use the facilities for various social service agencies of the town and all of this. And finally we had to go to bid and we bid what we felt something over a million dollars to get that piece of property, and that’s how the university got it.
DI FRANCO: Did the regents cooperate in the purchase of it?

DOCHTERMAN: Well to the extent that they could, but it was really done I think by the vice president. He was the one who did a lot of lobbying. Bob Winterberg and his staff in designing and coming up with financial plans and it was that time we sold property that we had down on March Lane, where we used to have some property there where the behind the Delta College along March Lane which we had baseball/softball fields. The university had athletic fields down there. We sold that property I’m not sure seems to me the name the Grupe group was the purchaser, but I don’t actually recall the details and we used that funds to pay to buy the south campus. Well all of a sudden we had the south campus, and we had to do something about it. We decided then was a great deal of hassling back and forth and back and forth what departments would move over there. You did have a science building on the far corner where we moved some of the physics department out of the pharmacy building giving them some of the space they needed and some of the chemistry and other departments out of the building which is now the business administration. As a matter of fact I forget what the name of the building was that we called that time. At any event we began to move the science; that was pretty clear. We finally found a spot for bringing together all of our physical plant and maintenance together. They were pretty well scattered all around the campus. A great need of taking out of what was in now called Hand Hall. I think the speech and hearing clinic used to be on the second floor of Hand Hall. We found them and redeveloped the spot over there. We got some funds, and I’ll talk about let’s see Mrs. Frank Buck. I’ll talk about Mrs. Buck. We got some money from Mrs. Buck to do the speech and hearing clinic and help in the psychology department we moved that out of some old Quonset Huts or temporary buildings. Then we decided to use the library building for the School of Education and bring them, because they were scattered around in various departments and temporary buildings. So those were tough, tough kinds of decisions of knowing what to do and gradually the take out. I think there must have been twenty temporary barracks type building on that campus that the Delta College had used, and we said we just got to get rid of those and clear them up or we will start using them, and we’ll never get rid of them. And so that was how we started integrating that south campus coming along.

DI FRANCO: Were the funds for these moves a difficulty each year?

DOCHTERMAN: We had to keep looking for more and more funds. We actually, we kind of set aside of $30,000,000 campaign and started going out on that program. We got some funds from several people. The Longs Drugs Foundation to Tom and Lon, and to take the old auditorium on the south campus and make that into a building because the longs daughter had gone to Pacific and she was a theater major so that was a personal interest that they had and I remember Mrs. Buck over in Vacaville, whom we ultimately got the three buildings for the conservatory. She was an interesting person. Her husband Frank Buck had been a state congressman from this area, which included at that time Vacaville. She told me, she said my daughter lives in San Francisco and she wants us to give music to the symphony and to all the arts groups down there, but she said I told my daughter you father Mr. Buck he made all his money in the valley and we are going to
spend our money in the valley and she was a great support. Is this coming across okay? Do you want to check it?

DI FRANCO: Yes, still running. Wanted to see if we are running out of tape, we’re okay.

DOCHTERMAN: But I remember our contact with Mrs. Buck was that Bob Eberhardt at the Bank of Stockton was where she kept her money with Bob. And she always called Bob her accountant and so I would get a call from Bob Eberhardt and he would say Mrs. Buck has some money and I need a proposal, and he says I need it by 8 o’clock tomorrow morning. And he says you know what kind of proposal she wants? She wants a proposal for a million dollars on one page with all the details because she says if you can’t describe on one page, you haven’t thought it through very far. So I would say what is she interested? Well she’s interested in kids. Well that’s how we got the money for the Speech and Hearing center, remodel that building over there in the south campus. He called me one day. So I’m seeing Mrs. Buck tomorrow, I need a proposal – she is interested in arts and music. And I called Carl Nosse. I say, Carl, what would you like to have? Well we really need a rehearsal hall for all of our conservatory students to give their performances and we need a badly need a hall for or that recital hall a rehearsal hall for the band and orchestra and everything and I said well I think we can get some money for that. Tell me a little bit of what you want. He says well let me I’ll appoint a committee and we’ll design something for you. I says Carl I need something that you can tell me over the phone that I can put on a piece of paper because I have to have it tomorrow morning by 8 o’clock. And so he described something and wrote it down and that’s how we got the rehearsal hall and the recital hall. I says we don’t need architectural drawings, we don’t need a faculty to tell us the dimensions of the room, we need a concept, a place for the students to perform recitals, a place for the orchestra to practice the choirs and things. And I said that’s all we need and we got million dollars for those 2 projects and subsequently another million dollars for the building there next to just north of the conservatory. We needed to go and do something about the conservatory was in such bad shape. Things were just falling apart in there. And that’s when we went to Alex Spanos and said Alex, your wife is very much interested in the arts. Would you want to come up with some money and that’s why they named Faye Spanos Conservatory Auditorium. Well then one day Alex Spanos went to a football game went up there in the old stadium and we were sitting on the far west side of the stadium, and Alex Spanos says you know you got the… We just had a little kind of a couple chairs sitting up there in a kind of a little box where the newspaper people were writing reports and things he says most good universities have a press box and everything. I think I’ll build a press box up here. I talked to Stan and Judy and Cliff Hand, Bob Winterberg the next Monday when we had our Monday morning report. I say we don’t need a press box up there. Well, Alex gonna, wants to build it. I say well maybe the best thing he could do is put it on the east side of the stadium and make it big enough that we could use it for something other than 6 football games a year. And out of that came the Pacific Club. So that we had some place on campus that you could have some meetings or conferences or other kinds of things and then they got interested in the Pacific Athletic Foundation. We’ve got to have some kind of a basketball place out of city auditorium. And that was how they really Alex took the lead, Bob Eberhardt and… The Pacific Athletic Foundations all of us
worked together to get the funds to build the Spanos Center. Well out of that came beginning to do other things. As we got a lot of those departments moved to the south campus, that opened a tremendous new opportunity to start doing things. We took Anderson Hall and opened it up for the School of Engineering that we could have some offices and do some things there. We, the student center was McCaffrey Center was built because we got a little bit of help from several people. And the Davies family which is long standing association with the university gave some of the money for that particular building.

DI FRANCO: Was the character of the Board of Regents changing at this time?

DOCHTERMAN: Oh yea. The regents began to strengthen and began to come up with ideas of where we could get additional money. So we got in all that particular area, you know worked on. The library expansion was a tough one. I remember, we knew we had to redo the library. Double it at least. And so we started working on individuals. We had brought Holt Atherton who was I guess the great-grandson of Benjamin Holt. Brought him on the… he lived in Texas, Austin, Texas, and we brought him onto the board of regents. And he was a dynamo. And he wanted do things right now and we talked about the library in the library. And he says I can get my foundation to give us a million for that and he said to me one day. He said we could get another million out of our foundation but you have to sell like somebody on it. I say fine, tell me about what’s the problem. Well Benjamin Holt had an old guy in San Francisco who used to be his financial advisor. And he is still on our board, he’s along in years, many years, but we never will do anything unless he okays it and we’d like to get him to approve a second million dollars for the library. If you could go over and talk to him into giving us a second million dollars, we’ll get another million for the library. So I said okay I’ll go over and talk to him. He lived down on the peninsula. And Cliff Hand says oh you’re working on the library maybe I better go with you because if there some questions about the library I’d like to be able to give them all the straight answers and everything. I said sure Cliff Have you ever been…

[End Tape]
the Cal alumni that I knew when I was developing a fundraising program at Cal I just knew a lot of these people. Well we talked about game after game and everything and finally so we gotta go to a lunch I have already made arrangements and reservation for us to go to lunch. And we go over to this restaurant and beautiful restaurant right on the Bay of San Francisco and he says oh by the way what did you boys come over to see me about. And I say well we were hoping that the Holt-Atherton foundation will give another million dollars to the library. He says oh sure we’ll do that there is no problem there. Now let’s talk about the ball game when we had it down at Stanford at such and such year and everything. We went on and talked about football and other things and we went back to the car afterwards and Cliff says hey he never once asked about the library. I says Cliff, when you’re talking about funds you talk about what the donor is interested in not what you want. And normally you’ll come around of getting the gift. And we had a lesson, it was a great experience for Cliff Hand and we really missed him and his so early death and the contributions he made to the campus.

Well we had a lot of other experiences I think. One is Khoury Hall which is for the engineering department. It came about to the best of my recollection about a young boy who was going to study engineering up in Chico State, I think it was Chico State, and if I remember the details the young man was in an automobile accident and had a severe brain injury and lost a great deal of his memory. But he came to Pacific and the faculty worked with him one after another after another, and finally brought him back till he was a functioning student. and the faculty or the father who I believe was a CoAD but I can’t recall that detail. It’s been so long ago, was so pleased with what Bob Heybourne and his faculty had done for his son that they made a gift. They said what did you need and that was how we got the funds for that particular building. So those were some of the kinds of things that we developed. Then we took the old building where the student center, bookstore been located. It was just that time where we were developing a computer center. We went in and tried to develop that and brought the personnel department over there. These are all parts that have been scattered around in these temporary buildings. One interesting story, I don’t know whether this is I don’t remember the details, but a rather apocryphal kind of a story maybe. We had one of the buildings on the south campus. I think it was the building where the psychology and speech went in. We first offered that building to the art department. And the art department had been stuck in this old Quonset building. And they say no, we don’t want to go over there. I say what’s why is this? If I recall correctly there may be many other circumstances. They said we’ve been stuck in an old building for years and years, and we don’t want to be stuck way over on that south campus where nothing is happening. And so we say well someone else will go in that department and they did and we built a beautiful facility out of that old building, and the art department stayed in their old Quonset hut for quite awhile. But these are you knows these are things that were all part of an institution that was growing and that was in flux and so many changes, and we had so many differences in personalities as these cluster colleges emerged into the college of Pacific. We had the growing departments of engineering growing onto a quality engineering school and we had business beginning to grow and we brought in international studies program, education was growing and growing out of its facilities. So all of these were kind of growing pains that the institution was going through in these interesting times. I remember one story. A very good supporter of the university Jerry Kirsten was an accountant up in Lodi. Jerry Kirsten
called, he loved Pacific; he was the one of the greatest boosters of Pacific. He called me one day and he says I have a client up in Woodbridge. She went to a wedding there in the chapel middle of August or something like that, and she was so upset that it was so hot and it was right in the middle of summer, and it was so hot, and why don’t you have air conditioning in the chapel. I said Jerry, we would love to have air conditioning but we’ve got so many needs on this campus of trying to bring the resources up to the quality of our faculty and everything, that we don’t have money, and that’s pretty far down on our list of tasks. I said we’ve got an organist that keeps beating my door down every day on when are we going to get a new organ for the chapel and everything. Well I think you ought to do it. I said Jerry, why don’t you do it? It costs about a hundred thousand dollars, you’re a smart guy and a wealthy guy, you ought be able to do it. He says I don’t have that kind of money. So on New Year’s Eve, this was about August, and New Year’s Eve, I was home, and it was a probably about 3 o’clock in the afternoon and he calls me. He says remember that chapel air conditioning. He said I have a client out in Woodbridge, this woman, and we are working on her tax problems, and she has the ability to give $50,000 towards air conditioning, but you’ve got to go out there before midnight and pick up the check because she wants it given in this tax year. I says great Jerry, now we can get the air conditioning because I’ll get her fifty and I’ll get a fifty from you too. I went out, and I picked up the check from this woman out in the farm and up by Woodbridge somewhere, and sure enough Jerry gave up the other, and that’s how we get the air conditioning in the chapel. He says you rascal I hadn’t intended to do that. But you know so many interesting stories about how people, when they’re brought on. We had a couple out in the Lodi area. I remember one day this guy had made… they had given us a life estate agreement. They owned a poultry farm out in Lodi, he and his wife. Never had any children and our staff had kind of created an interest in them and some of them we found out this guy loved to come to the basketball games. And we’d bring him to the games, one of our guys would go out and bring him to the games. We developed an interest, and finally they left their whole estate, everything they owned to the university. They would get an annual monthly rate when they both passed on; they would be their estate would come to the university. See we are trying to build this endowment that we’re so small at that time and we… They finally signed the papers, and we had a little luncheon for these people, and this woman came to me and she had tears in her eyes. She says you do not know it, but this is one of the most important days of our life, that we have given everything we have to the University of Pacific. She says my husband doesn’t really know this, but I’m soon to die with cancer. And she says I am so proud and pleased that the university will take an interest in him for the rest of his life, that there will be somebody that will see that he comes to the ball games that he loves to see and will know that that there is somebody. We have no relatives at all, no children, but the university will be concerned about my husband when he will be alone. You know, sometimes you think that, you don’t realize, that when you help somebody give their resources to something they believe in or is worthy, that the act of giving is a wonderful thing in their life as well as institutionally how important it is to their lives. So you know there are just so many of these kinds of little stories in the development effort. We’re gradually building and building a base, and how we get the different things happening, and one thing and another that has built a campus that is beautiful today. As Stan McCaffrey and I and our other vice president said our real goal is to build a campus that’s worthy of the
quality of the faculty that we have here, and sometimes people say well you know what would we do? Stan McCaffrey’s years at Pacific were really of trying to develop a quality of an atmosphere that would lift the campus to the quality of what we felt was a quality education being offered by the faculty. And a lot of people said well you know you didn’t do this you didn’t do that, or what have you done lately, but it was a long hard struggle to achieve some of these things that we were trying to do. But you know those were kind of pretty much the era that I think about.

DI FRANCO: Are there any other conflicts that you saw on campus you’d like to comment on?

DOCHTERMAN: Well, yeah, there were a number of conflicts because I don’t think there were really, in my opinion, weren’t very serious. They’re the things that go on on every college campus. Because you’ve got a lot of individuals that are all strong, they are dedicated. I know Clark Perry used to say there is a… you know there is nothing like a university faculty that’s more liberal with other people’s affairs and more conservative about their own than a college faculty. He says everybody knows how to run everyone’s business, but don’t get into mine. But no, there were some kinds of things that were going on.

DI FRANCO: Were you here when the CIP program was established?

DOCHTERMAN: Yes. I know that was a tough thing in the earliest days. It was just being established when we came. It was established about ’71, I think, or ’70, and I came in ’72, July of ’72. So there was a lot of the kind of the frictions, and who were these people and why are they getting free tuition and I am paying tuition and this and that and you know all of those things but I think by and large it was a… It had a meaning, it had a purpose and it had a good for the university and for the community. I know that there were a lot of frictions mainly most frictions come from misunderstandings of not really understanding what is the motive. You know I can always accept differences of opinion but it’s always hard to have people challenging you motives because I think all of our motives were honorable and decent so those are kind of some of the things that we remember and everything. I remember a story my move out of Stan McCaffrey’s era. It was just at the end of Stan’s term when he retired that my wife dies. She had struggled with cancer for two or three years and I was thinking about taking on, or just taking an earlier retirement and just chucking everything but Bill Atchley came on and I didn’t know Bill Atchley from anything and he said I need you to help me for awhile would you stay on. And I felt well I have keep busy and everything so I agreed to stay on with Bill Atchley. He was another type of person who was an individual, strong; I always wondered why he came to Pacific. Bill Atchley, he came out of the Deep South where university president in the Deep South runs the university. On the west coast the university president kind of referees the faculty or something, I’m not sure exactly…

DI FRANCO: Or the regents…
DOCHTERMAN: Or the regents or anything. But Bill Atchley had the feeling that the president could do no wrong, that’s overstating it I’m sure a little bit but he came out of an atmosphere where in the Deep South the university president was… ran the institution. And he did some things that perhaps were very good, some things that were we had lived down I’m sure, because he made some decisions kind of off the cuff that were difficult. He made some personnel decisions. We must have had three or four at least wrongful firing cases that came along.

DI FRANCO: Can you tell what the regents saw in Bill Atchley? Do you have any sense of that?

DOCHTERMAN: Well I think they saw the, that would be my guess I never of course sat-in in any of the meetings of the regents that when they actually did discuss that kind of personnel things. I think they saw him as a university president of a very least supposedly from Clenson University of institution of great reputation. I would guess they saw him a guy who was supposedly supportive of the athletic program, the student life programs and things like that. I don’t know whether they ever analyzed his style of administration or not. I think he was an attractive looking person. He had a wife who was very outgoing and everything, and so I think he was persuasive in getting the job. That’s just my off-hand information and…

DI FRANCO: Because we passed up Jim Appleton who became the president of Redlands.

DOCHTERMAN: Yes.

DI FRANCO: And he’s done an excellent job down there.

DOCHTERMAN: Well as a matter of fact, I had been a candidate of that Redlands position.

DI FRANCO: Oh is that right?

DOCHTERMAN: But in any event. I remember one day Bill Atchley he didn’t want to be in the tower, and he moved his office, the president’s office over there into what used to be was it Anderson Hall or something like that and sat up there. So I sat there is… and actually I felt I had a… after spending you know 16 years by that time at the university that I could perform a transitional task for him. And he had a first I didn’t know whether he would trust me at all you know. He was kind of a one man gang. But I really realized that he needed somebody that he would trust, and somebody that he could talk to and one thing and another. So I sat in that position, but one day he came into my office and he says I just fired that supervisor of physical plant. I said Oh? Well, we had had a difficult difficult time and actually the guy who was the second in line over there I think he’d stolen a million dollars from the university over a period of quite a few years. And so I said what are you going to do? How are you going to run you physical plant program? He says well you’re going to do it. I say oh who’s going to do all this stuff you got me doing.
He says you can do both. It will only be a couple weeks. I want you to go over there and see what you can do to straighten out that department. So the next morning I went over there. Physical Plant goes to work at 6 o’clock or something like that so I am over at the physical plant and I wear a jacket. I took off my suit coat and all that stuff which I am custom to wear in the office, and I look around and I could see that place was in bad shape. The thing they didn’t know that I did know a little about maintenance because when I was a graduate student, I worked for a maintenance company, and I used to mop floors and clean toilets and stuff in an office building in downtown Oakland, my college years so I know a little bit about the work of the maintenance program. I brought all the employees together, about 120 people, whatever it was I can’t remember the number. They all came into one room and they were worried to death. They’d just seen two people being fired, and I said I know you are all concerned about your own positions, and I just want to let you know that I’ll tell you right now the moment when you’re going to be fired. I said if I catch any one of you stealing form this university or misusing or cheating the university that will be your last day here. As long as you understand that and if you all do your work correctly and honestly you have a job. Well I said we went back to the office and I said the first thing we’re going to do we went in the office of the superintendent I says we open the door. Oh no, the superintendent or head of maintenance never… I said we open the door so any employee can walk in here at any time they want to see me. I said I’m going to be spending four-five hours a day here, and then the other 4-5 hours over in the president’s office. And I said we turn that desk around so that the supervisor is looking out not his back on people when they walk in the door. I said we turn it around. And I start walking around the department, visiting with people and I went in the second day after I’d given this talk and I went into the carpentry shop, and it was kind of late morning. I said what’s this? Oh these are shelves and things we’re doing. What department are they going to go into? Which office? Well they’re into one of the departments that we’ll be doing something like that. Okay. I came back after lunch and I say oh where are all those shelves and things that cupboards that you’re going to… what department did you put those in? The guys wouldn’t say anything. Where did they go? Finally one of them said those were being built for the head of the carpentry department. He’s remodeling his home. So I went back to the office and I said to the secretary. Would you have the head of the carpentry department come on in and visit with me. And so he came in and I said were you at the meeting yesterday? Oh yeah. You heard what I said of anyone stealing from the university that would be their last day. I said I want you to go out, pick up all your tools because you’ve now spent your last day working for this university. He says oh well I… I say I understand all of those things were put into your house during the lunch hour. Yea, but I was paying for them and I was doing them on my overtime and this and that. I says no excuses. You get your stuff and leave. And that kind of message went through the department really quick. The next day I said I’d like to see all the time cards for last week. The superintendents never have.. or physical plants never looked at time cards. I said I’d like to look at them and I went through them and I said this has got interesting thing. Years ago I worked where I had to punch a time card and one thing I learned is that nobody that I have ever known fails to punch out. I said why would a person punch in in the morning and not punch out at night. And I found a couple like that. I said I want the previous week. And I said something is punching their card in and then they don’t show up and there is nobody punch the card
out at night and finally the guy admitted that he always had somebody else punch his card in because sometimes he was late and he didn’t want to have it punched in late and lose and be docked a half hour. So even the days when he was absent he would be punched in, and I checked the days when they were absent and they had a punch-in. You know I began to find these things as I was going through there, and one thing I take time and walk around and I’d visit the department. I knew the names well there is about a hundred people there and I’d visit what are you doing and how’s it going and I said where are these people, where do they spend their lunch hour? Do they sit on the bench? Or around? Or go to their car? I said let’s get them a couple of benches out here where they could have their lunches, and how about a ping pong table so some of them can play during their lunch hour and everything make them feel like they’re home. I worked over there for 9 months in that department, and the amazing thing is I think back at the end of the year in June or whenever the year turns over, they have a picnic of all the maintenance people and they present an award to the outstanding maintenance person of the year and they gave me the award for being the outstanding maintenance person of the year. Well that’s a story about Bill and you know I never put in such long hours of going in the morning over there, and then go back and work till 7 at night in the president’s office doing what was regularly expected, but I felt the satisfaction of making a contribution. People say what all did you do when you worked at Pacific. I say I was willing to do anything that would be helpful to carry on the administrative side.

DI FRANCO: So did they get someone to replace you?

DOCHTERMAN: Oh yeah. Then they brought in an outside firm that was Servicemaster. Came in and they brought in, and starts a different kind of supervision and they Servicemaster hired all the people into the program that wanted to come into the program. And I met with the labor union. We had I forget whether it was the Teamsters, I think it was the Teamsters, that has organized, and I met with the boss, and you know they came in, and they were going to give me a bad time, and I says if you guys think that we’re going to stand by for having your memb…

[End Tape]

UOP ARCHIVES FACULTY EMERITI INTERVIEWS
DOCHTERMAN (CLIFF), 1972-1990
MAY 6, 2009
[TAPE 3, Side A]
[Begin Tape.]

DOCHTERMAN: Stand by and let your people misuse or take advantage of the university by not fulfilling their responsibility and they never said another thing from then on. I don’t know whether the other tape had it or not, the interesting thing of my experience with that maintenance debacle was that at the end of the year when the maintenance department held their final annual picnic they always give a plaque and an award to the maintenance man of the year and I was amazed and touched by the fact that they gave me the plaque as the Maintenance Man of the Year for that year. Bill Atchley
had some interesting unique style of administration and frankly I often felt I spent a lot of my time pulling his irons out of the fire. But I don’t know that that period could be listed as one of the highest points in the life of the university, but I felt that I could make a contribution in trying to be supportive and do what I could for the university during his administration. There were a lot of other kinds of things you deal with people, and I remember one day we had what I felt was a very very able writer in our Director of Public Relations. I felt he could write very well; he did a lot of work but he was an alcoholic. And I had observed this; I watched him and his staff on a couple occasions says we’re concerned, and this as an administrator you can’t just close your eyes. So I called him over to my office and I said my friend today is your last day with the university. I say we can’t handle, we mentioned this on occasions, and I’m going to give you two options. You can go and pack up your stuff and leave, or I have made arrangements, through the personnel office, of a room in a detox program, and you’ll have to leave immediately to go and check into that. You can call your wife and tell her that’s where you’re going, and you could go to that program, and you’ll probably spend 6 weeks there and through the county health department, and you could do that or you could leave, it’s up to you. He went and checked in to that program and came out, changed his life, started going to AA meetings and everything. Six months, eight months later we were driving somewhere, and he said I’ve never known exactly how to tell you this, but I just want to thank you for saving my life. He said I’d gotten to the point where I would go to bed at night and never know if I’d wake up and be around the next day or not. And he says you’re willing to take control and make a decision that I couldn’t make myself. And he says I just want to thank you for saving my life. Well sometimes the work of an administrator in a huge organization is you know, it seems to be rather mundane but you touch the lives of an awful lot of students. I remember one little girl came in to see me, and she said she’s been nice to me when I came to the university, and I just wanted to come by and say I’m leaving. I said you’re leaving? I said this is your first semester here. I said why are you leaving? She says no I guess it was her second semester, end of her freshman year. She says I just can’t handle it anymore. I say I don’t have enough money, I can’t account for how I can pay the tuition anymore. I say well can your mother or father help you at all? She says no my father murdered my mother and he’s in San Quentin. She said I never should have come to college but I had a teacher that believed in me. I think she was from Sonora or some place and my teacher had gone to Pacific and had encouraged me to come down here. I says you need this university more than ever before. Let’s see what we can do and I think we can… I got her in touch with Judy and some scholarship aid and one thing and another but there is so many of these little vignettes that touch your life, and every faculty member has had them. You know so many people have had these kinds of experiences. You know, that’s just one of the real satisfactions of working at a college campus. I started my life out wanting to be an attorney, I thought, but after a couple of years of Bhopal law over Berkeley I said I’m not sure I want to do it I’d really like to spend my life on a college campus, a place to raise my children, and that’s how I changed. But I know there is so many experiences. I have one experience. I have been in Rotary International for many years and became the world president of that organization some years ago. And about 25 years ago we had a student that came to Pacific. She came on a rotary scholarship from India; Lalita Praytep was her name, and she was a charming young lady. And she’d been at our home on a
couple of occasions, and she was in speech and hearing and wanted to help young people with disabilities and to teach youngsters that had speech problems hearing problems and learning problems. And towards the end of the year somebody came to me and he says have you talked to Lalita lately? I say no. Well she’s trying to find someone who will sponsor her so she can stay in the United States. So I made an appointment and she came up to see me, and she says I’m so happy you’re going to help me to stay in the United States. I said Lalita I’m going to tell you something you won’t want to hear. I’m not going to help you find a sponsor, nor I’m going to encourage someone else. I said the people of India gave you a rare opportunity to come to this university for a year’s study, and I’m glad you had a good experience, but now it’s time for you to go help the people. Oh the tears poured down her eyes! She said I thought somebody would help me. I said no Lalita you go help the people of India. Well that would be the end of the story. We kept in touch through Christmas cards, greeting cards for 2, 3, 4 years, and she was married and had children and that would be the end. But about 4-5 years ago my wife and I where over in Bangalor, India and this time I was there dedication a hospital that had been made possible by the Rotarians and it had a heart pacer bank and it was a bank for the poorest of the poor people and it was really indigent families that were there and a lot of children that had heart problems and other things. And just before the ceremony somebody said well we’d like for you to meet the administrator and I said I’d like to meet him. They say well it’s not a him it’s a her. And sure enough it was Lalita who was the administrator of this hospital, and she recalled 25 years ago when she said you told me to come home and help the people of India. And she had a little model of the Taj Mahal all wrapped up in a ribbon and she gave it to me and she said I want to thank you for what you did for me that day because you encouraged me to do what I should do. And the amazing thing is that she had become one of the leading persons in handicapped education in all of India and that was the opportunity that she had here. As a matter of fact she was over here about 2-3 years ago, and I heard that she was going to be in the Bay Area and I talked to her and I said would you like to go over to Stockton? Oh I’d love to go over. And so we came. I went and picked her up and brought her over and she just had a wonderful time. We wanted, she wanted to see her dorm room and she wanted to… but when I picked her up she had a bouquet of flowers. I didn’t say why I want to put these here and when she got here she said I understand that Stan McCaffrey’s ashes are here on the campus. I said yes they are. She said I brought these flowers to put on his memorial, and she said what a wonderful opportunity the university gave me that time. But these are the kinds of things that people don’t realize you have sometimes what you think of is the development office all you’re in there just get money money money, that’s all your role it, but you’re also there to be, to represent the institution. People often said what was your main job for Clark Kerr. I guess I worked with him for 12 years or fourteen years. He used to say your biggest job is to be the heart of the institution. He said a great big institution has hundreds of rules and regulations you know we’ve got 10,000 faculty members, you know we’ve got 300,000 students on all of our 9 campuses that we are responsible for, and rules and regulations can’t fit everything and your responsibility is to be the one who will see how we can make these things fit together so that those things that fall outside the package can be handled in a human relations, in a human way, and you’re really the human heart of a big university. And I often remembered that conversation that we had is that an administrator, particularly second or
third line administrator, within a university really has to be part of the heart. Somebody has to be there that can help in bridging these gaps of keeping the institution going and financial ways and rules and regulations and administration and policies and budgets and all that. There still has to be some kind of a heart there. And I often felt that that was one of the opportunities I could perform at Pacific, just as I did at the University of California.

DI FRANCO: That’s a good story.

DOCHTERMAN: So that’s where a lot of people often thought well your job is just to raise money. People often nowadays says what did you do at the university? I say well I was executive vice-president. What’s that? I sum it up in these terms: the president gets all the money I do all the work… Well, no I have to say that we were we had a very good working relationship between Bob Winterberg, Judy Chambers, Cliff Hand, and myself. Al McCrone before that and then after Cliff’s death we had…

DI FRANCO: From the School of Education?

DOCHTERMAN: Yea

DI FRANCO: Yea… I just… Can’t remember.

DOCHTERMAN: But those were parts of the puzzle that went together and everything, and those are some of the things that I remember about Pacific. Many stories, and I think as we left and as we walked around the campus today I see the School of Business Administration, I walk past the Conservatory and see three new buildings. I walk by the library and see the library expanded and doubled. I see that little air conditioning in the chapel, and also I see Cliff Crummy, who was a regent years ago. He came on in the Methodist church as a regent, was one of those that was appointed by the church and Cliff Crummy kind of left the university for a long time, and then when we kind of reestablished not tight association but some recognition of the Methodist church, he came back again. And he was the one I counted upon when we wanted to get a new organ in the chapel, and he was the one that helped to finance that particular item. And you know I look over there at the education building now and which is named after Gladys…

DI FRANCO: I’m sorry I don’t know…

DOCHTERMAN: In any event we got that gift… She made a gift of about 9 million dollars to the university, and people said wow what an amazing gift to come out of the blue, and the thing that nobody really knows is that she used to write articles to the Stockton Record every two or three weeks on the evils of smoking, and she was kind of a typical bag lady. And she would come to the president’s office, oh once a month maybe, and come and the president didn’t want to see her. She… everybody kind of go see Cliff and I would talk to her. She would come in and she would say what are you going to do about smoking and the students are smoking all over this campus and, Benerd, Gladys Benerd…
DI FRANCO: Yes

DOCHTERMAN: Benerd

DI FRANCO: That’s right

DOCHTERMAN: Benerd. In a way Gladys would come in and I would sit down and I would talk with her, and I would say yes we understand and I think there is going to be a change in the whole attitude of smoking in our society one of these days. I appreciate what you’re doing, and you know I kept saying is there anything we could do for you. Will you get those students to stop smoking and that will be a great thing you’ve accomplished. And then she’d go over to the library and sit in the library and read the morning paper because she didn’t want to spend her money to buy papers, and people thought she was just a recluse and was a bag lady that didn’t have a dime to her name, but I thought she needs somebody to talk with her and I will talk with her. I had no idea that she had money, but she was a person that nobody else would talk to and I would let her come in and I would spend a few minutes with me, and I would listen to her and I’d encourage her, and I’d say you know how much I enjoy you walking around the campus. Hope you feel this, she had been a school teacher or something, and I guess her father had left her with all this stock and that must have been what she had in that bag. But I was always kind to her and thought that she didn’t hurt anybody, and we could perhaps make her feel that she had a meaning and purpose in life. But she would come in to see me every so often we’d listen to her and everything, so there is a lot of I remember one last little story. Our development office had a card from a woman up in Portland or someplace who said I have left… I have remembered the university in my will. Well the development staff, we’d always send greeting cards to these kind of people who had advised us that they would be on our will or something and whenever our staff would be traveling anybody would go up north visiting a foundation or something, they’d stop and see her and just knew that she had left the university in her will. She never said what or anything. So when she died she had been a graduate of the university; of the conservatory years and years ago back in the ’20s or something so she passed away and the guys in the development office said I wonder what she left to the university that was in her will. And so they called the attorney to say please let us know when she… the will is read and so they called and said the will is read today and here is the statement about the university of the Pacific. I leave my collection of all state songs of the United States to the university Conservatory of Music. All these guys thought oh boy. This was something that meant something to her that she had made a collection of all the state songs.

DI FRANCO: Did you have anything to do with the arrival of the Muir papers here too?

DOCHTERMAN: Well no. That was… I didn’t do… well we had accepting on a lot of things like that… that was largely the people in the library or the history center, the…

DI FRANCO: Joseph Biondo and…
DOCHTERMAN: Well, yeah. I forget who all was working on those, but they were mostly the historians and…

DI FRANCO: But the Pacific Review when I first came was sort of simple newspaper…

DOCHTERMAN: Well, this was over the years, there was always the question main thing we just didn’t have enough money to put out a real magazine, and the fact in those earliest years that we were getting nothing at all from alumni. You know we had… we might get 2 or 3 hundred donations a year from alumni, but this wasn’t enough to make it worthwhile, plus I was we were all realistic enough to realize that the first you know the first seventy five years of the university most of our alumni went into music or teaching or the clergy. And we did not have alumni that had substantial resources. It was not until we gradually began getting people in business and engineering and into… then we got the people into law and the people in dentistry that began to have people with substantial resources or families that could build substantial resources. And so those were became very difficult to start where this base of resources that we need is. Probably you know the numbers what I would call major donors in the earliest days, you could count those in one page of people who would be giving gifts in the 25-50-100 thousand dollar category a year. Those were just not there; other universities have them and need them. And so this was a great concern of all of us when we came here, of whether or not we could turn this around and start building a base of endowment funds, and a base of people giving from alumni, from parents, from friends of the university and it all has to start, you know, much of it has to start with the Board of Regents and getting on the Board of Regents some alumni who have donated with intent. Mr. Baun was a head of the Board of Regents for so many years and his, he was a very good donor, but that was because he was an alumnus, and he had a feeling for the institution, not that they feel that the regents had a responsibility there, and it was just a real building process.

DI FRANCO: Do you have any feeling for his leadership and what direction he took us?

DOCHTERMAN: Well, I think he was absolutely dedicated to this university. He made several substantial gifts and everything. I don’t see that the Board of Regents exercised great leadership itself. I thought the Board of Regents was largely kind of a rubber stamp for the President and the vice-President’s programs. They would go on the deans, they recommended something and it wasn’t unduly…

DI FRANCO: Had that changed by the time you left?

DOCHTERMAN: No, not… Well it was gradually beginning to change because Mr. Baun went off as chairman and he began to get Bob Eberhardt who understood the necessities of getting funds, and to bring some people on who had resources that could leave them to the university, and find some alumni who may have the potential. In my opinion the trustees really ought to be able to give or to get, that have the circle of friends or be on foundations or be on boards or other things.
DI FRANCO: Do you remember a commission of faculty and administrators headed by the person who was in charge of United Way on focusing on question of development and making that recommendation?

DOCHTERMAN: I can’t remember that one so…

DI FRANCO: Because that was exactly what you… I recommended seems to be the direction…

DOCHTERMAN: The direction that they’ve come in my opinion. I’ve been very very pleased to see the gradual growth in the endowment funds and seeing a lot of these things happen that we were hopefully trying to set a base for, and get a new foundation that was necessary. Because to an extent our trustees were living in a day when it was a Methodist institution, and you relied upon contributions of strong Methodist throughout the Methodist conference. So they hadn’t grown out of that period or that direction. Well those were kind of my recollections…

DI FRANCO: I still have one other question how do you think the city of Stockton had viewed the university when you first came and when you finished?

DOCHTERMAN: Well I think…

DI FRANCO: I may just turn this over…

DOCHTERMAN: Yea. My impression was that the city of Stockton kind of endured the university here. They liked it. It provided a recreational facility for athletics, and the strong support came from the community for the athletic program because they didn’t really have any visible athletic team to take community interest. The football team, the basketball teams created an image for the community that the community could rally around and so from that standpoint. When I came, Stan and I talked about the fact that we ought to start trying to build some kind of a link with the community. So he says, why don’t you get on the Chamber of Commerce? So I joined the Chamber of Commerce and about two or three four years down the road they asked me if I would be President of the Chamber of Commerce. And which I did, I said well how many times the university has been recognized in the leadership of the chamber. They say well we had somebody who was some dean of students or somebody, oh maybe forty years ago. And…

[End Tape]
DOCHTERMAN: this was when I you know became President of the Chamber of Commerce and then I was taking an interest, so I’d had a long, long interest in the Boy Scout program, and I became president of the Boy Scout Council in the area and subsequently was appointed to the Parks and Recreation Commission of San Joaquin County and became chairman of that. So we began to see if we could do some things that the only relationship that the community would think would be an athletic one that we could see that the campus is interested in the community. We’re interested in kids, we’re interested in the schools, we’re interested in… I led a camp and we lived out in the Morada area north of town, and they had a volunteer fire department and they tried years and years to get a tax increase out there and they asked me if I would lead a campaign to get a quarter of a penny tax increase or some crazy thing and sure I said sure. The University is interested in these things, and we worked and got that passed. But we were trying to, and Judy Chambers, we said Judy you ought to take an interest that United Way, get involved in the United Way so and let’s have a campus campaign with the United Way, so that we can demonstrate that we are a part of a better community and when you have a better community we… things are going to be better for the lives of our faculty and their families and their children and everything else here. So there was a real deliberate effort to say let’s take an interest in the community. Let’s have some events in which the community, invite people to come to the community, and have them use some of our facilities from time to time, and those will happen…

DI FRANCO: You’d be surprised Ted Leland made a presentation to the council about activity of the university and the community, and it was 30 pages long…

DOCHTERMAN: Was it?

DI FRANCO: It was wonderful.

DOCHTERMAN: My gosh… That’s great. No it was a huge change I think that we could demonstrate that we were active in the Rotary Club and the Kiwanis Club and trying to get the service clubs to realize that the campus is a part of the town, and it isn’t a one-way street. But I don’t know whether there is anything else that… these are kind of the things that I recall, when I think about it, you know, I’ve been… it’s been virtually nineteen years since I actually…

DIFRANCO: You have a wonderful memory.

DOCHTERMAN: Left the university. I was, I’ve always been fortunate that we did make the decision to come here. My daughter still lives here. As a matter of fact she and her husband bought my house here a little while ago, and she teaches high school in Bear Creek High School, been a teacher there for years. But I valued our relationship with the university here. We have tried to do something; we got a little scholarship we set up and some other things that we’ve done for the university. Nothing that’s grandiose, but what we can do on our own life and own style and everything of that nature. But we’ve had many good friends and it was a rewarding life to be part of the campus community. I think it’s a great way, you’ll never get rich but you’ll enjoy your days in that kind of an
experience. But those were kind of the things we’ve enjoyed and accomplished here in Stockton.

DIFRANCO: Do we call it quits?

DOCHTERMAN: Yea. I might make one more comment. You know I… when I left the university here… well when I had to retire on a Friday night. One day I had a freshman student the last semester that I was here. Following year in September a young lady came in and she came to my secretary and says can I see Mr. Dochterman and she said sure and she came in and says well my father was a student, and he told me to come in and see you because you helped him out when he was a student. I said well that’s nice to know, and I’m glad I do remember your father quite well as a student leader and everything and I said did you ever know your grandmother. No she was long gone when I was born. I said, well I remember your grandmother too, so let me tell you about your grandmother. And that was the day I went I think I’ve been around too long. I think I’ve been around too long…

DIFRANCO: What year of the Atchley presidency did you leave?

DOCHTERMAN: Well I left in 1990. So, he was ’95… well actually, I was here through ’91 and 2, because I was getting ready at that time to take over the world presidency of Rotary International. I was doing a little crazy little thing for… right after I retired Bob Eberhardt saw me one day. We were having lunch together, and I said, Bob whatever happened to those little stories you used to have on the radio about the history and traditions of the Central Valley in your advertising program? He says well, we haven’t been able to get anyone to do them or we did them a number of years and everything. He says do you want to do programs for us? I say sure, I have an interest in history and one thing and another. I say I’ll write three of them for you and you can see whether you want them or not. Well I wrote three, went into the… we recorded them in the studio of KUOP and a young fellow was managing the studio, he recorded them, then he put some music behind them, and they were on a series called That’s the Way It Started. For the bank a little two minute vignette, and I must’ve written well over a hundred or more of these little stories. And they were on the radio for you know every two or three times a day for several years there as part of the Bank of Stockton. After we stopped doing that San Joaquin County Board of Education asked the bank if they could have all of those recordings and all of the copy of all the stories that I’d written. And I had, at that time I’d given Bob, I say I don’t want the copyrights on them or anything, you just keep them. They gave them to the San Joaquin County, and that’s the fourth grade curriculum for elementary students in San Joaquin County as all these stories that I’ve… they have to put them on a DVD, and they have all the big, the somebody sent me the instructor’s curriculum book is about that big of San Joaquin County, because the fourth grade has a local California history as part as their curriculum. So that was what happened on those… Anyway those are interesting stories, and I’ve enjoyed having a chance to talk with you today.

DIFRANCO: I did too. Thank you.
DOCHTERMAN: Yea

DIFRANCO: Thank you very much

DOCHTERMAN: It’s a pleasure.

[End Tape]

End of Interview