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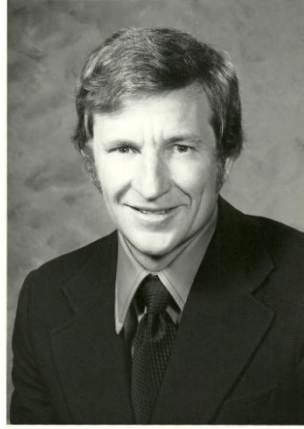
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FACULTY EMERITI INTERVIEWS
UNIVERSITY OF THE PACIFIC ARCHIVES



Cedric Dempsey (1967 – 1979)
Director of Athletics, Chair of HPER

February 14, 2011
By S. Thomas Stubbs

Transcription by Kelly Gerhold, University of the Pacific,
Department of Special Collections, Library

Subjects: Athletic Program at UOP; development of women's athletic program; focused on the liberal arts aspect of Pacific.

UOP ARCHIVES FACULTY EMERITI INTERVIEWS

Cedric Dempsey—Athletic Director

February 14, 2011

Thomas Stubbs: Talk right into that.

Cedric Dempsey: Ok.

Tom: Yes, good afternoon. This is Thomas Stubbs, I'm a professor Emeritus at the University of the Pacific and also the retired Associate Athletic Director here at the university. I have the privilege this afternoon of interviewing Dr. Cedric Dempsey, who was the former Athletic Director here at the University of the Pacific, and I had the opportunity to work with Dr. Dempsey in that capacity. It is now Monday, February 14, 2011, and we are conducting this interview at the Holt Memorial Library. So, at this point, we'd like to get started, and start interviewing Dr. Cedric Dempsey. The first area, Ced, that we're interested in is your arrival at the University of the Pacific, so, what years did you serve at the University and what were your official titles?

Cedric: Tom, I came to University of the Pacific in 1967, and I was, as you indicated, Director of Athletics, and also served as chair of the Department of Health, Physical Education, Recreation. And I remained here until 1979, when I still held that same position.

Tom: Excellent. What circumstances brought you to Pacific?

Cedric: Well, it was sort of peculiar. I was serving as Assistant Director for Athletics at the University of Arizona, and was visiting Disneyland with my family back in 1967, and ran into an old friend from Albion College, who had served as Dean of Chapel at Albion and moved to University of the Pacific and served as Dean of Men here, and that was Dr. Larry Meredith, and Larry—and I was Dean of Men at Albion at the time he was Dean of Chapel, so we became well acquainted, not only personally but with, our families were very close with each other, and so we ran into each other in front of It's A Small World. And, as we started talking, he says, "I've got the perfect job for you," and knowing that I had been reared, as such, in a small college, and was involved in the Division I University division at that time, athletics, why, he thought that this was, the job at University of the Pacific was just an ideal job for me, and so submitted my name in the process and went through the interview stages, and, lo and behold I ended up here.

Tom: Well, Larry certainly was right, in how you came to Pacific and what your role was going to be after you received the, after you came here. Obviously you relocated to Stockton, University of the Pacific. What were your first impressions of the city and the people of Stockton?

Cedric: Well, probably the first impression I remember was how clean I thought the, in particular the housing neighborhoods were, and how green everything was, because coming from Arizona, there's not a lot of greenery. It's a, there's a lot of sand, there's a, oh, it's a beautiful state, it's a different kind of beauty than certainly we had here in Stockton, and it seemed like it was much more similar to the Midwest, and we were also very attracted to the university, it reminded me of a, sort of an ivy-league school, as it's been referred to many times, in appearance, in the beauty of the school and the warmth of the people made us feel, really, very comfortable right from the beginning.

Tom: I recall, when I came in 1968, that downtown Stockton was kind of a slum area, I don't know if you had recognized that when you came, or?

Cedric: Uh, yeah, I didn't focus as much on it probably as I did after I got here and realized the, some of the problems that existed in the community, but we moved more north, I guess, and lived out in that part, in the Lincoln Village area, and bought a home that was to be on a lake that we didn't know if it would exist or not, open field at that time, but we looked there and looked at Morada as a place, and kind of narrowed down, the kids whether they wanted to possibly have a place that we might have horses or a place where we might have a sailboat. (laughter) And they selected Lincoln Village West, which we were very happy, and uh, with, and basically raised our kids 'til they were almost in school.

Tom: And I know you have lived there throughout your career at Pacific and it was a beautiful area. You kind of answered, one of the other questions, is, your first impressions of Pacific regarding its physical appearance, its faculty, staff, students and administrators. Is there anything there that you recall?

Cedric: Well, I think what it did, it made me feel more like, like Albion in that sense. It had been a small campus with a small student body, and yet the appeal to it was, it was playing, had a major athletic program, and I thought that was the best combination of both. I guess I was naïve to think at that point in time, or not to think about, was that it takes money to run an athletic program of that size.

Tom: Was there someone at Pacific, specifically, who was especially helpful in your orientation at our university?

Cedric: Well, obviously, Larry was, in fact we were good friends, and he introduced me to a lot of the faculty members, and I think that was very helpful for me, to have that immediate

engagement with other faculty. Dean Jacoby was the Dean I reported to on the academic side of my responsibilities, and Jake was truly a good friend, and we had a very good relationship right from the beginning, and you know, obviously President Burns, who was the president here at that time, I related well with him and had a great deal of respect for his creativity, which we'll probably talk more about. And then, locally, Bob Eberhardt was very helpful, connected me in the community as well as Alex Spanos was, so, we felt very much at home right away. June, my wife, initially started out teaching in the elementary school, and then she moved into the community college when it was formed, and that gave us even a broader exposure in the community.

Tom: Now you had mentioned the Dean of the College of the Pacific and, so that kind of leads us into some areas of the curriculum. Describe the changes that you observed in the curriculum during the years you were at Pacific.

Cedric: Well, probably one of the more dramatic changes that really increased the size of the department was, we developed a relationship with an organization called American Humanics, and we had in our recreation department that a lot of students engaged in the program, I think they were [] years I remember, that were being trained for, work with, in service kind of areas like boy scouts, girl scouts, boys clubs, and that increased certainly our enrollment. We had a rather large enrollment, which I think it still does today, in the whole department of Health, Physical Education and Recreation. I think we had close to 450 majors, as I remember, during that period of time, and all of our coaches taught, and it was really an integrated program.

Tom: Were you here at the time that the cluster colleges began?

Cedric: They were, they had been just formed when I was here, and actually Callison, I think, kind of grew, it was the last of the three as I remember, and, you know, that was a real challenge, I think, for the university, it somewhat changed some of the goals and directions of the university, I think the cluster college system at Pacific was certainly the first in the West, and was kind of modeled after the Oxford model of education, and served as, I think, an important part of the development of the university, but it did create during that period of time, in the late 60s, I think a lot of conflict between College of the Pacific and the cluster system.

Tom: Were there any innovative programs that you felt you helped develop at our university?

Cedric: Probably more in enhancing and maintaining, I think, the academic program. I thought that, you know, that was one of those integrated strengths, I thought, that we really had here, I think there was a great balance, and I remember talking with Ted Leland, what did he think was the attraction of Pacific during that time, because we had 4 athletes, in particular in football

players, we had as you well know we had some really quality football players. At one time, Pacific was, had more players in pro football than anyone except Grambling. I've used that a lot of times, I see if anybody can name that, no one can name who was number 1, let alone #2. But that's when most of the minorities went to historically black institutions. But, you know, I think that was a unique aspect of Pacific for people in our field. Ted indicated that it was really the only school of its size playing that level of athletics that had, what he termed as a quality educational program and a quality program to help train coaches.

Tom: And you had mentioned American Humanics, which was an extension of the Recreation program, right?

Cedric: It was, yes.

Tom: And how did that get started, who brought in, you recall?

Cedric: Well, we had a guy named Gordon Imlay that we hired that had worked with American Humanics, and met with the people in Kansas City where it was housed, and got the program started. I think it exceeded anything that anyone expected, in terms of increasing enrollment, because we had a hundred students in that program.

Tom: Very popular.

Cedric: Yeah! Well, the other areas obviously were more in the athletic area of, where we feel like we, there were a lot of things that happened. One was the opportunities for women, I think we were one of the leaders in California, and throughout the country, providing intercollegiate athletic experience for women. The development of the, what was the, PCAA at that time, now is the Big West conference, that was all developed for football, and then everybody dropped football (laughter), so, that was no longer developed, but I think that was a very important part of, that developed, and the old, it still exists, the Mountain-Pacific Federation, that was developed. So I think we helped, during that period, Pacific was a real leader in those areas, of trying to find good settings for competition. I think we, and in, obviously, in some of our building structures that developed during that period of time, I think were helpful to the athletic program, providing some stability.

Tom: So, you had just mentioned, your administrative duties as the Athletic Director. In your administration position, (to) whom did you report, and who reported to you?

Cedric: Well, when I first arrived here, who reported to me was everybody in the department (laughter). As you well know, we had, I had no administrative assistants; we were very short-handed in service staff, in particular in the area like the facility and equipment areas, and that was my first hire, and you were my second hire! We moved into—

Tom: I remember that.

Cedric: --some support of, in administration of the program, but I wonder sometimes how I ever did all of that, because I also taught two classes. I taught five classes a year, at least; it was a four-one-four system, and I taught two in the fall, one in the interim session, and two more, and often taught in the summer time, so, and supposed to be administering a department of 450 people plus run a Division I athletic program. I look back on that time, and I used to think the faculty complained about having to teach two classes a year, and it's most things (laughter), and (I) probably didn't do a very good job in some of those areas, but I wasn't the only one, as you know, our whole department had tremendous loads.

Tom: Did you report directly to the president, or was there—

Cedric: Well, on the academic side, it was to Dean Jacoby in the College of the Pacific, and then I reported on policy, really, to the president. I had open door to him any time that, but, on a day-to-day operational basis I reported to Bob Winterberg, who was the Vice President for finance at that time.

Tom: Can you describe your administrative philosophy and style?

Cedric: That's an interesting question. I think trying to build consensus within a program and with people, to engage people in the process of making decisions about where the program should go, I think I tried to be, have an Open Door policy with the staff and with students. The value, I thought, of a program like this, you know, you saw athletes in class and you saw them in the field, and I think you got to know them from a totally different perspective than you do on larger campuses, but I hope that I had an open door, and I hoped that I maintained a, kind of the general philosophy that I had of liberal art education for student athletes, tried to maintain that wherever I was in my own career,. So I was, as I said, we tried to build consensus and development, and, we had some tough decisions, as you will recall, we had some difficult personnel, decisions, but we also had difficult directional procedures. Football was always an issue, we could never quite generate the kind of revenue to support a football program, but we thought we did reasonably well during that time, and, competitively we were pretty good!

Tom: Yes, you're right. For a small school like ours.

Cedric: Yes, we were!

Tom: Did you find it fairly easy to communicate with the university community itself? The other professors, and other majors, and.

Cedric: Well, we didn't always agree, but it was easy to communicate! We, yeah, I think, one, that the fact that we were an integrated program, an academic program, I think a number of

staff people had advanced degrees within our department helped us across campus. Our department was integrated with a lot of activities in the campus, I think that was a really major play, didn't feel isolated from the campus, and I really grew philosophically here, and I think it was really the base for, I had kind of a philosophical training at Albion College where I was a graduate, but I had to put it in place here, and I had to put it in place in a context of a major university, athletic program, and that's really hard, but I've learned to, to sort of defend, if you will, athletics, because we had to do that a lot on this campus, and a lot of times it was academic exercise, as you recall. We had a lot of faculty meetings dealing with what's the role of athletics on this campus and should we even have one?

Tom: Which of your administrative activities did you feel was most productive, or perhaps least productive, while you were here?

Cedric: Hmm. Most productive, it seemed to me we did provide some, hopefully, leadership and direction for the program, and I felt like our morale was pretty good, as a department, and that we learned to live with not much, everybody chipped in and did what they had to do to make it go, there was not a lot of segregation of people, everyone, it was a, there were no silos in our department, I guess I'd call them that. People tried to help each other out, and there was a nice communication, and it had that small-college atmosphere to it, and I hopefully helped create some of that while I was here.

Tom: And obviously, as an administrator, you had certain committees that you had to report to, and did this government structure seem pretty productive, as far as you're concerned?

Cedric: Yeah, well...

Tom: Through the committee?

Cedric: You know, and I think we have to put it in context of the time, you know, the 60s to me was, of all the decades in my life, and you're almost as old as I am, decade, a little bit shorter maybe, but I think the 60s was the most difficult decade in our society. We had presidents assassinated, we had Martin Luther King assassinated, we were in Vietnam War, we had drugs introduced in our society on a much larger basis, there was a "free spirit" that developed, and certainly the free spirit in Northern California with the, San Francisco being the core of it, created a different kind of environment. Then you also had the clusters, which were a different perspective of education, it wasn't necessarily a liberal art kind of training as the COP program was, and so you had, I don't mean this in a negative way, but there was cult, almost, in each of those colleges—

Tom: There was.

Cedric: --that was different from the College of Pacific, and so there was always that kind of interaction, sometimes favorable and sometimes not favorable. So all of that was a real challenge, and I think the intercollegiate athletic program represented, if you will, the status quo of the College of the Pacific. And so, it was being attacked, often, by the clusters, in terms of its value and purpose and reactions, so that, I tried to put that in some kind of context of the environment during that period of time to deal with. So Athletics was a vulnerable department during that period, and so hopefully we were able to help develop some rationale of why we needed athletics on campus, and through a difficult time. Other times, why, the '50s that wasn't an issue, but it was in the '60s.

Tom: We had an athletic committee that you would report to regularly, I forgot the name of it exactly

Cedric: I think that's what it was called, the Athletic Committee. And then, I appeared, I can't remember keeping track, was a taxing exercise, but I appeared for the entire faculty I think 6 times in the 12 years I was here. One, you may recall, I may have exaggerated a little bit at the time, but it was almost a three hour session, and I remember one of our boosters, fellow, you remember, Larry Heller, sat in the back of the room and afterwards, he came up and got me, says, "Come on, we're going somewhere." And he says, "You're going to go get a drink." Good effort, because I was pretty sweaty at that point, but it was not uncommon for the faculty, really, to challenge us, and it was through that exercise, though, I really learned, I think, to develop some justification, rationale for what we were doing.

Tom: Absolutely. Are there any particular individuals at Pacific, do you, were most memorable? For you?

Cedric: Well some of them we already mentioned, but, and I, you know, I'd start out with our staff, you know, I think, I really enjoyed our staff and, just as you and I and Doris Meyer and our families got together last night, I thought we had kind of a unique staff of people that were really committed, I mean, none of us was making much money, and yet we were working probably one and a half jobs at least, maybe two in some cases, but we were all committed to, kind of, a cause of providing this opportunity for positive experience for all the student athletes that we had, and majors that we had. So I would start when I think of those, which is that whole collection of people we had, and I thought all of them were really dedicated, committed to what we were trying to accomplish. And then, you know, the people that really helped me tremendously that I remember, obviously, I had great admiration for President Burns, I found that he, you know, he made some mistakes, but he was extremely creative. I found him, fascinated me, I mean he didn't have an advanced degree in that role, but he had a vision, and I was, and experimented, I guess, I think that's always been one of the strengths of Pacific, it's been a campus that is not afraid to be flexible and experiment, and I think he kind of set that

tone, so. He was a, I had great respect for him. I had to work closely with Bob Winterburg and Jake, they were very important, and then, externally, you know, I don't know what this campus would have done without Bob Eberhardt for a long period of time—

Tom: Absolutely.

Cedric: --and I would give him kudos for everything he did that main—helped us maintain the program, and during my time I was privileged to have Alex Spanos, who helped us tremendously, and Alex, to some people wasn't easy to work with, but I found him to be a very loyal Tiger. And we had a group of people that Bob pulled together when I first got her to talk about the future of where we were going to go, so there was that community base, we didn't have a large base, but we had some really strong supporters, and, so, those are kind of some of the memories I have...

Tom: And you had mentioned Doris Meyer, I know that you remember Libby Matson, as one of our professors...

Cedric: Yeah, we had a whole, the whole staff of you and Libby and... You know, I must say, the only one I ever had trouble dealing with at the time was Dick Edwards.

Tom: Ok.

Cedric: Dick and I...

Tom: Basketball coach.

Cedric: Yeah, he was, and I think Dick wanted my job. And didn't get it. He was, had become, as you know, somewhat of an icon at Pacific because of his own illness issue that he had, and he didn't, he really didn't want us to have football, and we struggled with that, personally, didn't want us to switch the conferences but we did, and... Probably of all the people in the field I've ever worked with, I found Dick and I would just be at opposite ends a lot, and we, at times, we were, we were cordial in that sense most of the time, and got along with each other, but I never felt he was, didn't have quite the same philosophy as everybody else in the department had. You know, Chester Caddus who became football coach during the time, I had great admiration for Chester in many ways, and still have contact with him, and I thought Stan Morrison came in under a difficult situation, with Dick leaving, and hung in there with all the issues he had to face. You know, Terry Liskevych came in and helped start the women's program in a sense, with volleyball, and raised it to a totally different level, from where we were, and I thought Ike, who ended up replacing me, he had a dimension in terms of teaching—

Tom: Yes, absolutely.

Cedric: --so, there, there were just so many people, and going through that whole staff, and that...

Tom: They were all good people.

Cedric: They really were, they were good, and that was, and I just enjoyed, I guess, the family atmosphere of the place.

Tom: Mmhmm. Absolutely.

Cedric: I can read—one thing June and I have often, think, fall back on, June's my wife, we used to hold every, on Christmas Eve we'd have all the people bring their kids over and have, so they could all go do the shopping, we get pictures all those years, and some of, we had some amazing responses, toward the end I guess, we put all those pictures together and gave them to people, and I remember Jimmy Colletto just cried, and he said, "You know, we didn't have all those pictures of our kids." You know, it was that kind of atmosphere that prevailed in our department. I think, without that, sometimes, it would have been hard to exist, because we didn't know what to expect from administration at times, it wasn't that, the administration was supportive at times, but there was obviously an element of the faculty that was very anti-athletic, and now we had a lot of good supporters at the same time, but I think we all worked pretty well together.

Tom: You had mentioned President Burns. You must have worked with another president after President Burns left.

Cedric: Yes, I worked with President McCaffrey, and we got along really well for a long time, and we had really a professional difference that sort of strained our relationship, I think, and probably, honestly, probably led to me leaving, because I had never thought of leaving Pacific. I had been here 12 years and really felt secure, and my wife was working at the community college, and we had a lot of good friends here, and our kids were raised here. We definitely decided we weren't going to leave until our kids were out of school, but we hadn't, I really hadn't been looking to leave or wanted to leave, and it got to be a, we had a difficult time when Bob Toledo was hired, and some commitments that were made to him, and it had, as you recall, there were some, many issues raised out of that, just made it really uncomfortable for me.

Tom: This is kind of a multi, multi-faceted question. What do you, during your years, how would you describe these groups: Students.

Cedric: Students in the '60s were caught up in all of that revolution, I think, and a lot of them that came from the Bay Area had been exposed to, certainly drugs, large concerts, and all the

things that were tied into the Hippy Movement, I guess I'd call it. Excuse me. And, but, on the other hand, we had some young people in athletics, even though some of them were maybe a little more difficult to deal with than they had been in the past, I think we had really quality kids. I look back on that group of kids and then you watch what they've done with their lives, why, it's a, you know, you always get a mixture but I thought our athletes survived that 60 period quite well, and did very well with it. And the campus, you know, in particular the cluster area, you had a lot of people, kids, who (were) really anti-athletic, I think, COP students I think in general were very supportive of athletics, so it was a, it was an interesting time, they were very vocal. But I think we were, I enjoyed them in many ways.

Tom: I think you've probably answered some of these, but how would you describe the Regents of the University?

Cedric: Well, I didn't. You know, I had contact with a few, I didn't have, as I've had on some campuses where I've had to appear before the regents for athletics, we didn't do that here, that was, I think athletics was kept more in the realm of other departments on campus, and were not as isolated, or as visible, I guess I would say, to external issues as we were, but we had a number of regents that were critical, I think, particularly to maintaining football. I think, had we not had that kind of support as I mentioned, Eberhardt and Ted Baun and that group of, Spanos became a regent, that group, Monagan, they were all very supportive of football, and I'm sure it was very difficult for them to see football dropped. I certainly know I, it maintained more, relationship with Alex afterwards, Spanos, and some of the rest of them, but I'm sure that hurt a lot of people, because of all the effort they'd put into it.

Tom: Were there any problems with our alumni and special donors that perhaps cause you concern, or?

Cedric: Oh, you know, we had a group, which was tied a little bit to the problem, I mentioned, in basketball, we had a group of, with the Casaba Club people, at times, created some uneasiness, I think more, at its utmost I used to go to the, they met at a bar downtown, and I'd go every Monday or Tuesday night, whatever night it was that they met, and I felt like I was there to protect myself more than anything else, because they always raised issues that no one would know about unless it came from within the department, and I, that was about the only group within the (loud noises) by the end, why, they were fine, you know? (Didn't have) any difficulty.

Tom: Yeah, we've got a great group of alumni and people who've donated to the university, but not strictly athletics.

Cedric: You know, I think overall, I think our alums and supporters had been pretty positive, you know, they didn't, they weren't there to try to run the place. I never had anybody, you always

get people who give you some advice, but no one ever put any pressure on me to make certain decisions.

Tom: In terms of some programs here at the university, what programs that you've been involved in, that you had great interest and felt were particularly significant, that, helped develop here at the university?

Cedric: Well, I think we've talked about some of those, in terms of the conferences. Conference was a major issue at that time, we were in WCC, and it worked for a lot of the sports, and, you know, our feeling was that we should, for football to survive, we needed a conference, and it's really unfortunate that, as we put that together, I mean we went into that conference on the basis of solving football, but then people started to drop it, and pretty soon it's everything but football. And in many ways I suppose you look back on it, why, the WCAC at that time was only, the WCC now, but we had in some ways we had more commonality with some of those schools than we do the current schools, although I think with the Big West as it's formed with the UC schools, I think we were very compatible with that group of schools, so some of those kind of programs where I had to spend a lot of time on, and I still feel strongly that the integration of the program with the academic aspect was critical, and I worked hard at trying to keep that, and I guess that's been separated at this point.

Tom: A little bit, but I remember that you were instrumental in developing our women's sports program. So how did that go?

Cedric: Well, it just felt like it was the right thing to do, first of all—

Tom: It was.

Cedric: --I think that people, that women deserve that opportunity, and actually I guess we started that even before Title IX kind of came in—

Tom: Yes we did.

Cedric: --in the late '60s, so I, that may have been part of that Liberal Arts training, I didn't separate whether it was male or female. I just thought we ought to provide those kinds of opportunities, and certainly that, you know, I think one thing that just really helped us get started was when we hired Terry, and he got the volleyball program going, and obviously remained strong for, two or three decades, and still a strong program, but you know, I think that helped kick off that program. We were able to develop a league out of NorCal schools, what did we have, Stanford, and Cal, and top, Pac Ten schools in the north, in competition, and so that provided, I think helped elevate our own program, helped elevate the men's program in

that sense as well. So, I think, I guess you could look back on the legacies; that would be one legacy I've been really proud of.

Tom: Absolutely. Obviously, being in athletics and athletic administration, there's always going to be some controversies. What were the controversies that emerged during your period of service that you could think...

Cedric: Well, I don't think it emerged in my service, but obviously football. Football was what drove most controversy, I think, and has seen, probably even since football's dropped, that that was probably the linchpin with so many people on campus, 'we need to drop athletics,' you know, they put it all in one package, in that sense, and they thought there was an over-emphasis. So, football was a major issue, I think, and in general that was probably driven by finances, I mean the institution was not a wealthy institution, you know. The endowment for University of the Pacific was very low, and we were heavily dependent on, up on student enrollment, and so when student enrollment would go down, why, it really created pressures throughout the university, and obviously one pressure point (that) was always looked at is athletics, and ok, what's the biggest expense, well football was the biggest expense, so there was always that kind of stress, I think, in the program, and that was certainly the largest issue, I think, that we had to deal with continually, and they did until they finally made the decision to eliminate it, and, you know, I haven't been close enough to know if that's been positive or negative in that sense.

Tom: Do you recall any significant building changes on the campus when you were here?

Cedric: Well, the first thing was the swimming pool, I think that was one of the first things we built, the Kjeldsen Swimming Pool, then the stadium club up on top, in the football stadium, soccer field I guess And then I was part of the, I think, I worked 12 years trying to get the Spanos Center built, and I felt like that was on its long way. And I think, probably, one of my biggest disappointments, Tom, I wasn't invited back for the dedication—

Tom: Really?

Cedric: --and I, I'd given over a decade on that project, and, but that was all part of the departure, I guess, by my... But, you know, I think we did some improvements in other fields, area that we had, we tried to at least fix up the old gym to where, particularly for sports like volleyball and those things it was, and it had some attraction to it. Built some tennis courts during that period of time (that) I think have been enlarged and improved upon. We didn't have quite the space that Pacific has now, and that's been probably one of the biggest changes that I've seen was the acquisition of the Community College area, which gave Pacific growth, and even driving over here I was, walked, came down, by the Calaveras there, and seeing all

those apartment buildings or student housing areas, it's a beautiful campus, and that's developed over the last few years.

Tom: You didn't, indicated early on, during your tenure here at Pacific, you did teach, did you also have advisers, or were you an adviser for the students?

Cedric: Yeah, I did, I had some Masters students that were involved, I forgot about that. We had Masters students, and so I'd be home once in a while, I used to teach, usually the graduate classes, I'd teach at home at night at my house so I could see the kids before they go off to bed, but, yeah, we had a good program in that sense, and I still, you know, a lot of, I still have contact with a lot of those kids. They contact me every once in a while...

Tom: It was a nice program. Small, in terms of enrollment, so you got a lot of one on one—

Cedric: Yeah, I did.

Tom: --type of teaching, which is what Pacific is noted for, individual attention.

Cedric: Oh yeah, our classes, or well the graduate classes in particular were small. But, you know, the number of young people have gone on, done really well, and have contacted me since and talked about the impact that our program had upon them has been, that's why we're in the business.

Tom: Absolutely. Has Pacific met your expectations? While you were here, I mean? [...] the rest of the university?

Cedric: As I said, I think I came here because I thought it was a melting, if you will, of having been at the University of Arizona, and being at Albion College, I thought it was a melting of the best, you know, small college atmosphere with playing Division I athletics, and the weakness to that was the money, financing program of that nature, and the lack of support that you needed, (the acre seats?) etc. to make a program like that really work well, but you know, it seems to me that the institution has grown dramatically in the last 10, 15 years, and I think athletics is a, you know, it's a well-respected athletic program nationally, and so I think, from that perspective, you'd have to say yeah, they've done well.

Tom: And academically of course, we're very highly rated—

Cedric: Yes, we really are.

Tom: --and, great small college. Uh, let's take a look a bit about the community, what contributions to you feel Pacific has made to the local community

Cedric: Well, I think it's the educational center of the community in that sense, which I think it important. It's provided a lot of activities, whether it's educational programs for the community as well as an attachment, athletically, it's a good way to bring people together. I think the institution has worked hard with all the community problems that exist, it's a most difficult community with the diversity that exists in the community, and you know, I know I've read all the statistics of how bad a community it is, but I never felt that, living here. I really didn't. You know, I know they've had problems, and a lot of gang problems, but talking to my daughter who works with incoming students and parents, that's always one of the first questions they ask, is the, that town-gown relationship, and also about the, is it a safe place for their kids, and I think community's worked, or the campus has worked hard at helping the community in that regard.

Tom: Wonderful. Ced, is there anything else that you can think of that, in your experience here and your time here, that you might want to talk about for a few minutes, or? I know we've covered the gamut

Cedric: We have gone through a lot ... As I said for, I think, one point I guess I would make would be my, I look at my career, I guess, over the years that I found, as I said, numerically, that I found Pacific to be a place that you could really grow as an individual. I felt like I grew from my experience here, as much or more than any place I ever was. I enjoyed that academic bantering, I guess, that went on at times. I enjoyed the challenge of 'why do we even have athletics,' and I enjoyed the educational process of trying to help people understand the values of athletics. It's harder to do that as I worked at larger Division I programs, and what I took from here, and from my experience at Albion—we were one of the first schools in the country when I was at Arizona to put together a life-skills program for kids, which is now one of my great feelings about the NCAA was we developed a requirement that Division I programs had to have life-skills programs. Places like Pacific, that's built in, that's kind of built in to the size of the school and to the integration of athletics and academics, but it was from that that I saw missing at the larger schools, and so I tried to develop a program that would supplement that and copy what I saw at Pacific, and so, I've got a lot of fond memories about Pacific, as I said, I really never thought of leaving.

Tom: We're sorry you did!

Cedric: Well, that—

Tom: Those things happened.

Cedric: They happened, and I understand that, I understand that any kind of positions like that, you're going to run into some differences, and you have to make choices, and move on with your life, and that's what we did.

Tom: Well, I know as an individual, I learned a lot from you, and had a lot of pleasant memories working with you in the Athletic Department, and in the academic program, and you've been certainly a credit to this university during the years that you were here, and obviously have gone on to bigger and better things.

Cedric: Well, I don't know if that, Tom, but I would like to say that to you, as well. We developed a good working relationship and friendship, that, you know, that group that I started with, with you and Connor, and Glenn, that group was really a special group I think that we had, and I look back on those years fondly.

Tom: Yeah, they were very dedicated coaches, and dedicated professors, and really did a good job in both areas, so.

Cedric: Well, you look at what all of you did academically, and it's hard to put, it's hard to put that in a staff anymore, and you know I even look at my Alma Mater, Albion, and Division III program, the coaches aren't teaching anymore, and they're, I think this happens in Division III, they're using coaches to recruit students, at Albion, and they're not unique, it's just an example, where the coaches are given quotas to go out and recruit students. And part of it is to develop male students, or male student body, or just students on campus...

Tom: Yeah, student athletes, and, yeah. True.

Cedric: And it's a different, that, I think that's what bothers me about athletics is what's happened with it, it's moved from what I would coin as the Educational Mission model, and that's what we've talked about here, and today we're in a Business model of operation and it's a—actually, I was talking with Ted Leland this morning, Ted and I both said we're not sure we would even be in athletics today, and I don't think it's, it's not why we got into athletics.

Tom: Yes, it has changed.

Cedric: And, so, I look back on my years at Pacific as epitomizing that model, Educational model, that we had. That's what I grew up in, that's what I believe in, and it's sad to me just to see what's happened with sportsmen in our society.

Tom: Well, thank you very much for your time, it's been very enjoyable for me to have the opportunity to interview you and talk about a lot of the memories that both you have and I have, and again—

Cedric: We've left a lot out, too, didn't we? Because we can't remember!

Tom: Well, thank you very much!