

Interview subject: Cynthia Dowd Greene

Interviewer: Laura Ettinger

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So, today's July 11, 2008 and we're here in my office at Clarkson University in Potsdam, New York. I'm Laura Ettinger, and I'm here with Cindy Dowd Greene who was a member of the class of 1978, and a chemical engineering major. I think I'd like to start with your growing up years; tell me a little bit about what it was like growing up in Baldwinsville, New York.

Okay. I'm the oldest of five. My parents were married very young. They got married on my mother's 17th birthday, and then I was born 8 months later I guess. There were six children; one died at birth. I was the oldest; we're seven years apart. I'm the oldest of three brothers and then a sister. We grew up in very modest home; in fact, when I was in junior high, one of my teachers was talking during the class and said, "Seneca Knolls is a potential slum." And that's where I lived, and I kind of took exception to that. (laughter) My father worked two jobs and went to school at night too. My mother started working when I was probably in later elementary school. My parents—, my mother especially always made dance costumes, [and] was a Girl Scout leader, not even my leader. She was a Girl Scout leader for older girls for a while. My father played in drum and bugle corps. So my parents always had outside interests too, either around the children or not around the children. I was the non-athlete of the family. I was the more musically inclined, and I never played an instrument, I didn't beat or whatever, but I sang. In elementary school, I remember in third grade I sang; I did the opening poem for the school concert. In sixth grade I had a lead in an operetta that we did. So, I don't know if it was my personality or that my mother was active in the school too, [but] I was always out there in front. I have a brother who's 11 months younger than I am. I'm the extrovert of the two, although if I test, I'm borderline. I'm the extrovert of the two of us. He's the introvert. He's the quiet one; I'm the talking one. Even personality-wise that's also true. I like to be around people probably more than Terry.

And it was that way when you were a kid?

Yes. So then, growing up in Seneca Knolls, [we] went to McNamara; that was our school. Then we went to the village to go to middle school, and I was in accelerated classes. So there were a couple other kids from Seneca Knolls that were in the accelerated classes. One of the interesting things that I look back on is I was always neck to neck with the two boys that were in my class, Bob and Jeff. And, when we went into junior high, I was the one that fell back. When my daughter was young, I read *Reviving Ophelia*, and I probably had a little bit of that. Not to be the smart girl. Not to do that. So, [I] went to junior high. I hung around with some kids from Seneca Knolls. Those were my friends, and I do remember one time going to Woolworths, and my friend stole some nail polish and that was not what I wanted to do, so then I started hanging around with my classmates more. But I lived in Seneca Knolls, and when I was in high school one of my friend's mothers, I finally heard that she had told her daughter that she shouldn't hang out with me because I lived in Seneca Knolls. But we weren't really close or anything. Later on in life, I think the mother even said something to me once. Kind of apologized for doing that. So

I was in the accelerated program and so I started hanging out with those kids, and I was social, hanging out with the smart kids kind of thing, but I was never the smartest.

[We were] close to our families. My parents: my father's the second oldest, [and] my mother was the oldest of three. My father's the second oldest of five. My grandparents were alive. We were close with them. They lived in Utica, but we were still very close. A lot of the siblings moved to Syracuse area, and [we] stayed close with them.

And you went to C.W. Baker High School. What was that like at the time you were there? What was the educational emphasis like at C.W. Baker High School?

I was good at math and science, and that's where I concentrated. I was good at math and science. [There were] some interesting stories about when I took geometry. I was in ninth grade and we had a teacher who said this is going to be independent study. And, I probably—, I was a procrastinator and I wasn't a self-starter. Independent study was deadly for me then. Deadly. And, I didn't know anything, and I do remember when going into that Regents exam, I was so nervous. I ended up getting a 95. So it worked out okay. But I think because I was so nervous about it, I really studied harder than I might have normally. And I really had to come from behind.

You mentioned those two boys in junior high school –

Yeah.

did they go to the same high school?

Yes.

And did you continue to sort of compete with them (inaudible)?

Not really. Bob works at Kodak or Xerox, one of the big [companies], and he's a physicist. And I've seen him. He's much more intelligent than I am. Jeff and I actually stayed good friends, and he went to Potsdam State and we would even see each other here. I think he went to get his MBA at Berkeley. Jeff and I stayed friends for a while. We actually both live back in Baldwinsville which is where we grew up. So, that's kind of interesting. [Regarding] high school, I was just saying recently that I was not a strong reader. I do remember I read Ayn Rand's *Atlas Shrugged* [and others]. I couldn't tell you what they were about. I only read them because my friends were reading them. I do remember that. I tried to pick them up like five years ago. I tried to pick one of them up; I couldn't read it. I [thought], "How did I ever read this book?" (laughter) Probably I didn't do it justice. But I did like to read, and I did read. But, then, in my senior year, I took a class where we read Kurt Vonnegut, and who wrote *Rabbit, Run*?

John Updike.

Thank you. Those guys were way over my head. I read the books, but it wasn't pleasurable for me because it was over my head to read like that. But I loved to read, and now I read a lot, as I

always did. I was probably not the smartest student in my trig class. I used to sit in the back and talk to two friends of mine. And I did okay. I was okay. I was in National Honor Society by the skin of my teeth. But I was an officer. I was active. I worked from my junior year on; I worked in a clothing store that was in Baldwinsville, and I was the youngest one there. I had the highest sales in the store,

At 16 right?

at seventeen. Yeah. And I had the highest sales in the store, and also, when the manager would leave, and there was one other woman who was like an assistant manager, if neither of them were there, they put me in charge.

Wow.

So it was kind of weird. (laughter) But I probably had some early leadership qualities there. I also was in the Masonic organization called Triangles. And I was Beloved Queen of the Triangle, and that organization was interesting because it's a rotating seat. I think there might four [or] five seats before you become queen, and it must have been because it's only once a year. You have an installation; we were looking at the pictures recently, [and] it's like a wedding. You wear these white gowns, and you had this court. My brothers were in the court; my old boyfriend was in the court. It was kind of funny. That taught me some big leadership qualities. But it also taught me some nice lessons. We had a lot of ritualistic things to do. We had to memorize something for each of our states, and one year I went and I had memorized my stuff.

How did you get involved in the Triangles?

Some of my friends were in it. I remember at the time thinking, "Oh, I can't be in it because they're in it, and I'm from Seneca Knolls. And I don't have that history." But my grandfather happened to be a Mason, and I didn't know it. It wasn't something that I knew.

So, that gave you (inaudible)?

That gives you the right. You have to have a Masonic affiliation in the family.

Oh.

And so I did that. Let me back up. Why I came to Clarkson. One of the reasons I came to Clarkson was [that] Clarkson had a good hockey team. My brothers played hockey. My friend Jeff got a free application here.

Because he was such a good hockey player?

No. He wasn't a hockey player. He was just a good student.

Uh huh.

He got a free application for here, and he didn't want to come here. And he must have asked me if I wanted to use it and I did.

Wow.

I came up to interview here, and I was going to be a math major because I liked math a lot. They said to me here, "Why don't you be a chemical engineer? Because you did really well in chemistry." I said, "Oh, okay."

So did you know what chemical engineering was?

I had no idea. No idea. My grandfather was an engineering student at RPI; he never graduated. But he worked as an engineer most of his life. And my father had gone to school part-time, and he always worked in manufacturing, and he would go back and forth between engineering and management. Depending on what job he had at the time, he would go back and forth. So there was that history. But I didn't know it. Then I came [to Clarkson], and I was going to be an engineer. In high school, I was in calc class and we were standing up,

Your senior year?

yeah, standing up. We were talking about what we were going to major in in school. And I guess amongst ourselves we must not have talked that much about it. So, I stood up and said I was going to major in engineering and everyone started laughing. Because they just didn't think I had it in me because I wasn't as serious technically as they were. Actually one of my friends said to me afterwards, after we both graduated (well actually, she didn't graduate from college; she got married right away and she has since graduated from college) she said to me, "I didn't think you could do it," which helped me do it because if somebody tells me I can't do it....

(laughter)

I do have to admit that every time I made the Dean's List, I made sure my parents put it in the paper because I wanted them to know that I could do it. "Silly you." I had one teacher, and he was the one that always sent me down to the office because I talked in his class, which I did talk in his class. I probably shouldn't have talked in his class, but I did; it was boring – it was trig. And he said to me afterwards, "Oh, I knew you could do it," and I'm like, "No you didn't. You never had any confidence in me. Don't tell me you knew I could do it."

(laughter) So you said that pushed you to be told you can't do it.

Right.

But did you wonder if you could do it?

No. I never wondered. No.

Yeah. That's great.

No. Probably because I didn't know what I was doing. (laughter)

Right. (laughter) (Inaudible).

Yeah. Right. Now that I look back and [think about] the quality of the courses that we took, but I never thought I couldn't do it. Never. No, I never thought I couldn't.

And so, did you apply to other colleges besides Clarkson?

I applied to four state schools and I can't even tell you which ones, and I only got accepted to two. I didn't get accepted to Albany, and I might have applied to Binghamton; those were the university centers. I didn't get accepted to either of those which I never understood because my classmates who were like me, some of them did. And then, I finally decided because I applied in math and it was probably more competitive. And then, I applied to two other schools, and right now I couldn't even tell you what ones. I don't even remember. But, for me because I was a woman and because I was coming to Clarkson I got money—enough money. I don't even know if we did FAFSA's [Free Application for Federal Student Aid] back then but we must have. We must have done something. So I got good financial aid, so I ended up coming up here, and it was probably the same cost as the state education for me. That's how I came up here.

That's great. And so when you got here, was Clarkson what you expected? Had you visited Clarkson?

Yes.

You had visited.

That's when they told me, "Why don't you be a chemical engineer?" and I said, "Okay." And, not knowing what I was doing, I don't know what I expected. I didn't really have any expectations. I was the oldest. The only sport I ever did—, I did a couple sports. One my family won't consider a sport – I swam; I wasn't a good swimmer, but I could swim. And I was persistent. I was on the JV squad, and I used to try and encourage my coach to let me stay for varsity. The JV's would stay until four, and then the varsity was there until five. And I got to stay a couple times which was kind of exciting. But my mother also worked, and she doesn't remember this because I talked to her about it once; I said, "You said I had to come home to cook dinner," and she doesn't remember that. I do kind of remember she wanted me to come home at four so I could cook dinner; not at five.

What time did she come home? Do you remember?

Probably five/six – toward six I think. She was a branch manager of a bank at that time. So, probably sixish. I did do Aquanotes, synchronized swimming, which my family still makes fun of me about. (laughter)

I think that's impressive. I can't imagine doing that. (laughter)

I wasn't good at it, believe me. I could never do whatever that one big leg—oh my gosh, I was not good at it, but,

My legs would not go to those directions.

but yeah. I tried it. I think I only did that one year. And I actually kept time for the boys' swim team. There was a girls' group called the Spirettes. I was in that, and I did that. When I was a senior, I used to go to lacrosse games, but I don't really remember. All I remember doing is the ground ball thing. I think I had the chart with the ground ball thing.

You were keeping statistics.

Yeah.

And this is all in high school?

All in high school. Just things you forget about. I had forgotten about that (inaudible).

So I came to Clarkson, and I don't know what I expected. I don't think I expected anything. I knew there weren't going to be that many women up here.

Was that an issue for you?

No. I guess that's to my point; I had three brothers who were very athletic. My sister was the most athletic; she's the youngest. I had a sports-oriented family. So probably I was more tom-boyish even though I wasn't really athletic. In fact, I do remember one of my Baldwinsville classmates came up here with me, and I remember in high school him slapping me on the leg and saying, "Cindy, you're just like one of the boys." Oh, cool. (laughter)

(laughter)

Yeah.

And, your first year here you lived in Moore House?

Yeah, I did.

And how did that work? How did the floors work in Moore House? So this was in fall '74?

Right. The top two floors that I remember on the south wing were girls. And I don't remember other than that quite honestly. I really don't. Holcroft was all girls.

Right.

In fact, the girls that are up here this year [at the 30th reunion] are Holcroft girls, and they had their own little, like, sorority because they were in Holcroft. My first roommate here was very, very shy – extremely shy. Extremely mothered. She had bad acne. She used to go get shots for her acne. She was a math major. She was a very big nerd. And I'm not saying that to be mean. Very sheltered. I was surprised when I came into my room and she had a basketball quilt. Back then girls just didn't do stuff (laughter) like that. So, I did not get along with her. She and I did not get along. I had two suitemates; one has stayed a really good friend. And my mother was a very strong personality. I don't know that I knew that growing up, but I knew it once I got in college. Definitely knew it. I wanted to come back [home during my first semester in college]. The store that I had worked at, they wanted me to go into management training, and so my first semester I wanted to go back and go into management training.

You mean go back home?

And go back home.

Yeah.

And my mother called George Davis [Dean of Students] and I got moved. I moved right around Thanksgiving, and once I moved, I kind of blossomed. The engineering course that we had to take, actually it was 3D stuff, I couldn't see 3D, it was basic language I think, I had trouble in it, and it was [an] independent study; that was not my strength. And I had an "F" at midterm, and I ended up getting an "A" in the course. I will say, there was a kid who was a senior who had a crush on me, and he helped. We had TAs or tutors or whatever, and he helped me. He helped me get through. I had to do it, but he helped me get through it. One day I went in, and I could see 3D and I couldn't see 3D before that. We were looking at screws; I couldn't see it. So, it all clicked. And I ended up with a 3.6 that semester.

So you're saying that your mother had you moved because she was afraid you were going to come back home.

Absolutely.

And she knew about your situation with your roommate?

She must have. Yeah. We didn't communicate like you do today.

No. Right.

Yeah.

I graduated after you did, but it's incredible when I watch the students with their cell phones talking to parents constantly, and that's totally different.

I don't know how she knew. Oh! The other thing when I was a freshman, I was in my uncle's wedding, who was only six or seven years older than I am. And his wife was four years older

than I was. And I was in their wedding. So, out of the first six or seven weekends at college, I was gone five of them which in retrospect was not good. Really not good. Because I wasn't here. So I guess it must have been rough at the beginning, but I don't really remember it. Obviously, it must have been rough [enough] that my mother knew it, and she called and got me changed. I didn't take the initiative to do it. She did.

What do you remember about the academic side, besides that class with the 3D? I saw from your [pre-interview] questionnaire that you graduated with distinction.

Right.

So, you obviously did very well here then.

I wanted to because I wanted to be in the paper at home. Let's see, [there were] interesting things like opening weekend for freshman, all the engineering students went over to the Science Center; we were in one of the big lecture rooms. And they started talking to us about engineering, and the kid that was sitting behind me said, "What are these girls doing here?" And he ended up being my senior design partner. (laughter). One of the two; the other one I was really good friends with. But one was my senior design partner. And I turned around and looked at him like, "Huh?" I had no idea. I was very good at studying for a test. I would say I was really book smart. I had one roommate who studied much more than I did, [a] ChemE [chemical engineering major], and she just didn't do as well as I did. So somewhere I'd gotten the right skills. I don't know what it was. There were some classes—I think organic was one of them—when I was in organic, I did really bad on one test, and then I think I got hundreds on some of the other ones. I started dating my husband [at] the beginning of my sophomore year. He was a year ahead of me. He's also ChemE. He used to give me his old homework, so it was good for examples. You still had to go through your problems because the problems weren't exactly the same. Probably it helped me study too for tests because if I saw different examples I knew it on the test. I remember one course I took, Boundary Values and Fourier Series, I had no clue what that class was about, but I did really well in it. I still don't know what I did.

(laughter)

But I did well, and [with] anything that was math oriented, I did well in it. A lot of the chemical engineering stuff was math oriented. Organic I didn't do well. Oh! PChem [Physical Chemistry] I did well in, and that was when I had a bad test and then he [the professor] dropped it.

And you mentioned meeting your husband your sophomore year. How did the two of you meet?

I'd actually met him in my freshman year. He was a year ahead of me; he lived on the same floor as some of my friends. And, then those friends joined a fraternity and so my husband was in that fraternity. And so, that was that. You know what? Now that I think about this, I went to Jim Cerio [a counselor at Clarkson's Student Development Center] for a while, and I don't remember why. As a counselor. And, I really don't remember why, but I remember going to him.

Your freshman year?

No. I think it was my sophomore year. I really don't know why I went. (laughter) I really don't. Interesting.

What made you think of that?

Because I was just thinking about things I did when I was here. And I worked in the cafeteria. I worked about 15 hours a week.

I saw that.

I think maybe I started my sophomore year; I used to work Saturday mornings. I used to get up and go in at seven or whatever and work until two so I could get a lot of hours in a short amount of time. My claim to fame was I used to crack 90 dozen eggs. (laughter) I could do it two handed. (laughter)

Every Saturday you cracked 90 dozen eggs? That's a talent.

Yeah. There were some student managers, [and] I wasn't a student manager. But I was not just a line worker.

You were an egg cracker.

I was an egg cracker. And I did other things too.

Did you do that until your last semester (inaudible)?

My last semester I didn't work in the cafeteria. It was kind of like freedom. I was like, "Yes." I had no money. I think I did borrow a small amount of money to buy books or something. And I found out afterwards that because I graduated with distinction, there was no interest on that money.

Wow.

And I remember thinking, "I should have borrowed more." (laughter)

(laughter)

"Why didn't I borrow more?" Because I had no money. People were going away. I had no money to go anywhere. But one of the things that I'm proud of, and my next brother down is also proud of is, we both worked a lot at school.

Where did he go to school?

RIT. My third brother down went here, so he was a freshman when I was a senior.

What's his name?

Rick. Rick Dowd. One of the things I'm proud of is I sat down and figured it out once. And I think my parents did give me weekly spending money, but it wasn't a lot. Five or ten bucks. I mean, it was no more than that. And maybe it was monthly quite honestly. I don't remember. I paid for 95% of my education. I sat down [to figure out] all my expenses.

Wow.

So, then, I used to go downtown. Especially second semester freshman year, I went downtown a lot, but during the week because it was cheaper. (laughter)

I heard that there used to be a lot more bars here than there are now. (Inaudible).

Yeah. Right. Dollar pitchers, ten cent drafts. I think one of them had twofers.

What was the social life like here?

There was a lot of drinking.

Yeah.

There was a lot of drinking. We drank a lot.

And what about dating? I realize you met your husband, or [rather] started dating him your sophomore year.

I think it was tough because I wasn't like a beautiful girl; I wasn't like the girl that guys went to. I wasn't that. But I had some dates my freshman year. Actually, when I started dating my husband, I was dating another guy, but that was really weird. I had a boyfriend at home, but I was dating this other guy and he played lacrosse here, and my husband's brother was playing lacrosse at Canton and they were playing each other, and somehow we talked. Probably through the friends I found out Mark was going to the game and I got a ride with him. And that's how we kind of started dating. Actually, his girlfriend had just come up here to Potsdam State; she ended up graduating from Clarkson, but they had broken up within weeks of being up here.

Complicated.

Yeah. It is.

And what would you say, and this might be hard to remember—, but given [that] there were fairly few women here, [what was] the attitude was among your male peers about women here, about women engineers, any of those kinds of things?

I mean, I knew there were a lot of guys who didn't think we belonged here. But I don't think that bothered me. Again, probably for me, it's more like, "Well, if you don't think I belong here, I definitely belong here." (laughter)

"I'm going to show you." Right?

Yeah, right. So, I didn't really—, well, when I was a freshman, I did silly stuff. The four guys that I got to know my husband through, I used to go over and make their beds. When the sheets were delivered, I'd go make their beds. One guy, I didn't make his bed good enough. He had to make his own. (laughter) But it wasn't pristine enough. "Okay, whatever." But, so even though I was an engineering student and I felt on par, I still did the motherly things.

If you remember, is that because you wanted to do those things?

Oh, yeah. Yeah, yeah, yeah. I mean, I offered.

Yeah.

Clearly I offered.

Yeah.

I kind of dated one of the four. But that didn't work out, but we were still friends, and it was just something I did.

And what about attitudes among faculty here toward women engineering students?

I don't remember anything bad. Joan Matranga [chemical engineering major, class of 1974] can tell you some great stories. I don't remember it being too bad. In fact, I never felt it. Maybe I did back then, but I just don't remember it. So, I don't know if I put it out of my mind. I really didn't feel it.

I also saw from what you wrote down on the questionnaire that you were involved in all sorts of things here. You were working 15 hours a week, but involved in SWE [Society of Women Engineers], involved in the American Institute for Chemical Engineers, and,

The social side too; we did the junior and senior prom.

And the play – *Guys and Dolls*.

Oh! *Guys and Dolls*.

Who did you play?

I played Sarah Brown.

Wow.

Now that's a good thing about going to Clarkson. That I know. In high school, if I made a play, I was in the cast. I have a decent voice, but I don't have a great voice and I probably don't know how to act. But (laughter) I came to Clarkson and they put on *Guys and Dolls*, and I remember tryouts; there was one woman from Potsdam State, and I don't think she was a student but it was open to both staff (inaudible) and students. And I don't think there were many, but she had a great voice. But the issue for her was she would have overpowered any of the guys because the guys from Clarkson weren't, you know.

That great.

Yeah. So I had the lead.

That's great.

That was first semester sophomore year. That was a lot of work. And, that's when I first started dating my Mark too; so that was a lot of work.

That semester?

Yeah. That was a big semester. But, like one of my roommates said to me, I had to hit a high C in one of the songs, and I always had trouble hitting it, and so Sue said to me, "If you don't hit it, I'm going to say, 'Oh, shit.'" (laughter) So, I didn't hit it. So, it's a serious love song and I'm trying not to laugh (inaudible). (laughter)

So, did she do it?

No. I don't think she did it.

Or, she did it quietly.

No. She didn't do it. I didn't hear her, but I started laughing because I thought I was going to hear.

And you said the junior and senior prom committees (inaudible)?

Yeah. I don't even remember what we did. But we just did stuff; like for senior ball I remember we made these Styrofoam things that had stars or something. Glitter – there was glitter.

This was during the disco era.

Yeah. Right. Seems like our junior one was in the fall because I remember we had the leftover liquor, and it seems to me it was in the fall.

Something that could not happen today. (laughter)

Right. It was fun. I had fun here. You know, did I have bad times? Probably, but I guess in hindsight, I put them out of my mind.

Yeah. I have a lot of things that I was thinking we could talk about. Overall, what did you like about Clarkson? One of the things, obviously, was that you had fun.

Right.

What else did you like about this place?

I could do anything I wanted here. I didn't feel that there were ever any boundaries, you know? And, that's why, I think even in class, I never felt that there were boundaries. I did undergraduate research my junior year. For some reason, I don't know why I did this, I took six courses both semesters my junior year which is your hardest year. And don't ask me why I did that. Plus, I did undergraduate research, which I'm not a researcher but I did it. And I worked with [Professor R. Shankar] Subramanian [professor of chemical engineering]. I was probably one of his worst research people ever. (laughter) He probably thought, "Oh my God. Who is this chick?" But I would say one of the things I had is I was friendly, and one of graduate students was from India, Jay Jayaraj. Jayaraj took a liking to me, and I didn't treat him like he was an outsider, and he was just a friend. And I had this project where we were measuring laser light through fluid; I can't even remember what it was for – different density. And I put hydrogen, I don't even know what I put in, (inaudible) tubing and it disintegrated the tubing and it went all over the lab. OSHA [Occupational and Safety Health Administration] – bad, bad – I'm sure. And it was the same time we had a project due, I had a boundary value test, it was a bad week and I literally had a meltdown. Total meltdown. Total meltdown to the point where it was a Friday afternoon, [and] I couldn't take the hourly. I went to my professor, and I was just off the wall. And he let me take it again, a different test or whatever, and he said it's going to be harder and I said, "I don't care. I just can't do it." Before that people were coming to me and asking me how to do stuff. And that day I just couldn't do anything. I went to see my grandparents in Utica. My grandfather took me to the zoo.

(laughter)

He always used to take me to the zoo. So, it was like, "Yay!"

Your therapy.

Yeah. But Jayaraj cleaned up my mess, cleaned the whole thing up.

And was it typical to do undergraduate research then?

No, no. It wasn't. And I don't know why me. Now that I think about it, I must have been more out there than most people, even a lot of my peers.

And what do you mean by "out there"?

More courageous. More willing to do some things. My junior year I had a job offer from Procter and Gamble, and one from Carrier. Corning wanted me desperately. No, maybe I didn't have an offer from them my junior year, but my senior year they wanted me, and I was engaged, and I was not going to Corning because that's not where my husband was. In fact, to the point where the guy who was a recruiter, maybe he wasn't even a recruiter, but he was up here for the SWE conference, he said to me, "I'll find a job for your husband." And he actually gave me a set of Corning Ware. (laughter)

(laughter)

(Inaudible). My husband said, "Oh, I'm not part of that. No part of that because I don't want go in on your coattails kind of thing."

So, when you're saying you got these job offers junior year, were those for summer jobs, or for jobs after you graduated?

Summer jobs.

And, just backing up for a moment, you mentioned SWE. Tell me a little bit about your involvement in SWE. Whatever you remember.

It's kind of scary [that] I don't remember a lot. I really don't. I know we had the conference up here. And it must have been my senior year. I couldn't have said that until you just triggered something in my brain. It was definitely my senior year. And we just organized this conference, and women came from all over the Northeast. And then there was another time that we went to the University of Cincinnati, but I almost think that was during—, so maybe that was my junior year.

With SWE?

With SWE. And I was an officer in SWE I imagine. And, quite honestly, that's all I remember.

It was a while ago.

I remember the weekend a little bit.

Do you remember why you joined SWE?

Because it was a society for women engineers, and I was an engineer. (Inaudible).

And one other thing I was thinking about when I was reading about your kids [both of whom are Clarkson alumni], and knowing also how involved you've been as an alum – is: how do you see Clarkson is different today as compared to when you were there? Because I realize you have a kind of insider information that most alumni don't have.

I don't know that I see it [as] a whole lot different. I know they talk about how the professors are friendlier.

I didn't know they talked about that.

Now that professors are more hands-on. And I agree that professors are easily accessible here. They were when I was here. You know, they really were. It's a campus, it's small enough that you can do whatever you want to do. And I know my kids felt that way. You could do whatever you want to do. Clearly they didn't—neither of my children—, I guess Bryan worked while he was here and Beth did a little bit. But they didn't need to work, so that was different for them. Bryan never asked me for money though, ever. I think one time I gave him money because I knew he just didn't have any. So he was a saver. He still is the saver. My daughter got money from us. But she still worked, and she still had good jobs and she still saved money. So, I know it wasn't until the end of the year that I had to give her money. I don't know that I see—it's obviously on the hill [campus and] there are more women but there are still not enough women. I always worry about that. Brian Grant [Clarkson's Dean of Admissions], I sent him an e-mail earlier this year, because oh! I was recommending somebody for a Holcroft Scholarship. So, I sent him an email, and he wrote back, "By the way, the number of women is up." And I didn't even have to ask. And the reason why I laughed is because he knows I always ask. So I don't know that it's different. I think the social life is a lot different. We were able to drink, and that was a lot of the social life. Some of the clubs that are here today, were here back then. I didn't even know it; like the Outdoor Club. I didn't even know it was here when I was. There's probably more diversity in clubs, maybe a little bit more, but I don't think a lot more. I just think I didn't use them back then so I didn't know they existed. If I go back and look in my yearbook, I don't think it's a lot different. I really don't. I mean, other than it's all on the hill.

Right.

The fraternity/sorority life was a big part of our lives back then. So, that's different too.

And you weren't part of a sorority?

I rushed a sorority and went through bid night my junior year, and the friends I'm with this weekend [at their 30th reunion] were in that sorority. And I thought, "Why am I doing this? I'm a junior. I don't need to do this."

And why did you decide to rush?

I don't know. Yeah, because my friends were in it.

Which sorority?

Zeta. And at the same time, oh no, she did the semester before that. One of my roommates, who's a very good friend of mine, rushed and pledged Alpha, and joined Alpha. So then she had the whole culture with the Alpha.

It's interesting. And, switching gears here for a moment, not that we can't go back to the other stuff, I know that your first job when you graduated was at General Foods. How did that come about? Because obviously you were a wanted person.

Because I was getting married. I got married three weeks after graduation.

Happy Anniversary.

Thank you. Thirty years. My husband was in Fairfield County in Stamford, so I had to narrow my search. So I remember, actually I had a job interview down in Texas and I think it snowed, and I was going to go on the job trip because I figured it would be great experience. And it snowed, and I said, "Forget it. I'm not going." (laughter) And, then I never went. But I had four job offers when I graduated. Two of them were through campus interviews, and two of them were through referrals, through people my husband came to meet, people at my husband's company who knew people.

He was already there?

He was a year ahead of me. So the job at General Foods was actually through that referral. The networking thing. General Foods was interesting because my boss was a guy, his boss was a woman, [a] Swedish woman, and then his boss was an American guy. And Stan was the big boss. And all my projects were a lot of research based type things. I did a lot of library research. It was boring; I got a promotion after 11 months, but I was bored out of my gourd. It was physical chemistry, it wasn't even engineering, and I kept on saying, "You know, I want to do the extrusion process product." I have to admit I wasn't a hands-on engineer really; I wasn't. I was a really good book engineer. I don't know that I was a great at hands-on.

You mean when you were in college?

Even in college, because I'm a woman. I'm not a tinkerer. I never was a tinkerer. My daughter is a tinkerer because she will do stuff with my husband.

And she was in mechanical engineering?

She was mechanical. But she's not a real tinkerer, but she figures things out. I'm much more of a book person. Well actually, my son's more of a book person too.

And he's also a chemical engineer?

He's also a chemical engineer. So I went to this one job, and I really wanted to do some of the engineering projects, and I kept on asking and they kept on telling me, and Stan would always come and talk to me. Stan would say,

The big boss?

yeah, the big boss, “Cindy, when I got out of school, I carried bushels of sugar at General Foods.” “Okay, Stan. Thanks. Alright. Fine.” And he would say to me, “Well, Terry didn’t do it. She did it your way.” I realized at the time they were making me into the new Terry.

And Terry was the Swedish woman who was two up from you?

Yeah.

Okay.

I was the new Terry. And Terry was the golden girl. I was the new Terry.

So you were being groomed?

I was [being] groomed, but they still wouldn’t let me do what I wanted to do. So, finally, I met Joan [Matranga, class of 1974]. I met her because she was playing tuba at the RPI game, and she met me, and I was a chemical engineer and she was so impressed with my—. She asked me my grade point average, I told her, and she was like, “Oh wow! You’re really smart.” So, I started talking to her, and she was so great. I said, “I’ve got to get out of here. I’m so bored.” And she got together with me and helped me write my resume. And she said to me, “I don’t think there are any jobs at my company for you, but come on over.” And that was Stauffer Chemical Company, and I went over [there]; she introduced me to the guy in HR, and he was hiring sales people. And I said, “I don’t want to do sales. I want to do engineering, but I don’t want to do sales.” And plus I think the sales people got trained and then they were put wherever, and I was married and that was an issue because my husband couldn’t get up and move. So he said, “You know what? There’s one guy who’s trying to hire somebody who I think you’d be good for, and he wants to hire somebody but he doesn’t want to pay the money for the experience that he wants.” So, he took me over to introduce me to this guy. And he wanted somebody who was a liaison between research, manufacturing, marketing, and sales. And they hired me.

You were, like, 24 years old or something right?

I was 23.

Great. Wow.

I was 23. I was 23 and not even a half when I started that job. And I started that job and I did really well there. I did pretty well there. I presented stuff. Actually my son was born in ’81—. I went back to school to get my MBA, found out I was pregnant, like, my second semester. I wasn’t expecting it. I wasn’t going to get pregnant until I was 30, and I was pregnant. I did well, and I was working with the pharmaceutical (inaudible) business, commercial development. I was going to get a promotion; I was scheduled for a promotion before I went on maternity leave. And I also had it set up so that I could work part-time when I came back from maternity leave. And we had a reorganization, and the day they had the reorganization, I went into labor. I went into labor that day. I wasn’t at work, but I knew what was happening so was like, “Okay. This really causes....” So, I had the baby, and then, I remember we had a new big boss. And this big

boss said, “What do you mean you’re working?” I was interviewing, and he said, “I’ve heard great things about you.” And I said, “Yeah. I’m excited but I’m going—.” He told me about my promotion, and then he found out I was going to work part-time, and he took it back from me.

Wow.

So I worked part-time, and of course I worked my butt off, and then it didn’t last very long. I went back at six weeks, but while I was working part-time—, things happen when you’re not there, and it’s not like the communications that we have today and you couldn’t stay in touch. So, I kind of felt like the world was going by me and I was out of touch. So, I came back full-time.

How long after that?

Maybe six weeks, maybe two months. It wasn’t long after the six weeks, so Bryan was probably three months when—. And, I did that, and I did some major projects and was presenting to the vice-chair and I got promoted.

And what were you promoted to at that point?

I don’t even remember. I don’t remember – manager. I really don’t remember. Isn’t that awful? I don’t remember. I just remember I got promoted.

And you stayed at Stauffer Chemical for four years, right?

I started in fall of ’79 and I left in August of ’83. And Stauffer went through some major layoffs and I was getting my MBA still; I took a little time off when Bryan was a baby maybe. You know what? I must have taken only the semester he was born off because,

Oh, you mean from your MBA?

yeah.

Yeah.

So, I was also doing that. So I must have only taken the semester. Well, maybe I took two semesters off. But I remember I used to breastfeed him at night and in the morning. I used to breastfeed him like at ten at night after I came home from classes. No, I did take classes when he was young the spring semester. The reason why I can remember that is I was in the choir at church. One night my husband had him on the rocking horse; he was six months old. Mark said, “Look Cindy! He’s holding on all by himself.” And you know how babies arch their back and do that?

Yeah.

Crash! On the floor. So, I was always worried about a concussion. Well, he didn't have a concussion, but the next night he had this huge hematoma on the side of his head. And we had just bought him a hat, and I remember thinking, when I came home from work that day, "Wow! He's looking older." And then I went to choir practice and this girl down the street watched him, and I came home, and I looked at him and said, "Oh my God, what happened?" He fractured his skull. Oh! Lost hearing, like voice range hearing, we didn't know that for a long time. But, so you know....

You were talking about going part-time for your MBA. Let's back up for a moment – how did you decide to get the MBA?

Oh, because when I was at General Foods, I was going to get a master's in chemical engineering. And I did take at least one or two courses, and I had some course credits from Clarkson because I had doubled up and I had taken some graduate level courses here. So, I had some course credits and I could have gone. And I took one or two courses, and then I think when I changed to Stauffer, I realized I was more in the business side. My husband was also getting his MBA now that I think about it. So maybe that had some influence.

From University of Connecticut?

Yeah. Part-time.

And the switching from the engineering side to the business side, I realize most of your career has been on the business side of things – was that sort of a gradual thing?

No. Actually my advisor, I saw him once when I came up here, and he said, "I always knew you'd be on the business side."

Who was your advisor here?

Joe Estrin. And he said, "I always knew you'd be on the business side." And I think part of that was the fact that I had that management thing. Even though it was early, I was probably a manager. I was more of a people person. I liked that side of things. I wasn't probably as strong technically. Although, one thing too, I will tell you this – all of my professors senior year wanted me to go into research. All of them. And I'm absolutely convinced, you know why? Not that I would have been a great researcher; [it was] because I was a woman, [and] it was a safe place to be.

Wow.

I'm absolutely, positively convinced of that.

A safe place to be meaning what?

Relative to being in a factory. It was protective, and not because of danger but because of the environment. You're not out on the floor; you don't see the pin-up calendars. I really do believe that that was one thing that they did that was kind of sexist.

So that's what they were protecting you from?

Right.

Seeing the pin-up calendars.

No, I don't know the pin-up calendars.

But, I mean.

They probably thought I'd go in research and just stay in research all my life.

Surprise!

Yeah. I really do think that might have been one sexist thing. I wasn't a good researcher. I don't know why they thought I should do that. But I remember Cooney and Estrin, and I don't remember if Subramanian did, but they all encouraged me to do research. Maybe [Professor R. Shankar] Subramanian didn't, because he probably knew that I wasn't good at it.

Because you had already done research with him. (laughter)

Screwed up the whole lab. (laughter) So, I think I was always destined to go that way. Would I still take chemical engineering? Hands down, yes. Absolutely.

Why?

No question in my mind. Oh, (laughter) when I was, how old was I? 1995. I was a senior director, I was in the lowest level executive at Bristol, [and] my boss would still introduce me as, "And she has her engineering degree."

Wow. So it still mattered almost 20 years after you got your degree?

So it gave me a certain credibility. I also think it taught me how to think in a different way than I probably would have.

What's that different way? I know it's probably second nature to you, but I'm not an engineer.

I don't know what it is. I think probably to be more analytical about things, but yet try to figure out how to solve a problem. Most engineers don't discover anything. They go in and they solve the problem. They make things work. And that's kind of what it taught me. Even though I'll

reiterate again, I was probably a book engineer not a hands-on engineer. But, still I think that was...

It was still a method of thinking.

right. It was a method of thinking. That's what I think. I don't know if it's right or wrong, but that's the way I've always thought. So, no one was surprised I went into management.

So okay, so going back for a moment: Stauffer Chemical, getting your MBA part-time at night.

Oh, okay. What happened at Stauffer was they started letting go people every paycheck. And I sat at one meeting with this guy who is the president of our division, and he said, I don't even remember how he worded it, "And so we're getting rid of Claire." And what he described was my job. But he got rid of somebody else. (laughter) So, I'm like, "Did you get the women mixed up or what?" Really, I'm serious. I'm like, "Oh my God!" So, I had four courses left on my MBA. And I had great bosses at the time. So, I went to my boss, Fred; he was a good friend of mine too. I went to Fred. I said, "Fred, I really want to take a leave of absence just to finish my MBA. You know, it's really discouraging to be here. I've got four courses left. I'll just be done." And he said, "Don't quit work. You can do schoolwork here."

Wow.

So I did the four courses. One of the courses was business law, and I got in a group of people and we each did a case. And then you prayed to God that when you raised your hand on the case that you had (laughter) that the professor called on you because you didn't know the other ones. You didn't know it as well. And so I got through, and I actually did not work at work because I felt guilty about working at work. Bryan wasn't two. And I just did it. I don't know, you look back and you think about what you did, and you just did it. Somehow you did. One of the companies that I worked with on a commercial development project was Bristol-Myers.

Uh huh.

Bristol-Myers was in Syracuse; we were from Syracuse. And I was working with this woman on a project, and she said to me, "We're looking for a sales person. Would you come up here?" And I said, "No." I think I was up there; in fact, I know I was. My brother-in-law got married. I went up and called on them. And they said it to me, and I said, "No." I said, "No. I can't do it. Number one – Mark and I will never find a job in Syracuse together." So, on our way home from the wedding, driving back to Connecticut, I said [to Mark], "Maybe I should apply for this job." So I did apply for it. I was offered it on the spot. My husband was commuting to Long Island from Connecticut at the time. He traveled a lot anyway. And so we just decided that it would work. We'd make it work. And he was traveling anyway. His company didn't care where he lived.

So he stayed with the same job?

He stayed with the same job. And he would come down. I don't know how we did this either. If he came down to Long Island, he stayed with college friends of ours, or he would stay at the Y in Stanford—in a men's room. So we just made that work. And then, I took that job, and the guy that I worked for there was the biggest, male chauvinist jerk guy that I ever knew. And I knew it even before I took the job. But I wanted to come back to Syracuse. And it was just [that] Karl [my new boss] taught me a tremendous amount. And I know he really loved me and respected me. You know, I was his daughter. I was successful at a lot of things that I did because these older men especially, they would think I was [like] their daughter and kind of nurture me. And, even my customers, because I was selling (inaudible) pharmaceuticals. I had one guy who when I was pregnant for Beth, I'm [in] downtown Manhattan, I'm on a business call, I'm sitting across the desk from him, I think I'm going to throw up, but I stayed in the room, and I'm by myself. I stayed in the room, and this guy is the Director of Purchasing for Pfizer Corporation. I mean, a big company. I'm sitting there, and I'm trying not to get sick. So, the next time I saw [him], he saw I was pregnant, [and] he said, "I knew it! That day you sat across from me, I knew you were pregnant." (laughter) "I could see you were just dying there." He was a tough; I mean, he was tough. Like, the industry used to talk about the industry; everybody couldn't get along with this guy. I got along with him. I looked like his daughter, and I could relate to people. I don't know how. Because sometimes I don't feel like that I relate to people so well. But somehow with that I just did.

And when was your daughter Beth born?

'85.

'85. I'm thinking in terms of timelines.

Yeah.

So you started at Bristol-Myers in '83?

Yes. I was pregnant when I started and had two miscarriages prior to getting pregnant with Beth.

I'm sorry.

That's alright. At the time it seemed devastating, but it was fine. It worked. And then I had Beth. So she was born in '85. I was working for Karl then, and I remember Karl saying to me once, "Are you on the mommy track?" And I said, "I'm kind of halfway. I'm kind of in between." I wasn't totally on the mommy track, but I wasn't totally on the career track either. So in 1988, Mark decided to go back and get his PhD, and I was doing very well and he had never worked in Syracuse. He had another job. He was traveling. He was doing sales. He's not a salesperson. He wanted to get back to the technical. So,

So, he wanted to get his PhD in chemical engineering?

yes, so he applied at SU [Syracuse University], U of R [University of Rochester], and Cornell. Cornell accepted him in the master's program but not PhD program. But he went down there,

and I became the major breadwinner of the family. And I used to tell him all the time, in my career I never got good raises because I was the second breadwinner, or the second one. My husband, when my son was born, got a raise, just because. And I always got the great performance reviews and then the mediocre raises. I always did feel that was because I was the woman and I wasn't the major breadwinner. So, on the other hand, I've always earned more than my husband until this year. In the whole thirty years we've been married, I've always earned more money than he did. Now, it's the other way. (laughter) So I really made a big deal of it; I was the major breadwinner. And I started traveling internationally more.

So I know you were rising up in Bristol-Myers; by 1988, where were you in terms of your job?

Job level?

You started at sales in '83?

Yeah, and I was a manager. I think in 1988, I was a director already. I can't remember exactly, and I'll tell you how that career path happened because this was also a chauvinistic kind of thing. I always worked for a manufacturing division. I didn't have the hands-on chemical engineering, so I talked to the president of my division, who I eventually ended up working for, and I talked to my boss, and I said, "I want to go out into the plant. I want to get engineering experience. I want to work out in the plant. And I'm willing to do that [to] broaden myself." So they talked about it, and then the Vice-President of HR came to see me. He was the same guy that, by the way, said to me once, "I don't know why we give medical benefits for maternity." "Okay. Thanks. Alright. I don't know why either; you just do." So they came to me once and said, "You can go out into the plant and take a demotion, and we don't guarantee that you'll ever come out. Or, we'll give you a promotion to Director of Sales." And that was before Mark went back to school. So, I had to—; I don't remember the timing exactly. So I became Director of Sales.

And what did that mean to be Director of Sales? What kind of responsibility?

Worldwide responsibility for selling both pharmaceuticals to other pharmaceutical companies from other brand companies, like we sold mylan to Smith-Kline Beechem, or Smith-Kline at the time, to selling penicillin into factories in China.

So you were traveling around the world?

I started traveling around the world when I became director. When I started at Bristol, I was manager of market South America. In South America, I went down there in the spring of '84; meanwhile the first time I ever was on an airplane was my first job interview at Procter and Gamble in Cincinnati. So, I wasn't brought up—, five kids, we went to the Adirondacks, we went to hockey, we brought my brothers to hockey camp. We never went anywhere on an airplane. So it was the first time, and I don't even think I had ever been to New York City. I hadn't been anywhere; I was brought up in upstate New York [and] went to school in upstate New York. When I graduated, we went and lived out in Fairfield. So I started traveling internationally. Mark ran the household because he was getting his PhD. We had a live-in nanny

at the time, at least through the first couple years. I guess by the time Beth went to school, we didn't have a live-in nanny anymore. So he ran the household. And I had the career.

And how did that work?

It was fine. It was good. It was good for me because it helped me become more of a career person. It helped me get to the next level. It opened my eyes to a lot of things. Obviously I had good business sense to begin with. Otherwise, I wouldn't have been successful. But it opened a whole new world to me. Beth had chicken pox when I was in Japan once.

Ugh.

She had chicken pox in her private parts, and Mark's calling me, but the kids always wanted their mom even when they were sick. (laughter) That is true, and I wasn't even there and they wanted their mom.

And we merged with Squibb in '89 I want to say. I had two guys that worked for me in Japan. They were Japanese. Fujita was a different kind of Japanese man. He didn't drink. Although I went to piano bars with him, and the women never knew what to do with me. (laughter) They were kind of looking at me. His wife was a council person in Tokyo. So he was a different kind, so he was okay with me. His guy worked for him; I think he never quite knew how to take me, and he never liked Fujita either. He used to try to do an end-around on me. But I used to go to Japan at least twice a year while those guys worked for me. And they probably worked for me for three years. I did business in Japan. People used to say, "How do you do business in Japan?" And I do know the reason why I did business in Japan was because I was Mrs. Greene, and I worked for Bristol-Myers Squibb. I have no doubt in my mind the fact that I worked for Bristol-Myers Squibb gave me instant credibility. Instant credibility. So I did that.

And so how long were you Director of Sales, traveling around the world?

Again, I can't even put it together. I don't know if my resume says.

Yeah. I could look.

I was Director of Sales, and I had staff. We weren't big. There were like five of us.

I see Director of Biochemical Sales 1988-92, and then Director of Sales and Sourcing Biochemical Division '93-'95.

Okay. My boss got let go in the beginning of '93. When he got let go, I took his position. He was the vice-president; then I got his position. Actually, I had Sales and Sourcing. We sold to companies who were also our competitors, who were also our sources. Because I had relationships with these companies, I ended up being responsible for some of the acquisitions, the sourcing. I was pretty good at negotiations. Karl taught me a lot of that. I became pretty good at it. I could play the tough cop, and really well.

Define sourcing again.

I never did purchasing, never like, okay – we need ten widgets.

Right.

I mostly did contract negotiation, going out and identifying, knowing the marketplace, knowing where you could get stuff, knowing what price you need to get it at, and going out and getting it.

And so, on a very large level?

Yeah. A very large level. Hundreds of millions of dollars. And part of my success there was because, again, I worked for Bristol-Myers Squibb and we had the capability to do some things internally. So a lot of our decisions were make versus buy. So I could negotiate a lot better because number one – I knew the competitors' costs because our costs were similar, and I knew what it cost them to make it. So I knew where their thresholds were. And number two – I could also threaten that we would make it internally; we never would have. But I,

You could use that?

I could use that.

Right.

So I did a lot of that. I used to have the title of the Queen of Penicillin worldwide.

(laughter)

Yeah. I've been dethroned. I have a friend who's now the Queen of Penicillin. "Cindy, you're not the Queen." So, I had some strategy type people who worked for me too. Then we went to New Jersey, and after a period we were always reorganizing. I had the same boss probably from, let's see, '83 I started – probably from '84 to '93 I had the same boss, Karl. And actually when he left, that was a good time for me because I could come up. I could blossom. He was really, really smart, and he was really good. He didn't get along with people well. I could get along with people. He didn't get along with people well, and I think a lot of people used to say to me, "Well, we know you do it instead of Karl." Even higher-ups. On the other hand, Karl was really good at what he did. But I made him look good.

Right. Because you had the people skills he lacked?

Not only that, I made him look good. So, when he left, that was great for me because he wasn't above me anymore, and so I reported directly to the president of the division. And I just could blossom. So that was a good thing for me too. But of course, the president of the division, who again really was very supportive of me, he's the one that introduced me as, "Cindy Greene, she's the Senior Director; she has her engineering degree."

And, after that, I see in '95 you became the Senior Director of Strategic Sourcing.

And the sales group still reported to me.

Okay. Throughout all this extensive travel. And then Senior Director of Franchise Development, Oncology/Immunology Division – how'd you get that? How did that happen?

I networked and got it.

(laughter)

I did. I wanted the position. And I knew the product they were primarily concerned about, it was life-cycle managed. I knew a lot about the sourcing. I had done a lot of the contracts. I knew a lot of stuff. And so they knew my capabilities.

Also, Bristol had a generic effort; this is back in '95 when, or '93/'94 – so when was Clinton in office?

Starting [in] '93 – January of '93.

Okay. So, when everyone thought the doctors weren't going to become important, and generics were going to become important because they were going to change health care reform. So I was co-chair of the task force to kind of force the company into generics more than they were. They actually went out and hired a whole division. They weren't successful at it.

You tried.

I tried. So I had high visibility from that project and from the Glucophage project. And because I was responsible for sourcing Taxol, which was our big product at the time. So I had good visibility in the company. I wasn't in the primary business; I was in tech ops. I was in the manufacturing division.

Tech ops?

Technical operations.

Okay.

So this position opened up in oncology, and I heard about it, and somebody said, "You should go for it." Nobody ever leaves tech ops to go to the marketing division. Ever. Never.

And why?

It just wasn't done. I don't know. Maybe because marketing divisions mostly were from the ground up. The marketing/sales people. Mostly. That's why. Mostly it was from within.

Not a lot of cross-pollination.

And there wasn't a lot of cross-pollination, and this was a time, too, [that] people were talking about cross-pollination, how to do that. I was also probably at the top of my game in tech ops because I didn't have the technical background, in the manufacturing background. So I was probably at the top of my game there. So I went out and I talked to people that I knew had influence within the company. I went out and networked. Whazoo. And I got the job. But I will tell you. I got the job, and the day the guy offered me the job, we were at some senior management get-together down in Florida, my future boss, John¹, said to me, "I think you can do the job." So he never thought I could do the job. It was a tough job. And it was a big stretch for me. As much as I talked about earlier how I was a risk taker, in my profile I'm not a risk taker; it was a position which I went from a place where I knew everything to knowing nothing. Nothing. I can't even remember how many staff people I had. I had six (maybe) directors who reported to me. And, before I went in, John told me I had to get rid of two of them.

Had you ever done anything like that before?

I had never (inaudible). Yeah.

Not on the first day probably.

No, and guess what? One of them is still at the company. He just was in the wrong place and misunderstood, and he was tough. Oh my God. He was a pain in my ass when he worked for me, but by the end I really respected him.

I went over there, and John was on my back all the time. I just couldn't do anything right. Just constantly on my back. In hindsight, John pushed a lot of women out. A lot of women out. And smart women, and he had that rep for doing that. He [was] also [a] brilliant, brilliant guy. Brilliant guy. Little bit older than me. [He] was a golden boy who was head of the biggest division. I remember one weekend, coming in, and I said, "Hey, John. How was your weekend? What did you do this weekend?" "I read through the ASCO book." And it's about this thick. (laughter) "Oh. I had fun with my family this weekend." (laughter)

ASCO – American Society of Clinical Oncology?

Yeah.

Okay.

Yeah. They had all the abstracts. I read through the ASCO abstract book, and I'm like, "Okay, John, get a life."

(laughter)

¹ This is a pseudonym.

So we didn't quite agree on those kinds of things. And, oh! One of the reasons he hired me, and he said this to me when he hired me, "I'm hiring you for your frankness." Because I was very frank and I told people what I thought. I probably told John what I thought a little too early in my career, in my relationship with him. He was a lousy manager. Really bad manager, and I told him. I shouldn't have told him in hindsight. So I was stupid. Because I don't know, and maybe this was the mother in me – I felt like this was my job to help him be a better manager. Because he was great and could be even greater if he just got some people skills which he didn't have. But if you talked to him, you would never know that; only if you knew him, he could be so motivational and so inspirational, like in a setting where's he's speaking at people. But on a one to one level, he was awful. Awful. So, I started there in February, and that following summer they came to me and offered me a different job, still in this division, working for another guy. It was a demotion, working for another guy, Tom Ludlam, who I got along with great. He'd been in the generic side when I did that generic thing, and then he went to the UK, and he and I always talked about how we could work together. I was even thinking about going to the UK to work with him. They were starting a European effort and he wanted me to come, and so I would've worked for him. He and I talked about how great it was. And I was willing to do it. But then they vested all my stock, and it was worth a lot of money, and I went home and I said, "I can't stay." What I was talking about doing is, "I'll stay until they vest; I'll have another year of vestment. Then I'll leave." And, they vested all my stock, and I said, (laughter) "I'm out of here." So, at the time, oh! At the time, I can't even remember the name of it. But it was essentially a management mindset that if you say you're going to do something, you'll do it. Regardless if it's the big audacious goal or whatever, you'll do it, because you said it. And things happen, and if you're not successful, it's you that makes you not successful. It's not the environment. We moved back to Syracuse. Mark had been finishing up his PhD, before we moved to New Jersey; we moved to New Jersey in '95. Before we moved, when I stopped working, we said, "Why don't you look in see if you can come back to O'Brien and Gere?" And,

Now, actually, I'm a little confused; let me go back. So, you moved to Syracuse

In '83.

in '83 when you started at Bristol-Myers.

In '95 I moved to New Jersey.

Okay. And why did you move to New Jersey then?

Bristol.

Okay. Because that's where you were taken to. Okay.

And they moved all of us.

Okay.

All that were in that kind of function.

Okay. And so it was in '99 when you were done with Bristol that you wanted to move back to Syracuse?

And I remember at the time thinking, "Well, maybe I did make this happen. Maybe I did because I wanted to move back home." So that was kind of funny. And so we moved back in February. Mark started a job in January. So we moved back in February. Mark worked in Syracuse.

February of '99?

Yeah. Excuse me, 2000. Mark started in January of 2000; I moved back in February of 2000. So Mark worked in Syracuse. And, when I'd left Bristol, I was really known in the API world; I had a friend who was doing API intelligence.

Right. That's API?

I'm sorry. Active pharmaceutical ingredient.

Okay.

The stuff in the drums that makes the tablet.

Okay.

And there's a whole industry that makes all that stuff.

Okay.

And it's different than the tablet makers. It's essentially the chemical part of the industry, or the biological part too because some of them are biologic. So she came to me in October and said, "Would you work for me part-time, 20 hours a week?" And I said, "No." Or, consult. Consult – I said, "No." So then she came back to me in February, oh! And you know what I was going to do? I was going to go to work for not-for-profits.

And why did you decide you wanted to do that?

Because I felt like I wanted to give something. And I was going to work for money; I was going to do that.

Right.

That's what I toyed with. I never even pursued it. I never even looked at it. So in February, Jean came back and said, "Come to breakfast. I'm in New York; come to breakfast with me. Will you work 20 hours a week?" I said, "No. But, I'll work 10."

(laughter)

So then I started consulting for her. Then I started consulting 20 hours a week, and it kept on building up. And then I got a staff position; I was still consulting. I got a staff role. I ran the research and data teams. Then, it just kind of—, and so I got back in. I was working full-time again. What time is it?

What time is it?

Oh my gosh.

4:15.

Okay. This is Laura Ettinger back again with Cindy Dowd Greene. You were talking about how

how I got working full-time again.

Yeah. A staff position.

Oh! Also, at the same time too, when I moved back to Syracuse, I started volunteering. I was President of the Alumni Association. When I was traveling all the time, I was a senior director, we moved to New Jersey, and my kids were young.

So in '95/'96, you were President of the Clarkson Alumni Association. How did that come to be?

I was the first woman, and I was kind of the token woman. I mean, I had the leadership capabilities. I have no question about that. But it's kind of an interesting place. When I got into the Clarkson Alumni Association, I got involved because Don Dangremond [Clarkson's Executive Director of Alumni Relations and later Vice President of University Relations in the 1980s and 1990s] approached me to be involved.² And one of my first things, and I know some of the guys loved me because I did this, but Clarkson's motto is "A Workman That Needeth Not To Be Ashamed." So, I went to an alumni council meeting, and I had talked to other people, and there were even other women on it, and I made this big proposal of the Bible has changed to "A Worker that Needeth Not To Be Ashamed," why can't Clarkson change their motto? And I was absolutely shot down. Absolutely, positively, almost unanimously shot down.

By whom?

By all these other people in the alumni council; the Executive Board. And I was just so flabbergasted. I couldn't believe it. I couldn't believe it. It just blew my mind. That we're still "A Workman That Needeth Not To Be Ashamed." But things like that bother me. That one

² When reviewing this transcript, Dowd Greene explained that she originally became involved in the Alumni Association in the 1980s.

obviously I got over. Clarkson, for a long time, in fact not too long ago, would send—. One of my classmates passed away, [and] I gave money toward a scholarship in her name for women. Mark got a letter about how he made this pledge. I called up the placement office; Clarkson forever would put stuff under Mark's name. I would sign the checks. I was the one that was working. I was the one that met the match, and they put it under Mark's name. Despite that, I still went ahead with—, (laughter) every so often I still get pissed. There's something they always do. [In] another case – Upstate Foundation, I'm an ad hoc member of the Foundation Board. I get letters from there addressed to Mr. and Mrs. Mark Greene. I'm like, "I go by Cynthia Dowd Greene. I'm on your Foundation Board. How can you mess this up?" (laughter) I'm like, "How can you?" I know when I gave my donation, I put my name as Cynthia Dowd Greene and Mark Greene. I know.

With big donors they shouldn't mess that up, right?

Yeah. Yeah. I'm not a big donor up there. But, you still you shouldn't mess that up.

No.

But that's kind of funny. But, now that I think about it, the guys who were ahead of me, Jim Wood, and Al Vines, Sandy Ginsberg, they all really came after me to do it. I think when I first got asked, I might have said, "No. It's not right. Not right time of life."

To be head of the Alumni Association?

Yeah. But they all went after me to do it. And you were third vice-president, second vice-president, first vice-president, president. So, I mean, it was not a short turnaround here. Although I followed in some great footsteps, some guys that are really active, very respected. So that was good. And Clarkson became part of my kids' lives. Bryan and Beth came up here and trick-or-treated because there was an alumni council meeting. They would go to the Dangremonds' [house]. And they remember coming, and they always look at it fondly. So that made it easier too. So, my kids, until they were in junior high, were going to come to Clarkson. Then once they were in high school, "No! Not coming to Clarkson. No. Not doing it." But they both ended up here.

I want to go back for a moment. I realize your time is very short right now, right?

Well, I can be a few minutes late. It's the admissions thing.

Okay. I want to go back. You were at Newport Strategies; you were a consultant and then on staff, and at the same time you were at Newport Strategies, you were also forming this

Oh, yes.

partnership.

Right.

Rondaxe Pharma – can you tell me a little bit about that?

It wasn't my idea. It was Jeff Evans' idea. I never worked with Jeff. They were all ex-Bristol people, and I had worked with all of them except Jeff. And they formed this team. Another woman and I were the only senior directors in this group. I had different skill sets than they did. They were more technical.

Were they all engineers?

No.

Or science?

Science. Jeff, Rich, and John Dillon were all PhD chemists. Darren was a BS chemist, MBA. Ann and I were both ChemEs. So we worked on the company, worked on the business plan, we did it, [worked on] my porch, [in] Darren's apartment. We got together, and we just did it. Ann got severed from Bristol, so she started at part-time. Rich had retired, so they started at part-time. Let's see, [in] November of 2004, I went to lunch with Ann, and Ann was talking about becoming a personal shopper because (laughter) she didn't see this company taking off. Then, Jeff got severed from Bristol. So Jeff joined in January 2005. So they started getting momentum, and Jeff came with a lot of contacts, and they got some momentum. So Jeff wanted to push Rich out, who is retired, and so they brought in Darren and me; there were six of us originally. So there were four partners and one had retired, and one was still hanging out there, and then we told him he had to make or break by April, 2006 and he said, "Okay. See you." So, I was in that partnership and oh! When I joined that partnership, [I decided] I'll work 10 hours a week. So I only like eight percent of the partnership. (laughter) But they set it up in such a way that once I worked 40, I was equal to them; even if they worked 50, I was equal to them. And then, I was still consulting for Newport; if I started there in October 2005, I was still consulting for Newport through, I think, December 2006 even if my resume doesn't say that. Minor.

Yeah.

Minor amount. No, it couldn't have been that late. Maybe it was. I don't know. I might have screwed up a year there. So I got involved with this partnership.

How was that? So different from what you done at Bristol-Myers, right?

Yeah. I came in there, [and] I was the one with the most business sense. I came in and said, "We need to do this." I brought a level of professionalism. I was pretty well-known in the industry. That was a coup for them to bring me in. I was good at negotiations. I'm good at follow through. If I say I'm going to do something, I do it. I was more behind the business and following up; to me it was more important to follow up. So, toward the end Chris, oh! Oh, yeah – the CEO thing. So what happened is we went, Jeff and I went in, in the summer of '06 Jeff and I went and called on a customer in Buffalo. And this woman introduced us to a company called Firstwave, and this company called Firstwave was trying to start an oncology company, and I met this guy, and he

said, “We’re looking for a CEO,” and I said, “You know what? I know some people in the oncology world.” Because that’s where I came from; I mean, I didn’t say that to him, but I knew people. So I thought of a couple names that he should [contact], and so they came back to us and they said, “We want you to be the CEO.” Me. Jeff was blown away by that because Jeff thinks he’s the business guy. Really what they wanted is they wanted a CEO for free.

Ahh.

Okay? So they wanted a CEO with oncology background. I had that. I was low cost. And Rondaxe and this other company became co-founders. Then I said to my partners, “I don’t know that I really want to do this. I don’t really know that I want to work as hard as a CEO would have to work. I’m working here; I’m working 40-50 hours a week. I’m happy with that. I don’t know that I want to do that.” And I said, “It’s up to you. If you guys want me to do that because you think it will better Rondaxe, I’ll do it.” So they all wanted me to do it. They voted [that] they wanted me to do it. So I did it. And quite honestly it didn’t entail a lot because they were really driving it, and I brought the oncology background, some networking for them, people to help with some of the legal stuff, and things like that. And that’s really what I brought to the table. But then, as we started working through an agreement of how I would phase out of Rondaxe and go towards this other company but,

Firstwave?

yeah, well it was called PDT Ventures. We were acquiring a product, so I was helping them with that too. I was working maybe five to ten hours a week, maybe – not even. Not even. And then my partners wanted me out of Rond—they didn’t want me out of Rondaxe. We started negotiating the deal of how I would exit Rondaxe, and they would get co-founders’ shares and PDT. Maybe I made some missteps because I misunderstood who was fighting me there. But it turned out that I bent Ann’s nose out of shape, and Ann and I have been friends for a long time, but the company said to me, “We really want you. We don’t want care about Rondaxe.” And Rondaxe wasn’t bringing that much to the table anyway. It was me. But because Rondaxe paid me and I still had a job, they didn’t have to pay me. You know what I mean?

Right. They could get you for free.

So they got me for free. I wasn’t trying to say that they didn’t deserve shares because they had supported me, and I said that all along. Like Bryan said to me once, “Why didn’t you just walk out the door and not worry about them?” And I said, “That’s not fair to them because they supported me to do this.” But I said, “I do deserve more shares because number one – I know I’m going to be working really hard.” I said that to Ann, and that wasn’t the right thing to say to Ann because she always feels she works hard, and she does work hard. So it turned out this PDT thing, we were off again, on again, off again, on again; we were acquiring this product. So it fell through. It pretty much fell through. My partners already had this mindset of where they were going without me.

So you were done?

So they invited me to leave. And I said, “Okay. See you.”

And then, when did you decide to start A Little Frill?

(laughter) November.

And when did you leave Rondaxe?

I left in July. I still do my volunteer stuff. I was co-president of the Advocates, I was still doing Clarkson stuff, I do Rondaxe Lake stuff, I do YMCA’s stuff, and I still do a lot of stuff on the side. And so, I left in July, and a friend of mine makes jewelry beads. She does torching, and she does bead work, and she had a craft show and I helped her do it. And she’s—, which side of the brain? I always get this confused.

I know, right side and left side of the brain. I get this confused too.

Oh, good. I’m so glad to hear it.

(laughter)

I’m sitting here thinking, “I’m an intelligent person, and I should be able to remember that.” But I don’t know which it is. She’s the opposite side. She’s more the creative side. So we saw these giant stockings, they were six foot stockings, and another woman at this craft show had these and tree skirts. And I said, “I could make those.” I know how to sew. “I can do that.” And I was going to make tree skirts, and then she had these buckets; they were kind of cool, and I said, “Oh, I’ll start a business. I’ll do that.” And I was talking to my sister-in-law, and she said, “You know what. I love those stockings. They’re just too big. You should make a four foot stocking.” So I started making four foot stockings. And they’re stockings made out of decorator material, not Christmas material. But they’re Christmas stockings. So I made twelve stockings, and of course, you can’t start anything small, right. I go out and buy all this crap. We go to New York. I buy more crap. And I made twelve stockings and I sold fourteen. And, so then, this past year I’ve been gearing up. So I had my first craft show last weekend.

How did that go?

Bombed.

Oh. (laughter)

Bombed. It was up in Old Forge and I kind of knew. We have a camp up there. I kind of knew; there’s two other craft shows coming up. I’m already in one, and they’re around the holidays so it’s better. So it probably keeps me off the streets. Like my husband said, “Are you going to make any money?” I said, “No. I’m not going to make any money. I hope to cover my costs.” My hourly rate used to be \$120 an hour. (laughter)

It's dropped. So how is it making this transition? I mean, clearly you've made a lot of transitions over time. How is this one?

It's fine. I said that I was going to retire in '99 too. But I still networked.

Yeah.

And kept my network up. I'm not keeping my network up.

Interesting.

I talk to people, but I'm not keeping my network. I have a few friends I talk to in the industry still. But they're friends. I said this is clearly the time that I'm ready to do that. I've worked hard.

Clearly.

I've worked hard. And even when I was going to become CEO, I wasn't doing it because I wanted it on my resume. Because I could have cared less. I was beyond that. That's one of the advantages of being a woman. Is that you can—; if my husband said, “Oh, screw it. I'm not going to do anything. I'm going to start sewing.” Although, I guess in today's world it's not as bad, but it was easier for me to do it. It was a lot easier for me to do it.

Because of how you perceive yourself, or how you anticipate others would?

Others perceive me. You're a woman. Now I'm chair of a Y that we're trying to build in Baldwinsville. I spend about 20 hours a week on that. We've been sued. We're negotiating with company to get 2.5 million in naming rights. I bring a lot to the table. I'm in the right place and the right time. Not because I have a lot of money I can bring to the table, but I feel like I contribute. I'm a follow-upper. If I say I'm going to do something, then I do it. I don't let things slip through the cracks usually. And, I even said recently, I kind of feel like that's my business side. That's my keeping my brain—. Are we doing the right thing by saying to them, “We're negotiating with other people when we're really not.” And I'm the one that's saying let's do that.

Right. You've done that before. Successfully.

Right. So, and then to do this other business. I don't know. I just—; no, it doesn't even—. I was going to say it gives me a sense of purpose. But it doesn't. And I don't work that hard at it. Of course, before this craft show, I spent a lot of time getting stuff done. It is the first year I won't earn more money than my husband. In fact, I'll earn zero. That bothers me a little bit.

Yeah.

Because I've always earned more. Another thing that bothers me is, and only from the Clarkson perspective not from anywhere else in my career. But, am I less valuable because I'm not in industry anymore? Do you know what I mean?

To people here?

Yeah.

Yeah.

Because I sew. (laughter) A lot of people look at me and say, “You know how to sew?” (laughter)

I went to your website; I want to see these.

Are they there? No. It’s not launched yet.

I’m embarrassed to say [that] I don’t know how to sew. And I admire that so much.

But you know what: it’s fun. It really is; it’s pulling out that side of my brain. I have good taste, I have no doubt. But I don’t consider myself creative. So I’m putting things together, and it’s simple. It’s just putting two different kinds of fabrics together and putting some unique fringe around it, but they’re cool. It’s cool. I’ll let you know when my website’s up or I’ll send you a PDF.

(Inaudible).

I keep on thinking it’s going to be up; I keep on telling people it’s going to be up, and my website master is my friend’s daughter. She’s trying to make it better; I just want a placeholder. I said, “I just want a picture.” That’s all I care about. “Just put a picture up there; that’s all I want.” But she’s trying to make it bigger and better, and I’m going to go back to her and say, “Just put the picture up.”

Well, as I said, I’ll be interested

Okay.

To see your website. And I’m aware that we’re past four-thirty.

Right.

I have other things I could ask you. Would you prefer to be done?

Let’s do a couple [questions] that you want to ask me.

Okay. Because I want to respect [your time]; you’ve given me a lot of time, and I appreciate that.

You’re welcome. Obviously, I like to talk. (Inaudible).

(Inaudible) (laughter) I've enjoyed this (inaudible).

And I respect the project.

And I appreciate that. One of the things that I wanted to go to was something that I read about you online from the *Central New York Business Journal* when you received the award in 2005. In that you said, "That you continue to be disappointed that there are not more women in engineering. I worry that young women of today are so limited and pigeonholed into certain careers." And I'm wondering if you could talk more about that. Why [do] you think young women are still limited? Why [do] you think they're still pigeonholed into certain careers? I mean, here you are at your 30th reunion, right? But,

When I came here and there were 170 women on campus and a 100 in my class, and every year thereafter, the number of women increased. And I expected it to keep on going up, and it plateaued. And, so that disappoints me that it plateaued, and there's going to be a little bump up this incoming freshman year. But still it's not 50/50. Even my son said, "I don't want to go to Clarkson. There are not enough girls there." So I think the ratio prevents Clarkson from being great. I think that's one problem. On the other hand, Clarkson does represent what the real business world is like. So that prepared me for the real business world.

Interesting. The ratio helped you in that.

Oh, yeah. Because I think I grew up in a male-oriented environment. Even though my mother was very strong, maybe because my mother was strong, it was that way. And being here, you're surrounded by males. So, when I went into industry, it didn't bother me that it was only a couple women. That never bothered me. Well, maybe only a little bit. Every so often it bothered me. When someone would say, "I don't even know why you're getting maternity leave." Things like that. Women are bright and so they're equally as bright as guys, so they should be 50/50, and it's not. So somehow in our society there's something that creates that. And I don't know what the answer is. Because clearly, it's there. It's still there because it hasn't changed. And, I mean, it's changed somewhat, but it's not enough.

And are you saying that 30 years ago you expected that it would have changed a lot more?

Oh! I totally expected it would.

Yeah.

I totally expected it would. I didn't expect my daughter's moving to Virginia because [of] his [her husband's] job. I think it's the right decision for them. But I'm sure there are people who think, "Of course she's moving to Virginia. It's his job." Even though my daughter's equally as capable as he is. So that hasn't changed. I'd like to say that it's even changed among my peers, but, for instance, I'm in a book club with my sister-in-law, and a couple of years ago we read *The Total Woman*. Is that the name of the book? Written in the '70's about the woman who wrapped herself in saran wrap to greet her husband home?

Yes. (laughter)

And do you remember the theme of the book? Basically, I won't argue with him. He's right, and my marriage was hell before because I argued with him, and now I make him look good, and my life's happier. And I got to the part where she had asked him a question about finances, he got all huffy, and she said, "You know what. I don't need to know about that." I stopped reading the book. But my sister-in-law being one, and a couple other women who—. [There's] one woman who claims she doesn't have a career, but it turns out she does work full-time; she works for a florist shop. To me, that's a career. I don't care if you just work for a florist shop. If you work full-time, that's a career. But my sister-in-law said, "Well, it is my job to make sure the house is happy." You know what? "No it isn't. It's all of our jobs." So I know that even with my peers, there's the issue. So, yeah, that's what I'm disappointed in.

So you've been in this situation, I'm sure, because you have two kids who went here in engineering, and one a woman, but giving advice to young women in engineering today – what would you say to them? What kinds of advice would you give? I also read somewhere else—this was probably from a Clarkson news release in 2005: "Given the alarming shortage of engineers hailing from the U.S. I really hope I can inspire more young people, particularly women, to join the ranks of the profession which remains largely dominated by men."

I think, number one – probably I say that but I don't do enough to make an impact. I say it, and I encourage girls to be engineers, but I've never done anything other than on a personal level to do it.

If I can editorialize, that sounds like a lot to me. (laughter)

So, no because I [am] not part of any movement. I was on the board of Girls, Inc. for a while, and part of that was about girls being great. I believe that we can make an impact earlier; if we start making the impact, if girls start taking Project Lead The Way courses, instead of just boys. Things like that. But I've done nothing to encourage that. So, other than if I know that a girl's good at math and science, I automatically talk to her about engineering. And I always say, "I was not an engineer. I have an engineering background. I went right into business. I still would be an engineer." I talk about the instant credibility it gets you—the thought process on things like that. So that's probably what I do. I lost my train of thought; I'm sorry.

That's okay. We've been talking for a while, so I can see how that would happen. I had asked you about advice you might give young women who are in engineering today. I don't know if that will trigger—.

I don't see giving advice other than just do it. To me, it's just do it. I don't know what kind of advice to give. If you have the skill set—, oh, I know where I was going with my other thought. A year after I graduated, we were out to dinner with my in-laws, I think we went to a lacrosse game, my in-laws and some friends of theirs, and the father happened to be an engineer at GE. And he was talking about how a woman got promoted just because she was a woman. And I said, "Well, maybe. But, you know what? The women in engineering tend to be smarter than the guys

in engineering because you wouldn't be an engineer. You wouldn't put up with the crap. You wouldn't put up with being the oddball." Even though I don't think I felt like it, but the women that are in engineering tend to be the women that are brighter because otherwise they wouldn't go there.

So a self-selection process?

Right. Yes, it is. That's a great way to put it. It is a self-selection process. But anyway that always bugged me. I do believe that's still the case. There were guys in my class that weren't as bright, but they're very successful. Obviously they were bright at some level to be in engineering, but they weren't as bright as some of the women, or most of the women who were really bright because they were there because they were really bright. So I don't know that I'd give any advice other than I'd encourage them. I like the fact that people take a career for a career, as opposed to taking business which to me is kind of nebulous because what do you do? But that's probably the black side. I remember saying to somebody about my son, he's really black and white, and they said, "As most Clarkson students are." (laughter) That's the black side: "This is the way it should be, so you should have a career and you should take a job. Take this; take a curriculum that you can get a job with." (Inaudible).

And you're saying because you think the ideal thing is to go into a discipline and then apply it to business later.

Right.

If that's what you want to do.

Right.

And it sounds like you're saying, because I remember something you said earlier, that you assume that your son is going to leave engineering at some point.

I did.

And go into business?

I think both my kids will be promoted. My husband happens to be not that ilk. He's successful, but he's technically successful. I think both my children have more street smarts, more my side, but they might surprise me. Because I really thought my son, and I think even people here at Clarkson thought my son would be on the other side of it. He loves his engineering job right now.

I presume they also must both be very outgoing people if they were student government presidents here.

But they're introverts. They don't need other people. So they flex well.

(Inaudible) even though they had the skills (inaudible)?

Yeah. So they're good flexers – that's how I view them because both my children don't have a lot of friends, but they have some friends. Whereas I tend to have a lot of friends, you know what I mean? At that age especially, and they're more like my husband. They just don't need to have [that] as much as I needed that at that point in my life.

Cindy, again, I'm aware of the time. I have more things I could ask you, but I think we should end here. I really enjoyed [talking with you]. Thank you very much. I'm going to turn this off.