

Interviewee: Judith Ivankovic  
Interviewer: Gus Nolan

July 15, 2002  
MHP

## **Judith Ivankovic**

**Marist College**

**Poughkeepsie, NY**

**Transcribed by Erin Kelly**

**For the Marist College Archives and Special Collections**

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**Summary:** In the following interview, Judith Ivankovic speaks of her past fifteen years working as an administrator at Marist College. The interview begins with a brief background of Judith Ivankovic's educational history and her coming to Marist. Within the interview, Judith speaks of her transition from the Bursar's office to becoming Registrar of the College, as well as the tasks involved in being Registrar. Judith Ivankovic also describes various previous administrators and their input over the years at Marist College. The interview ends with Judith Ivankovic's take on where Marist may be in the future with regards to distance education.

**“BEGINNING OF INTERVIEW”**

**Gus Nolan:** Good afternoon. Today is Monday July 15<sup>th</sup>. It's about 1:15 in the afternoon and the interview today as part of the ongoing Heritage Project of the Archives is with Judith Ivankovic who is the Registrar at Marist. Judy, would you please give us your full name and if I mispronounced it, maybe you can pronounce it correctly. [Laughter]

**Judith Ivankovic:** Judy Ivankovic. Judith A. Ivankovic but Judy Ivankovic, that's what everybody knows me by.

**GN:** Okay, were you named after any member of the family?

**JAI:** My aunt Judy, my mother's sister.

**GN:** Okay, where and when were you born?

**JAI:** I was born in Rosendale, New York in 1956.

**GN:** Okay, are there other members? You have siblings?

**JAI:** Yes, I'm one of seven children. I'm the second oldest and the oldest daughter.

**GN:** And are these children in the area?

**JAI:** Most of them are. My oldest brother's up near Saratoga. He's probably the farthest away and that's not very far.

**GN:** Okay, could you give us the names of your parents and what was your father's occupation?

**JAI:** Okay, my father was Richard Priest and he worked for IBM in Kingston for many years. He passed away in '96. My mother's Eulalia Priest. She was a

Kelder so she had the roots in Rosendale and is still there. [Laughter] The family went back a long time in Rosendale.

**GN:** And where was your early education? In Rosendale, right?

**JAI:** Right, I went to Rondout Valley School system.

**GN:** And where'd you go to high school?

**JAI:** I went to Rondout Valley High School.

**GN:** Okay, now before we get onto your college career, let's just talk a little bit more about your own personal life. When did you marry?

**JAI:** 1980.

**GN:** Okay, at where and...?

**JAI:** St. Peter's Church in Rosendale.

**GN:** Okay, and about the family now?

**JAI:** Okay, my immediate family?

**GN:** Yes.

**JAI:** I met my husband when I went to Ulster. I was a bridge student at Rondout Valley going to Ulster and met him there and well, we were together, dated for a few years and after four or five years, married then decided that kids weren't, I guess after being one of seven and being the oldest daughter, I... [Laughter] I had little children for a while but we were going to go on and finish our education and buy a house and you know, get stabilized and all that type of that thing. So we put off having kids for quite a while. And then I was thirty-four and then we decided it was time to start a family. We both got our Master's Degree at Marist... And had our son and were thinking about more children and then one of

my siblings, my sister, was a single parent and has a hard time taking care of herself and her son was taken away from her and we stepped up because we're the oldest children.

**GN:** Yes.

**JAI:** And took care of him and it was a temporary arrangement but in '96 it was due to go after a year, you know, trying to make things better between the two of them, give her some parenting skills. My father, who was retired from IBM at the time and who took a lot of care of my nephew, even though he was with my sister, got cancer and it was evident that he was not going to be with us too much longer so she had asked if she could be a weekend mom and we'd raise him and she'd have him on the weekends and I said absolutely not. [Laughter] And anyway, so a deal was draught basically that she wasn't willing to give him up for adoption but my husband and I became legal guardians.

**GN:** I see.

**JAI:** And that was in '96 as well. Yea, '96 I guess.

**GN:** So now you have two boys?

**JAI:** Right.

**GN:** Okay, and what ages are they now?

**JAI:** Dustin, my nephew, is... He's twelve and my son, Alex, is eleven so they're almost exactly a year apart.

**GN:** And what do they do on their free-time like in the summer time here?

**JAI:** Well, they're at basketball camp in the third week right now. They love basketball. During the year, my husband loves sports and he has coached their

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CYO teams since third grade. Then, they've been on AAU teams with my husband coaching and then my nephew's gone into seventh grade last year so now it's modified in the middle school. So we had four basketball leagues going at one point and also they do ice hockey, travel ice hockey. That has kept us busy the last three years. I think they're gravitating towards basketball. When they get to the seventh, they do the school sports thing. They can't do everything because the academics comes first. If that's not done, they have to quit the sports and so we've been maybe backing away from ice hockey. [Laughter]

**GN:** Give you a little more time too.

**JAI:** Yea, that would be fine with me. [Laughter] So sports seems to... That's our, my family.

**GN:** Were they ever into soccer?

**JAI:** They did the AYSO soccer. My son did a travel soccer...

**GN:** So you were a real soccer mom then?

**JAI:** Yea. [Laughter]

**GN:** With doing this kind of thing. Okay, let's go back to your college degree. You say you got one at Marist... Master's. Though before that, you were at Ulster Community College, is that right? And you graduated from there?

**JAI:** Yes.

**GN:** And then where did you do your BS degree?

**JAI:** At SUNY at Utica/Rome.

**GN:** And you finished there about 1980, I think?

**JAI:** '79, '78, yea.

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**GN:** I was hoping that my numbers were the same as yours.

**JAI:** Yea. [Laughter] That was a long time ago.

**GN:** Okay. Okay, and then when did you start to work and where?

**JAI:** When I finished there, I was working. I had always been a work/study student while going to college so I'd worked in financial aid. And when I came back, I worked at a bank in New Paltz and I was in the mortgage/student loan department because I knew one end of loans [Laughter] and I'd learn the other end. While I was there, a half-time position opened at Ulster and I had my ties there which was assistant to the bursar. It was a new position, half-time and I thought I'd like that field so I applied and by the time I was interviewed and whatever, they turned it into a full-time position. So I went there and well, they were in need to get me soon after I worked with the bank. You know, real long? And I worked there and then came here in September.

**GN:** What was the bridge to Marist? How did you move into the bursar's office at Marist?

**JAI:** I was at Ulster for about a year and a half, very happy, very young, just you know, feeling my way and back in those days they used to post the salary. I wasn't looking and both my boss who is now the like the twin Campilii at Dutchess, John Dunn, and my husband both said, "Oh, look there's an ad in the paper for Marist" and you know, "It makes thirty percent more money than you're making and it looks like it's doing the same thing." I said "Oh, I've been working there long, I don't know how..." And then my husband said it first on Sunday and then when I came to work, my boss said, "You know, there's...", you know. I said

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“Oh no, no, no.” He says apply. He says, you know, we bought a house, “If going to stay in the area...” because we had our family roots and wanted to do that because there’s not a whole lot of positions that open up. He says, “Apply, the experience will be good...”, blah, blah, blah. You know, “I don’t want to lose you, you know but I also care about you.”

**GN:** Yea.

**JAI:** And “You know, you’d make a lot more money across the bridge.” So I applied and I got it and was scared to death and [Laughter] but it worked out.

**GN:** And then how would you compare the position in Ulster and the position at Marist in terms of the volume of work and the number of people you have to deal with and those kinds of student stats?

**JAI:** Numbers were probably about the same. In Ulster, being a community college, the hardest transition was, you know, working in the state system and working with CSEA workers. Things were pretty black and white. You have to go and pay your bill, boom, you were deleted before classes began. You know, then I came to Marist and found out that was starless Gus. [Laughter]

**GN:** Starless, yes.

**JAI:** And you don’t just delete people because you know, we have to work with them. That was a whole... That took a little while and as bursars, the two bursars after I left came, followed me from Ulster. It was kind of... It’s a joke that we steal the... Whenever the bursar leaves with our Ulster, we get the bursar since I came it and it may have had the same thing. I said, “No, no. No, listen, let me give you a hint here.” [Laughter] You know...

**GN:** Yea.

**JAI:** Saving a lot of heartache. So that was... It wasn't difficult. It just took a little bit of time to, Marist being the small, specialized when I first started, small family type of thing. It wasn't like that at Ulster. There were a lot of nice people I worked with and a lot of nice students but it was "Do this or this happens." I mean you follow the flowchart and you know, that's how it worked.

**GN:** And you were bursar here then for about six years, seven years?

**JAI:** Yea, about six and a half.

**GN:** And then how did you make the move from the Bursar's office to the Registrar's office?

**JAI:** I was on the Search Committee for the treasurer.

**GN:** So I heard, yes. [Laughter]

**JAI:** And nobody wanted to take it, no. [Laughter] We came up with some viable candidates and when you offer the job, you know, I mean some of it was money. You know, they... The wife didn't want to move from Texas and you know...

**GN:** Yea.

**JAI:** They're so different. And we struck out on the first one. We started the second search and kind of the same thing. So this went on for about a year while one of the like associate registrars stepped up to the plate and managed the office. Thank goodness that she did. And then when we were kind of not bonding anybody on the second one. Marc vanderHayden, who was the AVP at

the time and he was fairly new. I got to know him a little bit because he was leading the search...

**GN:** Yea.

**JAI:** At the registrar and he said one day, it was around the holidays, he said, "Well, why don't you apply?" And I said, "Oh yea, right. Hahaha." And I went home and I was decorating my Christmas tree and he called me up and said, "You know, I'm serious." Whoa, you know, here I am getting comfortable in my little world, I know my job now very well and he said "Think about it. Think about it." I said "I don't know." You know, I mean, in academics, I've been going to school myself, you know, an accountant type of person, financial, money. I don't know that I could do that. He says, "Oh, you've done well. You've got a good reputation. You know, think about it, whatever." So I thought about it and back in those days they posted salaries again and it was really, there was nowhere for me to go where I was. There was no, I mean, no next level and so I thought about it hard and long and I ended up applying and got the position and the first year was really tough because...

**GN:** You had a lot to learn.

**JAI:** Yes, yes. I just sat with people and found out what they did and...

**GN:** Let's talk a little bit more about what you had to learn because I'm interested in knowing something about the dynamics that you require from that office. For instance, dealing with Albany and the registration for new courses or new majors and things, where do you learn that?

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**JAI:** I always, I kept calling only asking for like the manual of a book and they all laughed at me and said there's a series of memos that come out in the State Ed Department and whenever I had a question, I would ask and they would say, "Oh, we'll send you that memo. That's a 1977 memo and it's still in effect." So I was kind of... Accumulated my own notebook of, you know, documentation and sort of learned as I went, just I asked a lot of questions and anything I gathered I'd try to get in writing or any conversations, I would document it if it would help me. You know, when I had it, who did I talk to? You know, or even why it's like that because a lot of times, you would think something would be one way and it was something totally different.

**GN:** What did you find to be the most challenging in that?

**JAI:** Oh, it was so much new stuff at once. I mean, you were building a schedule with the deans.

**GN:** Yea.

**JAI:** The student problems weren't that much different. They were, you know, "I didn't get my courses" and they're paying a bill. You're dealing with the students more. I actually dealt more with parents when I was Bursar, you know, with money. So that was pretty smooth. But then I was on a Curriculum Committee, you know, how do you decide, I mean I'm a non-voting member, but how do you decide if a course is legitimate? You know, what makes a course...?

**GN:** Is it a liberal arts course?

**JAI:** Exactly.

**GN:** If it's not a liberal arts, it was...

**JAI:** Right, right. I would pull up this data, you know and... A lot of the reporting too. You have to report to the state and the federal government. You know, enrollment figures the way they want it. We may look at it one way, they want it in different categories. So just, you know, I'm not a perfectionist but I strive to do things the right way in that, so that took a lot of time just what's with the what's and that was fine. It was interesting dealing with faculty in terms of... And some students, you know, you have so many that you will have ties with forever and then others, you can't wait until they, you know... [Laughter]

**GN:** Yea. It's hard to believe that about our faculty here at Marist.

**JAI:** I was surprised... It was my first, I guess, some type of mentality, you know, I learned over the years that at many schools, it's the administration versus faculty and a lot of that goes back to budgeting and money and things like that. That was difficult because I was young and some people would be very, you know, have no patience or whatever with me. You know, "You should know that."

**GN:** Yea, yea.

**JAI:** But you know, and again really there were two mentalities. I'm talking extreme, extreme in administration and extreme in faculty.

**GN:** Yea, yea, just contrast it.

**JAI:** That kind of surprised me because I'd go, "We're one place, you know, one goal." But I learned you know, over all the years I've worked that that's not different anywhere else, you know?

**GN:** Yea.

**JAI:** And...

**GN:** How about the technical aspects of, you know... One little thing that we had of course was the dropping of an "M" in communications. And that we want to reorganize the whole communications structure [Laughter] and the computer wouldn't do it, you know, there was no room to...

**JAI:** Right, the core course numbers so it was never in effect.

**GN:** But with those kinds of problems, do you have an advisor that you can go to or do you figure it out yourself?

**JAI:** Sort of figure it out. I'm on the listserv so I ask other colleges, you know, what they've done and you get a lot of answer in colleagues and some people have the exact same issues so you know, they'll reinvent the wheel, you try to see what solutions they've come up with. The deans have always been very supportive. I mean learning, they were wonderful to go to and they were very patient with me, you know, in terms of teaching me the ropes or where to go next, you know, when I... Who do I call? Whatever or how can we do this? Back then again, we were smaller so...

**GN:** Yea.

**JAI:** It's a little different than it is now.

**GN:** Yea, yea. You have some experience. You've been in there more than ten years.

**JAI:** Yea, now I've been there like fifteen and a half.

**GN:** Yea, that's what I think.

**JAI:** Yea. So, I mean some of it's oh god, we've been through... We're on our second upgrade. We're, you know, three computer systems since I've been there so I know the systems well. I know what needs to be done. It's not real easy like that all the time.

**GN:** How far down ahead do you have to project a calendar? Do you know graduation for the next two years?

**JAI:** No, I know it for next year. [Laughter] I know, I've been trying to get at least a two year academic calendar. It's so hard to get everybody to agree on things that far in advance and someone has to know if construction's been going on, you know.

**GN:** Yea.

**JAI:** Does it start this week or this week, you know?

**GN:** Yea.

**JAI:** Or where Labor Day falls has always been an issue.

**GN:** Yea.

**JAI:** You have to do the faculty handbook and what might make more sense and getting people with a compromise and grades.

**GN:** When grades have to be in in order to be able to notify students about taking courses?

**JAI:** Only a year and a half ahead, like we have next year... I mean, the year's going to be starting soon but we had that in place early spring this year. The goal has been the last few years to, you know, we'd like to get a five year

calendar. I think John Ritschdorff is pushing for that and I think about some of the people that want to see it happen for athletics and many other...

**GN:** Yea.

**JAI:** Reasons. I think it might start to happen. It's always been one of those goals but hasn't really...

**GN:** One last favorite topic, I'm sure that you've there before and there's another one coming, how about Middle States? Do they concern you or are you...?

**JAI:** Not as much as everybody else because I don't have a real big role in it. I'm always on one of the sub-committees, which is nice because you get to work with, you know, people that you don't get to work with all the time. They'll come in with the catalog, they'll come in and look at some of the things but they look more at the academic programs. So, right, it doesn't... To me it's a fun time when they come because I can get to do committee work and see and work with some people and get to meet other people that you only know talking to on the phone and that type of thing. So, yea, where it concerns, yea rightfully so [Laughter] you know, I'm lucky that I'm not... You know, you don't have that role.

**GN:** Still in the Registrar's office but changing the topic a little bit, I'm concerned with having you respond to the management of your office. There has been a tremendous development of a work ethic in there that seems to be a happy one, that people are pleased to be there. It was not always the case I would have to tell you. [Laughter]

**JAI:** I always thought you enjoyed it. [Laughter]

**GN:** It was not always the case, not always this place you may want to go  
[Laughter] and talk to people.

**JAI:** As Bursar, I didn't want to cross the hall... I have to go there? [Laughter]

**GN:** How did that happen? How did you manage to bring on board that array of people?

**JAI:** I can't stand that I do. As I was going to college, I mean being one of seven children, you have this is the biggest step for me, I want to take it up but having understand it a little better. I was always a very good student. I mean, I was... I liked being a good student. It was demanded by my Catholic mother. [Laughter]

**GN:** Yea.

**JAI:** And, you know, I was on the Honors Society and you know, everything else and like I said bridged over to college because back then it was the seventies too so times were a little different and all I wanted as much as I loved my family dearly, I think being the eldest daughter and you know, having so many younger children I was, you know, the teenager who couldn't wait to be out there in my own place and have a job. Be on my own, you know?

**GN:** Yea.

**JAI:** And so I went from being like the, you know, so wonderfully academic and probably could've done almost anything I wanted to do to having much lower goals of myself. And when I bridged over to Ulster, I ended up in one of these secretarial classes because I knew I could get a job and that was as short range and college wasn't a big even though my mother wants to see us go but nobody in my family other than my brother, who is the doctor... [Laughter]

**GN:** Yea.

**JAI:** That wasn't a big thing you talked about growing up. Even when I was at high school, you never visited colleges or did any of that thing you know...

**GN:** Yea.

**JAI:** With your family. And so as a work/study student, people always trained me very well and I think took a lot time and I took a lot of pride in what I did so people were willing to mentor me along. That's how my path, you know, went. When I was at Utica, it was my senior year and the director of financial aid that I worked for said, "Well, what're you going to do?" I went from secretarial to business so I lost a zillion credits so I understand how the kids feel when they lose them when they come here now. But I didn't understand that at the time. You know, why do I have to go to summer school and make-up and do all these things? But now as Registrar, I really understand it. Because I'm a business major, it's "Oh, work in business field" and I could do what I wanted to do. And he said "Well, have you ever thought about working at the college" and this and that and I hadn't been, you know, but people mentored me along and ultimately I went to Ulster, you know, and then came here and special work for Tony Campilii as Bursar. He taught me a lot and worked for Marc vanderHayden to add him as I... He was the ultimate mentor in teaching and patience and never an unkind word that, I don't know, I was like you know, okay so I supervise staff. I'm going to try to be like that with people. It's always a team. I've never raised my voice to anybody who's worked for me. I've always believed in if you have a problem, try to retrain before you get rid of somebody. People are people. They might

have personal problems, it might be this or maybe that. And I think that I'm willing to roll up my sleeves and if the counters busy, go up there and help. You pick up the phones, I mean, if there's a... You know, you get your own work done too but I think people set an example and I tried to follow, they kind of showed me and I thought a lot about it so I thought okay, what's my management style going to be? But just be a nice person and you know, got to get the work done.

**GN:** Can you see a progression within the office when you bring in somebody who might be at first a receptionist, like a Julie and will be hired for however long? Is that part of the strategy that you see as successful?

**JAI:** Yes, my first... Linda's the only person that is working there that when you first came to Registrar was. Just a lot of different personalities...

**GN:** Yes.

**JAI:** When I first came. And I guess I had a hard time with them when I went to Ulster, when I came to Marist first because the staff... You know, who's this young whippersnapper? I don't know what they, how do they expect to adapt but once they learned to trust me it was fine but I had a hard time going into each place because it was resentment, like you know, forty, fifty year old woman, "Who's this twenty-something year old person or thirty that's going to be my boss?"

**GN:** Yea.

**JAI:** But I think once they realized that I'd help them out, I didn't, you know whatever. I was fair. It would be fine and I also when I was Bursar and Registrar

believed in eternal promotion. If somebody's done a good job, you get someone a higher level in secretarial union, you know...

**GN:** Yea.

**JAI:** Go for it and so we had a lot of turnover in the beginning of the Registrar's office when I was there because they didn't want to play the rules by my game. [Laughter] They didn't want to play the game by my rules which I don't think were unrealistic so one by one they left and I tried to hire. Personality I would say is fifty percent. I just hired a transcript clerk the other day, she'll be starting and personality's fifty percent. I want them to be, you know, customer oriented...

**GN:** I see, yea.

**JAI:** With the students, the parents. I want them to be gentle, gentle but firm when they need to be. I need them to get all with the... and just be themselves. Okay, in the office there's ten women. I mean, there happen to be [ten personalities].

**GN:** I'm going to say...

**JAI:** Not many males apply. [Laughter] I hire them and I have but I try to get the right personality and the right set of skills and then mentor them along, you know, just some cross-training and as there's turnover, almost everybody, not everybody but almost everyone in that office has had the transcript clerk position. You know and then when something higher comes, you know somebody leaves, you just keep filling, you kind of fill in the bottom. But other than this past year, I haven't had turnover in five years so there hasn't been a whole lot of room for growth which is kind of sad in a way.

**GN:** Yea, yea. Well, it's just I have to react to the idea that it's a very pleasant place for me at least to...

**JAI:** Thank you. [Laughter]

**GN:** Interact with them.

**JAI:** That's well done.

**GN:** Alright. Now, how is it though since you have grown in development of ability to administer various kinds of offices, financial and academic, you're still here. Why didn't you go to West Point or why didn't you go IBM or something? I believe in the Marist family, you said that... What is that to you?

**JAI:** Marist family... People make me feel like part of the family when I first came. It was much... It was smaller. You got to know virtually everybody on, you know, right now I say hello to people in the hall. I don't really know everybody because we've grown so much. But I... Everybody knew each other. I mean, I may not know them personally but enough to say hello by name. I didn't have children yet so I, you know, when my time was being torn, went to a lot of Marist events, *Lessons and Carols* at Christmas time.

**GN:** Oh, yes.

**JAI:** You know, the plays and different things like that, bring my mother, so you know, that type of thing. And it was just people... That's what's kept me here. The people are just, they're warm. Let me say they were patient when I needed patience, you know, teaching when I needed teaching. You know, from anything, from any level of staff, you know where there's faculty, administration... I used to workout in the gym before children. [Laughter] I need it more after children.

[Laughter] I run my errands at lunch now. But just everybody was... I mean when I came, I thought okay, five years. That was, you know, that was my goal. Five years, you know, really become a solid Bursar, you know, and then, you know there's new bursars. We can move you know moving wasn't out of the question, you know?

**GN:** Yea.

**JAI:** And but I really liked it here. People say... I mean I know people commute down to the city, which I would never do for me because I... Like over my way, you know, I'm about twenty-five miles away. You do that commute everyday? And I mean, I love waking up with my cup of coffee in the morning, listening to the radio, planning my day and at home depending on the day, you know, on the way home, relaxing and then turning into wife or mother as I pull in the driveway.

**GN:** Do you come down Route 9W or do you come across Rhinebeck?

**JAI:** Well, I go up 9W and then cross over to New Paltz and then take, because Rosendale's right between Kingston and New Paltz, so I'm kind of an odd, you know, I could go either bridge but this way's shorter.

**GN:** Okay, let's talk about Marist itself now, not so much the academic part but the physical building, there must be some contrast in your mind's eye between when you first came here and where we are today and what would stand out? What do you think about that?

**JAI:** It's been exciting. I remember, I probably was still bursar, I don't have the dates in my head, I remember when we had the Lowell Thomas ground breaking. That was the first big... Because that was before the town houses I think, right?

**GN:** Yea.

**JAI:** And that was like a three hundred, the budget is all over and it was a media event as well, you know, but it's oh wow, building a building. I just thought that was just so fantastic. You know, I mean, invited us all and I was so excited. I remember that day. It really meant a lot to me. It was very exciting and now I kind of chuckle because there's been so many afterwards, every you know...

**GN:** Well actually there were two Marist Lowell Thomas. The kids had a parade one day and it was the second annual groundbreaking for Lowell Thomas.

**JAI:** Oh, I missed that. [Laughter]

**GN:** And then a whole year went by without work scene.

**JAI:** Anything happening?

**GN:** Yea.

**JAI:** I remember the shovels and the, you know.

**GN:** There was trouble with the pool and the foundation.

**JAI:** Oh that's right.

**GN:** And after all that...

**JAI:** That's right. And we had the leak, the flooding incident.

**GN:** But, your point is...

**JAI:** When it was finally done.

**GN:** Is we had many groundbreaking since.

**JAI:** Right, which is still exciting and it's nice to see the building, you know, I mean, you hear about it all and then when it's actually... You see them put together and you see these buildings done, it's like oh wow, you know? But yea,

it's much... There's been construction every, you know, it was I guess part of the construction era most likely, right?

**GN:** Well your own building has gone through several phases, has it not?

**JAI:** Yes, I used to be on the outside where the Bursar still is but you had the concrete balcony, you could actually step out your big windows and onto a mat and you know, yell at somebody over in [Laughter] those days. So yes, it has been... It's changed a lot but it's neat. It's neat to see it. Some...

**GN:** Okay, moving on to the college itself and its own growth, how would you describe its positive assets? Would you say it's its location? Would you say it's the facilities itself? Would you say it's the student body? Is there any particular area you'd focus on?

**JAI:** I think the grounds is a big thing. When I visit other colleges, hearing everybody come here, I almost, it's terrible but you almost take it for granted because it's so beautiful and so well maintained and then visiting other campuses, you start seeing oh god, no emptying of the garbage with all those cigarette butts out on the floor, why don't you put an ashtray here, you know, or whatever.

**GN:** Have you been to Iona?

**JAI:** Not in years, no. Is that, where at...?

**GN:** Well, there are a lot of small buildings that struck me and I said Dennis Murray would put all of these out of here. [Laughter] Just little cuts as it were, you know?

**JAI:** Yea. [Laughter]

**GN:** And that's by contrast. When you said, you know, the physical arrangement of here...

**JAI:** Yea.

**GN:** Is striking.

**JAI:** Yea. I mean being on the river and I do think the physical plant does a lovely job of keeping everything nice and at the location, we're in a prime location close to New York, New Jersey and I think it's just worked out that we're in a nice place. If you put us ninety miles farther north, you know, I don't think we'd...

**GN:** It would feel colder.

**JAI:** Yea. [Laughter]

**GN:** A little more snow. You've seen also I think in your term here, a change in the student body. Was it as... Were women as predominant in your first years as they are now?

**JAI:** No, it was more a... I think they may have been up by a little bit ahead of the males, you know the incoming class.

**GN:** Yea.

**JAI:** I'm thinking the freshman class but it's really dubbed often women far outnumber the men in terms of, you know, trying to get the class. I know that's a nationwide problem.

**GN:** Yea.

**JAI:** But yea, no, it was more evenly split.

**GN:** And what about the character of the student? Would you say they're more mature or they're more party-bound? They're more, you know they're coming with more skills than they did before? Do you have any kind of read on that?

**JAI:** Back when it was smaller, you know twenty years ago, you got to know the students more. I know some students intimately but not, not as many. You know, Bursar, there's kids coming in with bills not paid and you know, you sat and oh, the dad just lost his job and you know, not that I need to know all these details but you almost got to know a lot of their families too because year after year you help some of the same people. And it's just probably that times have changed, I'm getting older to be quite honest with you.

**GN:** Yea, yea.

**JAI:** There's a lot of good students now but they're racier, I don't know that's not a... But I'm sure that's the times, you know.

**GN:** Yea.

**JAI:** It was just, how do I put this? I don't want to say there were more family values. That's making too broad a statement but you almost saw and having been raised Catholic even though we weren't a Catholic institution when I came, you kind of saw what you would...

**GN:** They're drifting away.

**JAI:** Expect or whatever. Yea, drifting into more of a... Now again, my husband works at community college so it's completely different. You know and he always says, "You've got it so nice." [Laughter]

**GN:** Yea.

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**JAI:** But it's different. I probably liked it and that's probably just my getting older or whatever. I probably liked the older days better.

**GN:** Are the students, are they as accepting as they were in the older days?

**JAI:** I don't think so. Some of them are but I think...

**GN:** If they can't get into a class then they get known to you?

**JAI:** It's a lot of I'm going to call my dad and...

**GN:** Yea, yea.

**JAI:** You know, instead of trying to work, you know, because we'll do somersaults trying to help these students and do what we can but we can't make the perfect schedule. Everybody can't go to class from ten to two. You know, they all want to sleep in, want Fridays, you know? And I had eight o'clock classes when I was a student, you know, way back when. Yea, they're more apt to... I just see a lot of whining, you know, and I see in my old days, we almost spoil them to death and you know, realizing that they do things differently.

[Laughter] So I guess I'm right caught in that trap too, you know. My son better never call me from college and ask me to call Registrar or Bursar. [Laughter]

**GN:** You've only worked with one president I believe?

**JAI:** Yes.

**GN:** Okay, but you had a number of vice-presidents that you've worked for or people that you reported to?

**JAI:** Right.

**GN:** And could you... Is there a distinction between Marc vanderHayden and...

**JAI:** Artin?

**GN:** Artin.

**JAI:** They're... They have two different styles. I think Marc's and it may have been because he was new to the college at that time, we... He had Dean's Counsel and then he had... We had the dean's meetings once a week but then he had the Dean's Counsel which includes the library and the Learning Center, myself, Special Academic programs which we had. And we would meet every two weeks so we'd all get together and we might only be there ten or fifteen minutes, the bigger group. We got to communicate and it's only [interrupt coming], you know, I need this, I need that or your graduation's coming. The communication I feel was you knew what was going on with your people under the same VP and things were pretty smooth. I think Artin looks to me as I mean, when he came he asked me a lot of questions and I could provide him with a lot of information but I think we've lost that closer tie that we had because... And these roles, I think it has changed a little bit too under the President's direction in terms of going and gaining more marketers and you know.

**GN:** Yea.

**JAI:** That type of thing and public relations that it's almost like I don't want to say that we don't have time for SSM's , you know, free yourself of pity but...

**GN:** Yea.

**JAI:** But we've lost some of the, you know, I would... We still call, we email the deans, we see them maybe once or twice a year, you might be summoned because they have an issue or whatever. It's very hard if you want to talk to everybody in the group.

**GN:** So you lost the frequency of those meetings...

**JAI:** Yes.

**GN:** And therefore some of the communication that ordinarily would take place...

**JAI:** Yes.

**GN:** Through them is... Are you also the Registrar for the Master's Degree programs? Do you take care of that as well?

**JAI:** Yea, I mean they have grad directors who do some of the stuff that we do with the undergrads in terms of clearing them for graduation. That's about the only thing they do that...

**GN:** But registration programs would be through you?

**JAI:** Everything comes through us, yes.

**GN:** Okay. Okay, from your perspective now, what do you think might be one or two of your significant contributions? What do you think you've done best here? Embarrassing questions, I know.

**JAI:** Yes, I know. I'd rather pat myself on the back and that's it. Let's see. I think you're right in terms that when I was... I think we've tried to, to the best that we can, make to Registrar's a friendly place where students can come in, where we have sympathy for them when they have problems, that we just don't pass the buck and send them along. We... You know, if they're crying about the financial aid we'll you know, again we don't want to get on somebody else's turf but we'll get them and walk them over and so they should see.

**GN:** Yea.

**JAI:** Same with parents. Try to strive for quality in terms... That's, I mean I think that's... We're still doing a good job and it's part of the growth with Adult Ed programs and no official staff is biting the campus back but everybody's aware that we're all facing the same problem. It's very hard because when the stake was made it was like nothing pointed and everybody was like "Oh gosh, if our [manager] doesn't have it again, have it get through." The quality may suffer a little bit.

**GN:** Yea.

**JAI:** I don't think the human touch has... So I think one of the... People say I like hiring the transcript clerks. Some of the term candidates would say, "I'm only applying in your office." You know I mean it is complimentary...

**GN:** Yea, I see.

**JAI:** When you know, you have a good staff... You know, we wouldn't just go anywhere just to get out of our current job. I think there's a nice relationship with the faculty and the deans, which it used to be adversarial when I first walked in, you know. And the staff itself, I mean, because it is a larger office.

**GN:** That's your point of view?

**JAI:** We had two Pam's that...

**GN:** That was the nature of the world, that.

**JAI:** Yea, yea. [Laughter] So I think trying to maintain quality and service, that type of thing is something I had something to do with, you know.

**GN:** Very good. Now what has not happened that you wish would've happened? Is there anything in that area that you'd like to say something about?

**JAI:** Again, it's more like I think in the records mentality. Some of you should come visit my place. [Laughter] Records management has been as long as we're stuffing boxes somewhere or whatever, now with scanning and stuff, you know. We were down in our records room is still down in Lowell Thomas but we built on a swimming pool and before there were well, many neat classrooms. The classrooms used to flood the first couple years...

**GN:** Yea.

**JAI:** With five inches of water and they're not... Records that are hardcopy, they're not anywhere else. Okay, I've got a lot of mildewy student record folders. Those are the you know, the transcripts are inside. They finally addressed where I had a three year plan where we're culling the records from the beginning of time. Every add/drop slip was kept in student folders to keep it for a year meaning that, you know, the conservative person I am keep them for five years in case a student going through you know...

**GN:** Yea.

**JAI:** I can go back to things if I need. We've been working outside the warehouse this morning, you know, trying to say what could, you know, records destruction, what could we get out of here. What, you know... Be very conservative because in the old days, nothing was thrown out so I've got boxes over there that computer conversions converted, you know, ten years ago. How we got from this screen to this screen and all the conversion, it doesn't matter anymore. Whatever is, is, you know? Data that's... But again, an academic institution, it's going to flow all over in priority for money. As long as you have

somewhere to put those boxes, it doesn't have to be a climate controlled place.

When you see in my office, I've got two rows of boxes of the last five years of graduating students...

**GN:** Yea.

**JAI:** Which are supposed to go somewhere else but now I'm being told that there's no longer room there. So, I would like to see the records in good shape because the Registrar's supposed to keep the academic records and then preserve them and you know. And when we have the spring thaw and we haven't had snow, thank goodness and we wrote heavy duty so we would have spring thaw in Lowell Thomas, it still leaks in my record room.

**GN:** Oh boy.

**JAI:** The security calls me and I run over with the plastic bags and plastic things and put it all in that. [Laughter] So...

**GN:** So you'd like to see some changes there?

**JAI:** Yea, I'd like to see it a little bit more proactive, you know. I've brought up the issues, I've got myself covered with memos but I don't work like that to cover yourself with memos. I want to do what's right. Just trying to listen.

**GN:** From your position, looking down the road ahead, what do you see on the horizon for Marist? Where do you think it's going to be five years or ten years from now? Do you think technology is going to have much more of an impact here, the teaching, the distance learning? Is that going to play a big role or you hope that we just keep on in friendly happy place?

**JAI:** I know it's going to take on a role because it's already started. I hate to see, it's like some of the, like what is it, Phoenix, or whatever. You know that online is like the thing. I like the coziness, you know the one on one type of thing. We're going to go onto web registration which we have to. That would've been fine for several years and it's just taken them long enough to see that yes, you know, your parents go for orientation, do you do web purchasing? "Oh my, yes, I love it," you know. [Laughter] So finally I think they heard enough of it. They, you know, heard people made choices to go other places when they saw that we weren't as technologically advanced in certain areas as we maybe should be. So I think we're going to see more distance education with the graduate programs, somewhat with the undergraduate with some of the co-work groups that they do for Adult Ed because that's the bread and butter, you know, so it's going to get us the money. But I don't... I hope we never turn, you know, where we see lots and lots of it because the... Having students here, you know, in the faculty and everybody being together is why I'm still here.

**GN:** Finally, is there something that you would like to say about your experience here or I didn't ask you that was like why didn't he ask me about this? [Laughter]

**JAI:** You know, I like getting up and coming to work in the morning and that's sincere.

**GN:** Oh.

**JAI:** You know, I still...

**GN:** You've had a good run here?

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**JAI:** I have, I have, yea. I mean again, I never, you know, you can never show up late for your business like I often say. If it got to the point where I wasn't happy, I would look elsewhere.

**GN:** Yea.

**JAI:** You know, and as long as I'm holding up and contributing, you know. I mean if I get stale and...

**GN:** Yea.

**JAI:** Whatever, I'd hope they'd let me know that.

**GN:** You've been here fifteen years as Registrar and I couldn't believe that when I was looking at this.

**JAI:** It doesn't seem that long. It doesn't feel that long. I know.

**GN:** Well, thank you very much Judy.

**JAI:** You're welcome.

**"END OF INTERVIEW"**