

Constance E. Brinckerhoff  
Dartmouth College Oral History Program  
Dartmouth Community and Dartmouth's World  
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DONIN: Today is Wednesday, January 23<sup>rd</sup>, 2013. My name is Mary Donin, and we're here in Rauner Library with Dr. Constance E. Brinckerhoff. Dr. Brinckerhoff is the former Nathan Smith Professor of Medicine and Biochemistry at Dartmouth Medical School/Geisel School of Medicine as well as the former Associate Dean for Science Education and currently Professor of Medicine and of Biochemistry at Dartmouth.

Okay, Dr. Brinckerhoff, I always like to start these interviews by asking an opening question about how it is you ended up coming to Dartmouth. Your journey here started a long time ago, I know—what, about 1972, I think?

BRINCKERHOFF: Yes.

DONIN: And where were you coming from when you came here?

BRINCKERHOFF: We were coming from Putney, Vermont, where my husband was an assistant professor of social sciences at what was then Antioch Graduate School of Education. We had moved there four years before when we left Buffalo with two Ph.D.s and two babies, and we had a third child, built a house. I worked part time at the Brattleboro Hospital, where I did microbiology, and I loved it. But we basically ran out of money and ran out of a job for me, and so I applied for a postdoctoral position at Dartmouth.

We loved northern New England, and so I was fortunate enough to get a postdoc position here, and we move here in the fall of 1972. I thought I had childcare all lined up. By that time we had a six-year-old, a four-year-old and a two-year old. And childcare evaporated as we arrived, and so I knew nobody, and—

DONIN: And was your husband following you here?

BRINCKERHOFF: He was following me here. Antioch had moved from Putney to Keene, so he was going down to Keene—We moved here

because I got a position, and we thought we'd be here for five years, until my postdoc got done. And we ended up staying forever.

DONIN: You're still here.

BRINCKERHOFF: We're still here.

DONIN: Happily.

BRINCKERHOFF: So anyway, when I first arrived, we had all the usual issues. We were building another house, finishing that, trying to get childcare set up and get settled in a lab.

DONIN: And you were working full time, I assume.

BRINCKERHOFF: Yes. But the beauty of a postdoc and research is that you can basically make your own hours, and if you have to stay home for a certain time when things aren't going well—your husband comes home, and you can come in the evening. Something like that. So there's a lot of flexibility as long as you get the job done.

So we came because we loved northern New England and I had an opportunity to work.

DONIN: So 1972, you're coming to Dartmouth just as they're adjusting to the idea of women coming as undergraduates.

BRINCKERHOFF: Right. I was completely unaware of any of it. I was so busy with my own life, with my young children, with getting the house set up, getting my job done, I didn't know who was out there or what was going on.

DONIN: And this was, of course, when the hospital was right here—

BRINCKERHOFF: Yes.

DONIN: —on Maynard Street.

BRINCKERHOFF: Yes. And I was in Dr. Martin Lubin's lab, which was in the basements of Remsen and Vail at that point. And that's where I spent about four years.

DONIN: And did you find women there?

BRINCKERHOFF: Actually, my co-postdoc was Mary Lee Ledbetter, who had come from Rockefeller University with her Ph.D., and her husband had just been appointed assistant professor of music at Dartmouth. So they moved to Norwich at the same time we did, and they had two small children. And so we shared a lab, shared—shared. And it was great. We worked together. It was very nice.

DONIN: And finding childcare in the '70s was—

BRINCKERHOFF: A challenge.

DONIN: Yes. Were there some daycare—

BRINCKERHOFF: Well, there was one daycare center in Norwich, and the kids went there. I finally found families in Norwich who would take the kids. We lived two miles from the school, and they either got a ride home and nobody was there, or they trudged home. And actually, that impacted at least my older daughter. She decided she was going to stay home from work until her kids got older, you know? But we needed my income, I wanted to work, that's the way it was.

DONIN: You do what you have to do.

BRINCKERHOFF: You gotta do what you gotta do. And what you want to do.

DONIN: Right, right, truly.

So I was cheating and reading the wonderful profile they did of you in *Dartmouth Medicine* a couple of years back, and you then were offered a job by Dr. Harris.

BRINCKERHOFF: Yes. And it was great. When I first went to work with him, I was working on something completely different from anything I had ever studied before, so my learning curve was very steep. And he was a tough mentor. He was a very good mentor, but he was a tough one. And very, very bright. He challenged me a lot. We ended up becoming very good friends, who respected each other enormously. He died three years ago, and I miss him very much.

DONIN: So what was the sort of community that you found here—and I mean that professionally—to support you and mentor you? There couldn't have been—so it was you and Dr. Ledbetter.

BRINCKERHOFF: Then she left—when we finished our postdoctoral training, she started working with Professor Oscar Scornik, who was then in the department of biochemistry, and I got this position with Dr. Harris. And I did that—it was 180 degrees opposite from anything I had ever done before, but we made the decision that we wanted to stay here. And rather than go out and look for a real job being an assistant professor or doing something, I said I wanted to stay here and I wanted to do research. I liked doing research. So that was what my driver was.

So I went to Dr. Harris's lab, where we were working on connective tissue destruction in arthritis, and that was a far cry from tumor immunology.

DONIN: Which is what you were specializing in.

BRINCKERHOFF: I had been doing as my postdoc, yes. And my Ph.D. had been in immunology, so there was at least a bit of a continuum. So now it was completely different, and we were looking at why and how are joints destroyed in rheumatoid arthritis. That was different.

Ted had—the support system was really in the people that he brought to the lab, other either research assistants or postdocs or visiting scientists, and there was a cadre of us that had a great time together: a researcher from Manchester, England, Carlo Mainardi, who was a clinical fellow, who was hysterically funny and also very good; Hideaki Nagase came from Florida, and Hideaki and I are friends to this day. So there was a cohort of people who could put their ideas together to try and work on these problems of joints being destroyed.

DONIN: And did you find—or, I should say, what did you find was the reaction to you among the medical community there at the medical school?

BRINCKERHOFF: They didn't notice me. [Laughs.] Basically. You know, I was just—nobody really noticed me.

DONIN: You kept your head down and worked.

BRINCKERHOFF: I think it's extremely important when you have so many things pulling at you to figure out what's really important and to keep your focus. And I had three children and a job. If the kids were sick, I stayed home and came in in the evening. So I didn't know anybody who was around me, and I just kept working.

In Ted's lab I had an opportunity to write a grant, and I got one, and I had an opportunity to write another grant, and I got that one. And by then, people were [chuckles] starting to notice me.

DONIN: That's a big deal.

BRINCKERHOFF: It was, yes.

DONIN: And does gender have anything to do with one's ability to get a grant back in the '70s?

BRINCKERHOFF: I don't think so, no, because they were reviewed independently—I mean, by national study sections, and I think that actually my first grant was probably reviewed by a woman on the study section, who looked after me. And after that, I probably had some—it was up to me to look after myself, basically. I got to get the work done. You get the money, you get the work done, you apply for another grant, a renewal. Hopefully you get it.

DONIN: And were you in a position now to be thinking about teaching, or does that come later?

BRINCKERHOFF: No. When I got my first grants, I was in the position to then be appointed research assistant professor, so I'm not in the tenure track; I'm in the research track. All of my salary, all of my support, comes from my grants. So Dartmouth is not investing any of their resources in me. And that was fine. I was happy doing research, I wanted to do research, so I was not teaching.

DONIN: And that was your choice.

BRINCKERHOFF: That was my choice. It went with the rank, and I was perfectly fine with it.

DONIN: How did you feel overall in this sort of male-dominated structure that you found?

BRINCKERHOFF: I hardly noticed. I had no expectations at that point. I was just so busy doing my work and enjoying the work that I didn't think about any of that stuff.

DONIN: And you didn't have time to get involved in any sort of college politics—

BRINCKERHOFF: Nope.

DONIN: —having to do with the women on campus?

BRINCKERHOFF: No, I had no time and basically no interest. I was just so consumed with what I was doing. I mean, if you have one or two grants, you've got to get the work done, you've got to write papers, you've got to write renewals. It's a full-time job. And I didn't have a lot of help in the lab, so I was doing a lot of the lab work. I had some help, but I was busy.

DONIN: How was the help apportioned?

BRINCKERHOFF: I would hire a technician off of my grant, and she and I would figure out who was going to do what. And, you know, we worked together to get the job done.

DONIN: So when did you become eligible, I guess?

BRINCKERHOFF: Well, this is an interesting question. You know, I think it's really important to say that as I progressed through the ranks of Dartmouth, I could never, ever have done it without some really important help and support from some of the senior male faculty. It was in the mid-'80s, and I had actually just gotten—on the basis of my grant renewals, I had just gotten promoted to being research associate professor, not research assistant professor. My lab was housed in the biochemistry department.

By then, Dr. Harris had left. He had left Dartmouth to go to New Jersey, and I wasn't willing to go to New Jersey. [Laughs.] And so they gave me some of his lab space, but biochemistry wanted that space for their own recruitments, because they were getting ready to recruit two faculty members, which they did.

DONIN: Male or female?

BRINCKERHOFF: Male. And Bill Culp suggested—who had a lab across the way from me—he said, “You know, there’s this search going on for two faculty members. Why don’t you apply?” And so I said, “Okay.” I mean, it hadn’t even occurred to me. So I did apply, and [sighs] eventually—and I don’t know how or why—they interviewed me. I gave a seminar, a job seminar to the department, and then you give a chalk talk, where you talk about all of your research interests. And that’s really fun because it’s a give and take about research questions. And that went fine because I loved what I was doing.

So then they decide whom they’re going to hire. Eventually, a few days later, Bill came to see me and said, “Well, they’ve decided to hire these other two guys” or “these two guys because you’re already here, so”—you know, “We don’t need to hire you because you’re here.” And that’s not something that was reserved just for me, but it didn’t feel very good. So I went home, had a good cry and went shopping in Campion’s. [Both chuckle.]

DONIN: Did you feel it was because you were a woman?

BRINCKERHOFF: No. I don’t think I was really—it may have been, but I didn’t—if—it may have been. I didn’t focus on that. They just didn’t want me.

And then I don’t know what happened, because Henry Harbury was chair of biochemistry, and George Bernier was chair of medicine. Somehow—and this is where sort of the magic of being supported by senior people comes in—George and Henry got together and decided that they would move me from the research track to the tenure track, that I would have a primary appointment in medicine, but that biochemistry would be able to use me for teaching. And I said, “Fine.”

- DONIN: So this was handed to you. You didn't apply for this.
- BRINCKERHOFF: Well, I did apply for it. I did not get the jobs in biochemistry, but they decided, I think, that—I don't know why, I don't know how. I don't remember. They decided that they would just move me from the research track to the regular track and I would now be associate professor of medicine and biochemistry, but I would have teaching obligations, and I would also have some [inaudible] money support, but I would be part of the regular faculty. So that was, in fact, recognition and somewhat of a promotion.
- DONIN: How many women faculty members in the medical school were there?
- BRINCKERHOFF: At that point?
- DONIN: That's an unfair question, because, you know, how could you necessarily remember that? We can look that up.
- BRINCKERHOFF: Well, I think I remember that there was—I think Lucille Smith was still around as an emerita professor. There was Olive Pettengill in pathology, there was Hilda Sokol in physiology, Val Galton and Frances McCann.
- DONIN: Wow! You remembered them all.
- BRINCKERHOFF: I think that's all there were.
- DONIN: Was there any sort of feeling of supporting one another?
- BRINCKERHOFF: They may have supported each other. I had no interaction with them. And that's partly me, you know? I'm private and have never been a clubby person, and so, again, I just put my head down and kept working.
- DONIN: So this happened—when did you say?
- BRINCKERHOFF: Nineteen eighty-four, '83, '84.
- DONIN: And at this point by now at the college, I think there was something called the Women's Caucus going on that was



supporting faculty, if I have this right. But that was nothing that you got involved in.

BRINCKERHOFF: I didn't know about it, and even if they had been involved, I would not have given my time for it. I just had too many other things I wanted to accomplish, and that was not among them.

DONIN: How was it carrying this teaching load and your research?

BRINCKERHOFF: Well, I was not an experienced teacher, and that was a very steep learning curve. Figuring out how to be a good teacher, how to reach your students, to "keep it simple, stupid," to try and draw them in to what you were teaching. And the subject matter that I was involved with was the fall term of biochemistry to the first-year medical students. They're much more interested in anatomy, much more interested in their clinical experiences. Do they really want to learn molecular biology and biochemistry? Probably not. And so, it was my role to teach them about recombinant DNA technology, and it's a technology, and if you've been a philosophy major or an English major and you haven't worked on this stuff, how do you get it?

So I ended up bringing, over the years, as I learned—I would bring live demos to the lectures so that they could actually see what happened. And it ended up working, and I ended up learning how to do it. To this day, I prefer small-group discussions, where you can actually talk to the students rather than a formal lecture. But that was a continuum of hard learning.

DONIN: Did you have mentors that helped you learn teaching techniques?

BRINCKERHOFF: I think that the biggest mentors were watching my fellow faculty, who were good at what they did and trying to sort of emulate them. They were getting rave reviews. I wanted rave reviews. [Laughs.]

DONIN: Right, right. And were they helpful and supportive?

- BRINCKERHOFF: I didn't go and say, "Gee whiz, I want to learn." I just watched, and I tried to take it home and figure it out, how I was going to put it to work for myself.
- DONIN: And at this point, the population of the medical school—were there women?
- BRINCKERHOFF: Sure. I think there were women at the medical school before there were women in the college, but, again, I'm oblivious to all of that.
- DONIN: You just saw them as students.
- BRINCKERHOFF: I saw them as students, and I saw what my job was, and as I became more involved in teaching and as I was on the regular faculty track and now was eligible to get graduate students in my lab, I began to be more interested in the issues that surround graduate education, medical education, be it teaching, be it recruiting, how do you treat graduate students, what are the issues that are involved with graduate students? So as my job description opened up, so did my window on the world, basically.
- DONIN: Oh, that's interesting, yes. These were students under your care now.
- BRINCKERHOFF: A few of them, yes, yes. And one of the things that happened—at that point, we had department graduate programs, and they were always looking—the faculty were always looking for somebody who was going to run the graduate program. And I said, "Well, I'll do that!"
- DONIN: Aha
- BRINCKERHOFF: I volunteered. And they let me. And it was a two- or three-year term, and I took my turn like everybody else. But during that time, you know, I was pretty active in—I don't remember what I did [chuckles], but I know that I was pretty busy. I was pretty involved. There were graduate students who were doing well, there were graduate students who weren't doing well, and the ones who weren't doing well needed to come and talk to me. We had to figure what you're going to do with them. So I started to get involved in issues.

DONIN: And this same profile in the alumni magazine really described you as a champion of the grad students—

BRINCKERHOFF: I tried to do that.

DONIN: —the Ph.D. students.

BRINCKERHOFF: I tried to do that. I thought that that was very important. I thought that the graduate programs were growing, and we were getting more and more graduate students. They were better. But everybody still talked about the medical students at the medical school. And I'm saying, "Okay, we have this population of graduate students. They're very important to the forward motion of the research component. We're trying to mentor them. We're trying to teach them. Let's give them some attention and recognition." So that's one of the things I tried to do.

DONIN: In what way?

BRINCKERHOFF: Well, I tried working with Andy Wallace, dean of the medical school. There was a Dean's Medal given to the top medical student. I thought we should have a medal, an award that was given to the best graduating medical student, graduate student. So Andy and I worked on that, crafted language, and Andy decided to name it in honor of the then provost and his good friend, John Strohbehn. So to this day, we have the Strohbehn Medal that's given to the highest graduating Ph.D. students.

DONIN: In the sciences.

BRINCKERHOFF: In the medical school.

DONIN: In the medical school.

BRINCKERHOFF: Yes. It's a medical school-based award. And so the cadre of graduating Ph.D. students has grown *hugely* over the years, and so the process has become even more competitive because there's a call that goes out in the spring to the departments for each department to nominate—and now I think there's genetics, biochemistry, micro and physiology and pharm-tox, so that's five departments that get a letter saying, "Who among your graduating Ph.D.s do you want to

nominate for the Strohbehn award?” So those nominations come in, and there’s a small committee that decides among the nominations who is going to get the award. So it’s become fairly competitive.

DONIN: So you got pulled into sort of politics.

BRINCKERHOFF: I did.

DONIN: After all these attempts at hiding in the lab.

BRINCKERHOFF: I did. Because there were just issues that I cared about. And then, somewhere along the way—I mean, I had these grants, and then recombinant DNA was becoming really important, and connective tissue diseases were being very important, and some group—I can’t even remember the name of it as this point—Recombinant DNA Technology? I don’t know. They heard about me, and they gave me a lot of money to do research. It was great.

DONIN: So this is another grant you got.

BRINCKERHOFF: Yes. This was in addition to my NIH-based grants. This was corporation funding. And the dean, Bob McCollum, heard about this, and decided to highlight me. And then—this is another example of a senior administrator taking notice.

DONIN: What does it mean to be highlighted?

BRINCKERHOFF: Well—I’m about to get to that.

DONIN: Okay.

BRINCKERHOFF: So they decided to do a story on me for the *Dartmouth Medical School Magazine*, and that’s what it was called at that point. That’s not it [referring to a magazine that Mary Donin apparently has on the table]. It was an earlier one. So they sent this fancy photographer up. They put me on the cover of *Dartmouth Medical School Magazine*, and then there was another picture of me, which somebody referred to as the centerfold.

DONIN: [Chuckles.]

BRINCKERHOFF: And you know, they put the microscope and the tissue culture hood and all kinds of stuff, but—so somebody noticed me. And then—

DONIN: And that was Bob McCollum.

BRINCKERHOFF: That was Bob McCollum.

DONIN: He was the dean at that time.

BRINCKERHOFF: Yes, he was. Unfortunately, a lot of the people I'm mentioning here are no longer alive.

DONIN: Right, right.

BRINCKERHOFF: And he was such a dear. You know, when he became dean, he would walk around the halls, and no dean prior had ever said, "Boo" to me, so I just walked—whenever I saw a dean, I just put my head down and kept going. When Bob McCollum walked by, he said, "Hi." He knows me, and said hello. Again, that wasn't just reserved for me; that's who Bob McCollum was. But that's different from before.

DONIN: So that's the culture of—is that the culture of medical schools?

BRINCKERHOFF: I don't know. I can't speak to that.

DONIN: It was the culture at Dartmouth?

BRINCKERHOFF: It was the culture then, before Bob McCollum came on board. And he just was such a generous-spirited person. I think he was OB-GYN, which—I think that's what he was. So that means you deliver babies. It's a happy activity. [Laughs.] I think that's what he was.

DONIN: So here you are on the magazine cover.

BRINCKERHOFF: Right. And, of course, my male colleagues in biochemistry don't acknowledge me at all. They don't say—

DONIN: Even after the magazine?

BRINCKERHOFF: Nope.

DONIN: What's that about? Again, is that the culture—

BRINCKERHOFF: Yes.

DONIN: —in the department?

BRINCKERHOFF: Yes. The culture among men, yes. And it's not just limited to Dartmouth, and it's not just limited to biochemistry, but nobody said, "Boo."

DONIN: In medicine in general, at Dartmouth.

BRINCKERHOFF: Hard to say it's in general, but nobody said, "Boo." So I just said, "Fine."

DONIN: How about the women? How about your female colleagues?

BRINCKERHOFF: Again, I was much younger than the women I've mentioned. They were in other departments. I hardly saw them. There was very little acknowledgement. But I knew what I'd done, and it gave me my own—you have your own personal sense of gratification, and that is what has to sustain you. You don't do it for what everybody is going to say about you; you do it for what you feel about yourself, and I think that's really important, and that was really very self-sustaining.

DONIN: But recognition from your colleagues— isn't that something that would nurture you?

BRINCKERHOFF: [Chuckles.] I didn't trust it.

DONIN: It's a good thing, it sounds like.

BRINCKERHOFF: Yes. So then—so then what happened? Then—

DONIN: So this is still in the '80s, then.

BRINCKERHOFF: We're in the—yes. We're getting toward the end of the '80s. I guess—when was it? I don't even remember my own history. Somehow—and was it when Henry Harbury left? And Bob McCollum needed an acting chair of biochemistry, and I remember he called me into his office. I think it was on a Friday. And he said, "I wonder if you would consider this."

And I was absolutely flabbergasted. And he said, “Take the weekend to decide.” I already knew I was going to do it. I couldn’t say no to that challenge.

DONIN: What an opportunity!

BRINCKERHOFF: Yes.

DONIN: First woman.

BRINCKERHOFF: Yes. I didn’t even think of that. I just said, *I can do this. I want to do this.* I just wanted the challenge. So I took the weekend, and then I told him yes. And so then he had to announce it, and I think it was Bob—he had to announce it to the department. [Laughs.]

DONIN: That warm and nurturing group—

BRINCKERHOFF: Right.

DONIN: —that you were—

BRINCKERHOFF: Exactly. So, you know, there was just utter silence. [Laughs.]

DONIN: Ohh! Did you get any direct response from your colleagues, your male colleagues?

BRINCKERHOFF: No, they just—you know, no. I think there may have been a couple who said, “Great.” Stan Froehner, who’s no longer here—he was really a supportive person. But nope. Just took over. And, you know, again, it was a learning experience. I know I made some mistakes, and when I did, certain faculty members would visit my office and let me know what they felt. [Chuckles.] It’s okay! You know? I mean, you’re going to do that, you just got to deal with it. You can’t shut them out.

But then, in that capacity, I was appointed to a search committee. As acting chair of biochemistry, I was put on a search committee to find the dean who was going to take over after Bob McCollum.

So now I’m *really* getting into mainstream events in the medical school. Again, that was a lot of fun! And I think at that point, I really did start to feel camaraderie among

some—and they put me on the committee. I was smart enough by then to know they put me on the committee because I was in a chair position and because I was a woman. So that's why I was there.

And—was there another woman? I can't remember. There may well have been. But Hal Sox was chair, and maybe Heinz Valtin was the co-chair. That committee is a matter of record. You can find out who it was. But we had a great time. We had a *great* time. We went to Boston. We had dinners out. We met candidates. It was really fun. And it was really interesting when Andy Wallace came for the interview. Somebody said, "Why doesn't somebody go down and talk to Andy?" because he was in sort of the green room of the—and I said, "I'll go."

And so I was the first person from Dartmouth that Andy Wallace really met. And we hit it off. So, you know, that all felt good. And when Andy became dean, I moved into a more visible position in the medical school.

So it was sort of these evolving, working relationships and challenges that people gave me, but it was the support of these leaders that saw something in me. I never could have done it without them. And I never would have been bold enough to go on my own.

DONIN: But you were becoming a leader, yourself, at this point.

BRINCKERHOFF: I was. I guess so. I was just doing what felt right and trying to be honest, to be fair. That was really important: to be honest and fair.

DONIN: At this point, were you mentoring any women that were either—

BRINCKERHOFF: Yes.

DONIN: —students or other administrative or science-related people?

BRINCKERHOFF: I had women graduate students. I then had—when Andy asked me—so then in this capacity as associate dean for science, I was sort of overseeing—we were trying to



resurrect the M.D.-Ph.D. program, and I was trying to oversee that, and it wasn't going—

DONIN: Just to be clear here: So Andy Wallace was the one who appointed you as associate dean for science education.

BRINCKERHOFF: Yes. I stopped being acting chair when Bill Wickner—Andy appointed Bill Wickner to be chair of biochemistry.

DONIN: And that's when he asked you—

BRINCKERHOFF: And then, so, I said, "Well, I'd like to do something." And so he made me—and I was then really championing the need to come out for Ph.D. students. So he said, "Okay, I'll do it." Because he kept referring to medical students, and I said, "Well, Andy, what about the graduate student?" So he finally acknowledged that, okay, we should do this. And so he gave me this. And I didn't have very many tools other than my own—there was no money, there was no budget, but at least I had my voice, and I was sitting at the table and could speak to these issues. So I did.

DONIN: Perfect choice for you.

BRINCKERHOFF: Yes.

DONIN: For him.

BRINCKERHOFF: Right, for him, too. [Laughs.] It didn't cost him any money.

DONIN: Right, right.

BRINCKERHOFF: But we were able to accomplish some things. And so, you know, I was involved in the LCME, Liaison Committee on Medical Education, preparation for the visits? I mean, I was involved in various issues, partly because I was a woman and they needed that, partly because I actually had something to say that might have been worth something. But I was doing it because I enjoyed it.

And then, as I said, we decided to resurrect the M.D.-Ph.D. committee, and eventually I became director of that, in my capacity as associate dean. And Ann Coady became my

assistant, and we worked together. We worked together for 15 years, running the M.D.-Ph.D. program.

DONIN: Was she a scientist?

BRINCKERHOFF: No. She worked actually in President McLaughlin's office, and then she came and worked for Andy Wallace, and then she decided she'd like to come and work with me.

DONIN: Great. When was that? I didn't realize it was that recent that it was resurrected.

BRINCKERHOFF: In the early '90s.

DONIN: Early '90s?

BRINCKERHOFF: Yes. Right. Again, I could find it on my C.V. I don't remember all this.

DONIN: Right. It's easy enough to document that, though. I just didn't know it.

So this is when you were championing the graduate students and arranged for them the Strohbehn Medal—

BRINCKERHOFF: Right.

DONIN: —and for them to have their own separate class day speaker?

BRINCKERHOFF: Right. Yes.

DONIN: Okay. And this may be jumping ahead here, but—so when did the Nathan Smith Professorship come along?

BRINCKERHOFF: Hah! We're going to need to edit this, but I'll tell you the whole thing. [Chuckles.] I had said to Andy how much I would really like an endowed chair. So Andy went to work to try and do that for me. And so they got money from a Dartmouth alum called Oscar Cohn, and I was named the first Oscar Cohn recipient, in molecular medicine. And I wrote Oscar a letter, saying I was honored to do this and thank you very much. Well, Oscar wasn't happy with this.

DONIN: Why?

BRINCKERHOFF: I think it may have been, part, because I was a woman. It was put forth that he wanted somebody in cancer.

DONIN: That was the public story.

BRINCKERHOFF: Right. So the Oscar Cohn Professorship was transferred to Mike Sporn, who had come up from NIH after 30 years at NIH. And I'd known Mike for 30 years, and I'm very fond of Mike. I loved his wife, and so, you know, that was fine. But he was a prominent cancer scientist, and he was a male. So Mike Sporn to this day is the Oscar Cohn, as far as I know, Professor of Pharmacology.

So at that point, Marsh Tenney, the re-founder of the medical school, was basically retired, and that endowed chair was lying fallow. So Andy very graciously applied it to me, and I became the Nathan Smith Professor. That was a huge honor and I had that for 15 years, 17 years or something like that.

DONIN: Right. And why is it that it ended?

BRINCKERHOFF: It became clear to the leadership in the medical school that there were other people who might be able to benefit from that chair more than I at the stage in my career, so I was asked if I would relinquish it, and I agreed to.

DONIN: So they changed the protocol with these.

BRINCKERHOFF: They did change the protocol because there was such a shortage of chairs. I know that other individuals were asked if they also would relinquish their chair to other people, younger investigators, faculty members, and I'm not sure who did and who didn't. But I just thought it would be the gracious thing to do.

DONIN: Talk about feeling like an outsider! Boy! So do you think they used these chairs to lure—

BRINCKERHOFF: Yes.

DONIN: —new, young stars here?

BRINCKERHOFF: Oh, yes. And I don't think they're new, young stars. I think they used the chairs to recognize rising stars or stars that have risen, and I think that's appropriate. That's what most institutions do. And that's why it felt so good to be one—you know, to be recognized for my achievements by being named this chair. And I don't dispute that other individuals are as worthy or more worthy than I.

DONIN: But the loss of it is painful.

BRINCKERHOFF: It smarted. [Chuckles.]

DONIN: Yes. And it's significant that they would do that to the first woman.

BRINCKERHOFF: I don't think they even thought about that. As I said, it wasn't just reserved for me, and I don't think they thought, *Oh, this is the first woman. We don't want to do that.* I think they just were looking at the playing field and seeing whom they could tap. I don't think it was reserved for a woman or not a woman. I was there, as were some men. But it just happens that I was the first woman to get a chair and the first woman to be asked to relinquish it.

DONIN: Mmm.

BRINCKERHOFF: A little ironic.

DONIN: Uh huh. But it doesn't change your—I mean, in terms of—professionally, it doesn't change your status at all, does it?

BRINCKERHOFF: No, not at all. The only thing it does is that, you know, if you are going to give a talk someplace or you're writing a letter of recommendation for somebody, to be able to sign it as Constance Brinckerhoff, Nathan Smith Chair—that gives some extra clout to what you're saying. But, you know, having clawed my way to the rank of professor, you can't take that away, and that's fine.

DONIN: Exactly, exactly.

So speaking of the perks or whatever of your practice and your job at the medical school, what are the politics involved in getting your own lab, so to speak?

BRINCKERHOFF: Grants. [Laughs.]

DONIN: It's purely based on—

BRINCKERHOFF: Yes, purely based on money. The currency in the medical school is grant dollars and research, yes.

DONIN: So there are separate ways of recognizing someone for their teaching—as opposed for their research.

BRINCKERHOFF: Yes, and you get teaching awards, but it's your research achievements. I mean, if someone is just doing research and they're not contributing in other ways, then they're probably not going to get an endowed chair. The dean doesn't come in and sort of knight you. You have to be nominated, they do a peer review, they send your C.V. out to a bunch of people, and ask for comments: "Is this person worthy of getting this chair?" And it's nice when you get the letters back and they say yes. [Laughs.]

DONIN: But clearly the teaching—I mean, in order to have the *gravitas* needed to get a chair, you have to excel not just in research.

BRINCKERHOFF: That's right.

DONIN: But in teaching.

BRINCKERHOFF: That's right. Yes, you do.

DONIN: It's a package deal.

BRINCKERHOFF: Yes, to some extent. But the emphasis is still on the research.

DONIN: Right, because that brings in money to the institution—

BRINCKERHOFF: Yes

DONIN: —which is what it's all about.

BRINCKERHOFF: Yes mostly.

DONIN: Right?

BRINCKERHOFF: Mm-hm.

DONIN: So—I just lost my train of thought. I just had a question for you. Tell me about—you alluded to the fact that your colleagues back in biochem in the early days had no reaction to you one way or the other. Did you reach a point where the male colleagues, who you knew either through teaching or through your research—did they finally accept—

BRINCKERHOFF: Yes.

DONIN: —the fact that you were on equal footing with them?

BRINCKERHOFF: Yes, they did.

DONIN: And how did they let you know that?

BRINCKERHOFF: A lot of it came by working with them through teaching, because we would be—especially with the younger ones. We'd be working together to devise exams and quizzes and to go over information— so I was just interacting with them. And those were positive experiences. And I think after a while, they just say—“Okay, she's not in my face. She's okay.” [Laughs.] I don't know, they just—

And then another leveler was actually cancer, because one of the faculty members had lung cancer; then I was diagnosed with breast cancer; another faculty member was diagnosed with prostate cancer; and another woman faculty was diagnosed with breast cancer—all within the space of five or six years. And so, you know, that sort of brings people together, and you talk about—you're not quite so entitled anymore. You're all more human. And, you know, I don't know what they think of me. [Chuckles.] It doesn't really matter. I think they respect me.

DONIN: So let's turn the focus a little bit away from you and more out towards the Dartmouth community. Did you have a sense that the students changed over the period of time that you were working with them in the classroom? Did you see any sort of change in the students coming through?

BRINCKERHOFF: I think the graduate student pool increased in strength and quality and number. Medical students. I didn't really see a lot of change in them. They're very polite. I enjoyed interacting with them and discussing science. I actually showed a video, that one with David Duchovny and—what's her name? Oh! She goes out to outer space. They had that—it was a TV series for a while. They did some recombinant DNA on that show. And so I had that edited here, and I showed it as an example of how to actually do this. [Transcriber's note: The show was *The X-Files*. The actress was Gillian Anderson.]

DONIN: Amazing!

BRINCKERHOFF: That was fun. Students really liked that.

DONIN: A great tool.

BRINCKERHOFF: Yes, it was. But I can't remember the name of the show! [Laughs.] Anyway, I can—

DONIN: We'll find it.

BRINCKERHOFF: Yes.

DONIN: And, of course, the population, the student population had changed by this time.

BRINCKERHOFF: Yes, I think that there were more women in the class, and they were very much a force with each other, and they were vocal and—you know. But I didn't have a lot to do with the medical students. I taught them in that first semester, the first term, and they moved on to other things. Gratefully for them. You know, they were happy to do that.

DONIN: So that was a requirement that all entering first-year students had to take your class.

BRINCKERHOFF: Yes.

DONIN: I see. Yes, so occasionally you'd find someone who clearly you sparked their interest—

BRINCKERHOFF: Yes.

DONIN: —and they decided to specialize.

BRINCKERHOFF: Well, that would be medical students, and most of them didn't want to specialize in biochemistry and molecular biology. I didn't really—I taught those students. If I sparked interest and they learned something, that was my goal. But I was trying to get graduate students to come to my lab to spend four or five years working toward their Ph.D.

DONIN: And did that population change?

BRINCKERHOFF: Yes, it got better and stronger. It did over time, and there were more women admitted. Dartmouth has done a good job in building its graduate programs, and it's a real strength of the institution.

DONIN: Uh huh.

Okay, let's see here. What have I not asked you that you want to talk about?

BRINCKERHOFF: I would like to talk about how I possibly entered the provost's office.

DONIN: Of course! We left out the major—of course! Excuse me. Yes!

BRINCKERHOFF: Again, this is just a very interesting—Andy Wallace, when he was dean, there were these monthly or something meetings with the senior leadership, when Jim Freedman was president. And it was time—it was the medical school's turn to have a noon speaker, and Andy asked if I would speak. So, you know, what do I do? I do recombinant DNA technology, molecular biology. So what did I do? I brought this stuff that I showed to the medical students over to the luncheon—[Laughs.]—and tried to bring recombinant DNA, molecular biology, to life at this luncheon. And I think it caught the interest of Jim Freedman.

DONIN: That's great. And this is the first time—I mean, all these years, you've said that you've been not really engaged with the college and such.

BRINCKERHOFF: Right.



DONIN: So this was the first time—

BRINCKERHOFF: Yes.

DONIN: —you really came out to the college community.

BRINCKERHOFF: Yes, because Andy Wallace asked me to do it. And then, you know, I went back to my little warren in the lab and just kept working. This is another interesting story. [Chuckles.] And then Jim Freedman stepped down, and—actually, he hadn't stepped down, and we had another search for another dean because Andy Wallace was leaving, and I was on that search committee, with Bill Hickey being the chair. And we were meeting, and I think that's at the time when I was undergoing chemotherapy, and I did not have the strength to go to search committee meetings. My goal was to walk the dogs every day and to write papers, because that was something that could keep me going. But to go to a search committee meeting—that was just too much.

DONIN: And, of course, Jim Freedman was very—

BRINCKERHOFF: Well, this is exactly where—so I wrote to him, and I said, "I need to resign from this committee, with apologies. And he wrote back the most—it makes me cry—touching, understanding note.

DONIN: Because he was in the middle of this, himself.

BRINCKERHOFF: I think so.

DONIN: So this was about 1996?

BRINCKERHOFF: Yes, that's exactly when it was. It was in '96. Oh! [She gets emotional.]

DONIN: It struck a real chord with you.

BRINCKERHOFF: Yes. Um—yes. (I didn't think I would do that.)

DONIN: Well, he makes a lot of people cry.

BRINCKERHOFF: Yes. And one time we ran into each other on the street out here and just gave each other a hug.

DONIN: Right.

BRINCKERHOFF: Anyway [recovering her composure], so—

DONIN: He wouldn't let you resign, I bet.

BRINCKERHOFF: Oh, he did.

DONIN: He did.

BRINCKERHOFF: He did. Very, very graciously understanding that I just—I couldn't. Even if he hadn't let me, I was going to. I couldn't do it. You have to know the limitations of what you can do and it's not fair to everybody else, and so—you know.

Anyway, so Jim Freedman steps down, and they announce that Jim Wright—this is funny—is going to be the acting president while they have a search. And then I get a call from Jim Wright. Would I come to his office—it's one Friday in May. The sun is out. It's beautiful. And I'm going, *He probably wants to know who I would think should be provost while he's acting in that presidency.*

So I trot over to his office, and I sit down, and he says, "I would like you to be acting provost." [Laughs.] I just was shocked! [Laughs.] This was a great story. And, again, I knew instantly that I would do it, but I said, "I'm going to take the weekend." [Laughs.] It was hysterical.

DONIN: It was so funny they ask the really big questions on Friday afternoons.

BRINCKERHOFF: They do. [Laughs.] I think they do.

DONIN: To give you time to process it.

BRINCKERHOFF: But I knew. I mean, it's one of those things that you decide you're going to do. You know in your gut that you want to do it. It's like the person you're going to marry, you know? So that's that.

DONIN: What was that experience like?

BRINCKERHOFF: Great. It was great. It was really, really terrific.

DONIN: But you're working with a totally different population.

BRINCKERHOFF: Absolutely, and they have a whole different set of how they operate. And it was fascinating. I loved it. Went over to the Minary Center for the board of trustees meeting in August. That was fascinating, meeting all those people. [Steve] Bosworth was chair of the trustees. He is a—Oh boy. Very impressive! And so, interacting with people of that caliber was just a pleasure and an honor.

So they had a new dean at Thayer, Lewis Duncan, who was there for a few years and then he went off to be president of some college in Arkansas. So at that Minary retreat, Lewis said, "Connie, try and accomplish one or two things. You can't do everything." That was really good advice.

DONIN: That was Jim Wright's advice?

BRINCKERHOFF: No, it was—

DONIN: Or Bosworth's?

BRINCKERHOFF: No, it was Lewis Duncan's.

DONIN: Oh, the dean. Oh, oh, oh.

BRINCKERHOFF: The new dean at Thayer who cornered me and said, "You know, you're embarking on this new venture. Just 'keep it simple, stupid,'" basically. So, you know, I think the job started August 1<sup>st</sup>, and they say, "Well, you know, if anything ever happens to the president or while he's out of town, you know, it's gonna fall on *you*." And you sort of go [whispers], *Oh, my Lord!*

But, you know, the staff was so supportive. Jeannine McPherson had been there forever and ever and ever. And Cary Clark was—

DONIN: College counsel.

BRINCKERHOFF: Yes. He was terrific. The staff there—just so caring and supportive. Just wonderful!

So, again, I just tried to be fair and honest. I wanted to meet all the players. So I met with the head of Hopkins Center and the head of the Hood Museum, and heard their concerns about the liberal arts and how important they are. And, of course, I agree with that. But they were terrified that the medical school was going to take all their resources. It was just fascinating.

And I went and met with the people at Thayer. A very interesting experience was going to meet the people at Tuck. Actually, in my capacity as provost, I went to some overseers' meeting at Tuck, and who's there—this is funny, too—but this guy—he either had gone to Princeton or Yale and had dated one of my classmates at Smith [chuckles] when I was there. And, you know, at Smith I was considered a nerd. [Laughs.] And this guy was all big man on campus and dating this beautiful thing and everything. And [laughs] here I was, provost of Dartmouth College! [Laughs.]

DONIN: He didn't know what to make of—

BRINCKERHOFF: No, he didn't, and I introduced myself, and he just said—I don't think he really remembered me, but it was just one of those moments that you relish.

And just learning about what are the issues that drive the college, how does the college fit together? And the quality of the individuals who run this place! That was really what struck me. And so I was in the provost's office a few days and going back to the lab for a few days and juggling that.

I love research, and Jim had decided that he wanted to get somebody from the outside—(Jim Wright)—to be the real provost. So they had a committee and he offered the job to Susan Prager. I think she was here for about six months.

DONIN: A little bit longer, but not much.

BRINCKERHOFF: Right. So I went back to the lab.

DONIN: So he had made it clear when you were acting that—

BRINCKERHOFF: We made it clear to each other. Yes, he made it clear. I was interested but not that interested, and I wasn't sure I wanted to give up my research. And, you know, I like to say that I left the provost's office with my halo intact. And the reason that I could do that is that I wasn't there that long, because sooner or later, you know, some really bad stuff—and I was going to have to make some harder decisions than I did make.

DONIN: But fortunately, as an acting provost with a limited time period—

BRINCKERHOFF: Oh, yes.

DONIN: —you can keep the boat afloat but not have to make any major—

BRINCKERHOFF: Well, I did one thing, and I thought that *this is one thing I can accomplish in the provost's office*. When the medical school had had its prior liaison committee and medical education, the LCME visit, one of the things that they commented on was the fact that the graduate programs had never been reviewed, and I thought, *Okay, as provost I can initiate and mediate that*, and I knew enough about the graduate programs and enough about faculty that I could put together the appropriate whatever needed to be done to oversee that. So I did.

DONIN: So you accomplished something.

BRINCKERHOFF: I did. I'm not sure that the results ever got publicized and acted on, but at least I did it. And I felt good about it. I felt that the process was fair; I felt that the evaluations were appropriate, and I did it.

DONIN: So this must have changed your status, this acting provost—

BRINCKERHOFF: I think it did. I didn't pay much attention, but I think that it did.

DONIN: You didn't notice a change in how people treated you.

BRINCKERHOFF: No. [Chuckles softly.]

- DONIN: How did your research fare with you being gone?
- BRINCKERHOFF: Ah that's a very interesting question. I was gone for six months or so, and I noticed that the things we were working on got done, but then I said, *Oh, my heavens, there's nothing new that's being started. I guess that's my job!* [Chuckles.]
- DONIN: You were the engine that had to jumpstart—
- BRINCKERHOFF: Yes.
- DONIN: Uh-huh. But that's probably—
- BRINCKERHOFF: I love it.
- DONIN: Yes.
- BRINCKERHOFF: Otherwise I wouldn't still be doing it.
- DONIN: Right, right.
- BRINCKERHOFF: And you have to love it, because rejection is just such a part of the picture.
- DONIN: You have to be very patient, don't you?
- BRINCKERHOFF: I'm not! [Laughs.] Ask my husband. I'm terribly impatient. I have no patience.
- DONIN: You have to wait and wait and try and try for so many years.
- BRINCKERHOFF: You do, but your mind is so caught up with the questions, and *maybe it's this if it's not that* and *maybe this is what's happening and not that*. So that's not a matter of patience; it's really a matter of curiosity. And I have no patience. I want it all done yesterday.
- DONIN: [Laughs.] Well, from the outside, it's easy to make the assumption that researchers are very patient, because—
- BRINCKERHOFF: Right.
- DONIN: But you're right: You need that curiosity and the desire to—

BRINCKERHOFF: Right.

DONIN: —move forward, to keep you going.

BRINCKERHOFF: Right. You do, because your grants are going to get rejected, your papers are going to get rejected, and you have to believe that—you have to like what you're doing and believe that at some level it's important. And that comes from inside of you.

DONIN: Right. For sure.

So just going back to our focus about the Dartmouth community here, it seems that you went through periods of time where you were very much seen as sort of the insider, but then there were times when you were treated like you weren't an insider. Is that a fair—

BRINCKERHOFF: I'm not sure what you mean by "insider."

DONIN: Well, you know, everybody has moments in a group setting and an institutional setting where you feel like you're not really belonging.

BRINCKERHOFF: Sure.

DONIN: You don't have the—

BRINCKERHOFF: Right.

DONIN: —to be considered one of those—

BRINCKERHOFF: Right.

DONIN: —in the know.

BRINCKERHOFF: Mm-hm.

DONIN: All of us—

BRINCKERHOFF: Right.

DONIN: —no matter what we do, where we work, whatever.

BRINCKERHOFF: Right.

DONIN: And our focus in this Dartmouth community project is to try and describe—using that lens of insider-outsider—describe how Dartmouth has changed since World War II in terms of what the makeup of the community is. Obviously, it's more than just women being here; it's a great deal more than that. It's opened up in so many ways to people who fifty years ago never would have been able to come to Dartmouth.

BRINCKERHOFF: That's right. And Jim Freedman is responsible for a lot of that.

DONIN: A lot of that, exactly, on the academic side, for sure. So in the beginning, you surely must have felt like you—and I realize you weren't thinking about things like this—

BRINCKERHOFF: That's right.

DONIN: You had your head down—

BRINCKERHOFF: Right.

DONIN: —on the lab table or whatever they call it—

BRINCKERHOFF: Right.

DONIN: —your lab bench.

BRINCKERHOFF: Lab bench, yes.

DONIN: And weren't thinking about any of these things. But as you look back, it seems to me there were times when you were struggling—as you said, clawing your way up the ladder—to become an insider. And you certainly arrived on many different levels—

BRINCKERHOFF: Sure.

DONIN: —both scientifically and professionally—

BRINCKERHOFF: Right.



DONIN: —as well as your provost position.

BRINCKERHOFF: Right.

DONIN: So how do you feel now?

BRINCKERHOFF: Good. [Laughs.] And as I've gotten older and as we've moved away from this community down to New London, where our daughter is and my husband is retired—you know, after I got done with the whole cancer thing—we have loved Martha's Vineyard, and were in a position to be able to buy a house and said, "What are we waiting for? Our now is now." So we did that, and I want to enjoy the beach at Martha's Vineyard in the summer. I want to do other things! I don't need to go to every meeting about this, that and the other thing. I don't need to do that anymore.

And what am I still doing? I'm still reviewing papers. I'm still reviewing grants. I'm an editor on a couple of journals. I'm still writing grants. I'm still doing research, which is what drove me in the beginning and it's driving me now.

DONIN: Wonderful. But you've got some more options as well, though. The pressure isn't on you to be there as much as before.

BRINCKERHOFF: No, not at all. And that feels great. I've done it! It's time [chuckles] to let somebody else worry about all of that.

DONIN: But surely after your 40-some years here—

BRINCKERHOFF: Forty, yes, yes.

DONIN: —you must be looked upon, to incoming scientists, as someone to be a guide.

BRINCKERHOFF: I don't think that most incoming scientists have any idea who I am, because I'm not terribly involved in anything, you know? If somebody who's being interviewed—if the search committee or somebody wants to speak to me, or if somebody is looking through the Dartmouth web pages and sees me, I'm happy to talk to them. But for the most part, you know, I just do my thing.

- DONIN: Well, that's sort of a good survival technique, isn't it?
- BRINCKERHOFF: Oh, yeah! Yes, yes! [Laughs.] It's a great survival technique. Just say that it doesn't matter, because if it did matter, I'd be feeling really left out. And I don't.
- DONIN: Well, it was your choice.
- BRINCKERHOFF: Yes, it really was. It was my choice.
- DONIN: And you didn't come here looking to be an insider—
- BRINCKERHOFF: Nope.
- DONIN: —in terms of—
- BRINCKERHOFF: Nope, I came here to do the work, the research.
- DONIN: Right, right.
- BRINCKERHOFF: And the rest has been frosting. I've enjoyed it. I've liked it. I've been able to make a contribution, that's terrific. But that's not what I started out to do. I just wanted to do research.
- DONIN: Great. Did I forget anything else? I feel ridiculous that I forgot to bring up the provost thing.
- BRINCKERHOFF: Well, something about this MERIT award.
- DONIN: Oh, yes, yes, yes, right. This is your list of honors and awards that we didn't even go through. Oh, and you were chosen to be a presidential lecturer.
- BRINCKERHOFF: Oh, I was.
- DONIN: That's a big deal.
- BRINCKERHOFF: Yes, it was a big deal. It was a very big deal. It was.
- DONIN: So tell me how that happened.
- BRINCKERHOFF: Again, it has to do---again, it's after—and I forgot about that, actually. It was after the presentation that I made to Jim's—he asked me to do that.

DONIN: You were the ninth one.

BRINCKERHOFF: Yes, that was big. That was a big honor. And I have framed the announcement and the dinner invitation, and that sits in my office.

DONIN: I can't help but ask this even though it's annoying after a while, I think: Were you the first woman?

BRINCKERHOFF: I have no idea.

DONIN: It would be interesting to look it up.

BRINCKERHOFF: I have no idea.

DONIN: You know, we get asked that question here all the time, in the archives: "Who was the first this, that or the other thing?"

BRINCKERHOFF: Right. I would be curious to know, actually.

DONIN: Yes, we should look that up, because I'm sure we have a list of the presidential lecturers.

BRINCKERHOFF: Right.

DONIN: That would be fun. And are there any good stories associated with the rest of these honors and awards?

BRINCKERHOFF: No, just that this was a good thing to have.

DONIN: The MERIT Award.

BRINCKERHOFF: Yes, from NIH. I mean, that says that my research in the national community on joint destruction in arthritis was deemed recognizable for a long-term award from this institute.

DONIN: And that institute is made up of your peers, right?

BRINCKERHOFF: Yes. And I sat on study section three times, national study section. [Chuckles.] It's an honor to be asked to do it. But it's a lot of hard work.

DONIN: Work. Right.

BRINCKERHOFF: I mean, I've actually felt that it was really important—If you're going to take money and do the research, it's important to give back and contribute by reviewing, and that's why I usually review almost any paper that floats across my desk, and why I do all that. So I'm still on this JBC editorial board.

DONIN: *Journal of Biological Chemistry?*

BRINCKERHOFF: Yes. Sometimes, I get three papers a week to review.

DONIN: So you're not gonna do nothin' but bike, it sounds like. You're still very involved—

BRINCKERHOFF: Yes. I am. But, you know, I mean, if I want to go for a walk in the middle of the day, which I do, I do. And it actually helps clear my head and think about what's next. I don't have to go to back-to-back meetings. I don't have to stay up till 11 o'clock at night doing something.

DONIN: Been there and done that.

BRINCKERHOFF: That's right. That's right. So if I want to watch *Downton Abbey* at 7 o'clock at night, I will. [Laughs.]

DONIN: And let's face it, the technology that we have today allows you to do so much of this stuff remotely.

BRINCKERHOFF: Exactly. And I would rather—I love working from home. I love it. And I take it all to the Vineyard and work from there. I call it my "outdoor office".

DONIN: Perfect.

BRINCKERHOFF: [Laughs.]

**[End of interview.]**