

JUDITH KLINMAN

Christina Maslach:

So this is Judith Klinman, and do you want to give information on your life and academic background.

Judith Klinman:

I'll give all the information, sure. So, I was born in Philadelphia, April 17, 1941 right before Pearl Harbor. We lived in the city, on the western outskirts, and I attended public elementary and high schools. I then went to the University of Pennsylvania, actually the College for Women as an undergraduate.

Christina Maslach:

Oh, okay.

Judith Klinman:

That was a very different time for women in higher education (1958-1962) and, would you believe, the women were regularly invited to an afternoon tea service hosted by the Dean of the College for Women.

Christina Maslach:

Yes.

Judith Klinman:

I enjoyed UPenn very much, majoring in chemistry as an undergraduate. I commuted from home the first year and then lived on campus for the remaining 3 years. This was a wonderful time in my life – I was very excited to be living on my own - many new friends and experiences. From an academic perspective, my initial attraction to chemistry deepened and I had the opportunity to do undergraduate research at the Johnson Research Foundation. I applied to graduate programs in NYC. and attended NYU, which offered me financial assistance. I had applied to both Columbia and NYU, and Columbia had been my first choice; however, while I was accepted into their program, I was not offered a teaching assistantship.

Christina Maslach:

Okay.

Judith Klinman:

I had been dating a man who would become my future husband, Norman Klinman; he was a MD who had decided to also pursue a PhD at the University of Pennsylvania. We married the summer after my first year at NYU, and I moved back to Philadelphia and I entered the Department of Chemistry again at UPenn, this time as a graduate student. A busy time got even busier, and I was somehow able to complete my PhD after 3 years at UPenn, while giving birth to my first son. We moved in with my in-laws for the final year of my PhD studies, and my

mother-in-law was a godsend.

Christina Maslach:

Yeah. Okay.

Judith Klinman:

In October 1966, my husband and I moved to Israel for postdoctoral research positions. During this time, our second son was born. We were away almost 2 years - 14 months, in Israel and then 8 months in London. And then we came back to the US to start our "adult lives." Women students interested in academia often ask: when is the best time to have children? I am never sure what to say to them, except to point out that having one child as a grad student and one as a postdoc worked out for me (with a lot of help). I see women today, waiting until they have tenure, to begin a family. I was never that organized and, in retrospect, grateful that the kids were healthy and that many people stepped in to make it possible. So that was a very busy time, getting a PhD, family formation, postdoc-ing, adventure. Actually, it was a wonderful time. In 1968, we returned to Philadelphia. I started a second postdoc at the Institute for Cancer Research in North Philadelphia (Fox Chase) and commuted by train. That postdoc position morphed into my first faculty position, before coming to Berkeley.

Christina Maslach:

Before coming to Berkeley. Yeah, that was one question. Which, what jobs did you have before you came...

Judith Klinman:

As a postdoc I trained with Irwin Rose, a brilliant and quirky man (Nobel Laureate, 2004), who later told me "he had initially had his doubts about me." In the end, he was quite supportive and we became good friends in later years.

Christina Maslach:

Oh, okay.

Judith Klinman:

I was his postdoc from '68 to '70, and during this time had developed some new ideas of my own. He gave me the freedom to pursue these ideas on my own, paying my salary for 2 years off of his own grant.

Christina Maslach:

Wow.

Judith Klinman:

Very nice.

Christina Maslach:

That's great.

Judith Klinman:

I think he kind of met his match in me. I don't want to brag, but he could be so difficult and we had a standoff, basically. At one point I had a result that required a lot of analysis, and we each went home at the end of the day to do the analysis. By the next morning, I figured it out and he had come to the opposite conclusion. This was like a defining moment in our relationship. After that he let me pursue the work I wanted to do and to publish the results on my own without his name. He supported me. That was very significant.

Christina Maslach:

Wow.

Judith Klinman:

And two years later, I had a job offer from UT Southwestern, and the Institute for Cancer Research at Fox Chase offered me a staff position. After about 4-5 years I was promoted to the position of Associate Member, the equivalent of Associate Professor, And at that time my beautiful family was falling apart. This was the crazy late 1960's, early 1970's.

Christina Maslach:

Yeah.

Judith Klinman:

And, I decided I needed to redefine my life and to get far away.

Christina Maslach:

Okay.

Judith Klinman:

So how far away could I get and still be on the continental U.S ? I applied to two UC schools – UCLA and UC Berkeley, and UCLA said they were not interested, UC Berkeley offered me a position, and everything was formalized in 1977 but I didn't start until the fall of 1978 as an Associate Professor within the Department of Chemistry in the College of Chemistry.

Christina Maslach:

Okay. Okay.

Judith Klinman:

Yeah.

Christina Maslach:

Got it. Okay. Wow. So, we ask if you know anything about the hiring process that you experienced in terms of how you heard about this or, what it was like to come and do the job talk or what, you know, negotiations on this, anything that you wanted to note about that?

Judith Klinman:

It was clear that the Department was under pressure to hire a woman and, as far as I can ascertain, I turned out to be the first woman tenure-track/tenured faculty in the Physical Sciences. In terms of family demographics, my first husband and I were divorced during this time, and he went on to pursue a position at Scripps Research Institute in San Diego, so that he could be on the West Coast as well (and be closer to our 2 sons). There was a second family formation for both of us later on. That's the basic outline of the history of how I arrived at UC Berkeley and California

Christina Maslach:

Okay. Yeah.

Judith Klinman:

As to the question of how I found out about the job? I'm not really sure, I don't remember very well. Maybe it was advertised, maybe it was via the grapevine.

Christina Maslach:

Yeah, but you were the first woman, right?

Judith Klinman:

Yes. I was the first female regular faculty member within the College of Chemistry.

Christina Maslach:

Wow. Okay.

Judith Klinman:

Thinking more on this, I had known that there were issues within the College of Chemistry, through friends who had either gotten their degrees here or who had been postdocs here. We were a very close-knit group of women scientists at Fox Chase, and we discussed our futures and helped each other out.

Christina Maslach:

Okay.

Judith Klinman:

We were quite active in helping the status of women within ICR. We did salary surveys, and found out that the women were being underpaid. In the end, we got salaries increases, this is all during the 1970's. And we worked hard to get a childcare center established. As a group we had learned how to assert ourselves in the area of affirmative action. So that was on our minds a lot, and we must have discussed some of the Title IX fall-out, and what was happening on the West coast. And in that time, the West coast was the dream of everyone. Right? If you grew up in Berkeley, you may not know about that.

Christina Maslach:

No, I know.

Judith Klinman:

But growing up on the East Coast, everyone saw the West Coast as this really fabulous place. There was UC, and in those days, almost free higher education for your children. And you know, it was really beautiful.

Christina Maslach:

Yeah. Wow.

Judith Klinman:

As I mentioned above and on the panel, I wrote just two letters, one to UCLA and one to UC Berkeley, and UCLA was not interested. I found out much later, through a friend who got his PhD degree with Paul Boyer at UCLA, that Boyer (also a Nobel Prize winning enzymologist), had said some pretty negative things about me at that point. Something like - oh, Berkeley, yeah, I don't think that they should hire her. There was some negative energy there, that only came to light about a year ago.

Christina Maslach:

Really, wow.

Judith Klinman:

Yeah, through conversation with a friend who was, as I said, his graduate student. So when I think back on that, and apparently when Boyer would talk with faculty here, he would express his reservations about me. Paul was from Utah, very upright and distinguished and a smart guy. But I think this may be an example of implicit bias. I did get an award at UCLA later, a distinguished lectureship, and Paul was in the audience and, and one of the women on the faculty said, "Oh, Paul didn't like your talk very much". And I thought it was a perfectly fine talk.

Christina Maslach:

Yeah.

Judith Klinman:

So I expect that we all have these trails of negativity.

Christina Maslach:

Yes.

Judith Klinman:

Truly. And you know, this is one I didn't need to know about. I'm glad I didn't know about it earlier. I only found out about it long after the fact. But Berkeley, bless their souls, they jumped in.

Christina Maslach:

Well that's good. Yeah.

Judith Klinman:

And Joe Cerny who was Chair of the department at the time was at the panel you organized...

Christina Maslach:

Yes, he was. That's right. I hadn't seen him in a while.

Judith Klinman:

Yeah. I spoke with him afterwards. He said, "yeah, I had to work very hard to get your appointment." You know, he generally is not that forthcoming. He doesn't say much. Yeah. But he said, you know, I really had to work hard on your behalf.

Christina Maslach:

Yeah.

Judith Klinman:

And I said, well, you know, that I was not willing to come without tenure. I was already tenured at Fox Chase at that time, and it was a very distinguished research Institute. So I was not about to start all over again. And he said something very interesting. He said, I was not prepared to hire a junior woman faculty in chemistry. I was looking for a person who could come with tenure.

Christina Maslach:

Right.

Judith Klinman:

Which, if that's true across the board for the department, then that's good information that shows some intelligence, because to have to carry that burden on top of everything else would have been really hard.

Christina Maslach:

Yeah. Yeah. Well, you know, it wasn't exactly being the first, but for Eleanor Rosch and me in the Psychology Department after 47 years, it was like, what's going on?

Judith Klinman:

Kind of similar. I mean, not quite as bad...

Christina Maslach:

Starting out, but yeah. Well, she had already had a couple more years, but yeah, I was...

Judith Klinman:

I know there were two of you, which would have made a difference.

Actually, he said something very interesting to me. I haven't thought about this.

Christina Maslach:

He said this at the time, or just now?

Judith Klinman:

At the panel you organized.

Christina Maslach:

At the panel.

Judith Klinman:

After the panel, we were having glass of wine and chatting. He said Chemistry was pretty much behind it, but the Budget Committee was worried that it was being rammed down their throats and that the whole department hadn't gotten on board. So it must've been a mixed vote.

Christina Maslach:

Wow.

Judith Klinman:

So by the time it got to the budget committee, I'm sure, you know, they were like, "Oh my God."

Christina Maslach:

Yeah.

Judith Klinman:

And I do know of a senior colleague who is older than I am, who at that time objected very much to my being hired. And I did find that out pretty early on.

Christina Maslach:

Yeah.

Judith Klinman:

There were all kinds of, you know, waves that had to be overcome. But I was hired into the biophysical group of the Chemistry Department, and they were uniform in wanting me and they kind of rallied around.

Christina Maslach:

Well, that's good.

Judith Klinman:

I did have a small home within a larger department.

Christina Maslach:
Yeah.

Judith Klinman:
And the College and they included me in social events and personal things . So that was quite nice.

Christina Maslach:
So, that was good.

Judith Klinman:
So, I did have that. And I'm grateful for that.

Christina Maslach:
Yeah. It's interesting to hear about the Budget Committee because we've heard on other cases how they were. You know, instances like Rhona Weinstein, talking about writing something [about the tenure process] and being called before the Budget Committee who said this is cheapening the process.

Judith Klinman:
Yes, that's right. I heard a lot of amazing things in the panel discussion.

Christina Maslach:
Okay. Yeah. Anything else on getting started?

Judith Klinman:
Interestingly, during the negotiations, I came to Berkeley several times. I bought a house, a real fixer-upper, before signing the "contract." With my two kids, I needed to know that I could afford a house reasonably close to campus. It turns out that house was across the street from the Assistant Dean in the College, so they "knew they had me," but continued to negotiate in a reasonable way.

Christina Maslach:
Yeah. Okay.

Judith Klinman:
The lab and office I moved into were OK. I was able to create a fairly safe niche in a building that housed the biophysical chemists and the theoreticians, some of whom were, you know, "nose in the air," but for the most part, they were friendly, and they were very curious. They honestly didn't know how to deal with me.

Christina Maslach:
Okay.

Judith Klinman:

And for the most part, my field was different from everyone else's - I was the first biochemist who was hired and stuck. The department had earlier hired another biochemist who left (later a Nobel Prize in Chemistry). I'm more of a biochemist than a biophysicist. Anyway, a few years later, I invited a new woman colleague from UCLA to give a talk. UCLA did hire a woman after me and I invited her up and she gave a nice seminar and I went to one of the biophysical chemists, and I said, "Gee, she would be great here. Why don't we think of hiring her away from UCLA?"

Judith Klinman:

And he said to me, "What? We already have our woman."

Christina Maslach:

Oh wow. Wow. We have our woman.

Judith Klinman:

We have our woman.

Christina Maslach:

Okay. Yeah.

Judith Klinman:

So that said a lot. Provided a lot of information, didn't it?

Christina Maslach:

Yes.

Judith Klinman:

Overall, regarding my interactions with colleagues, some said I was a terrible mistake, some were indifferent, and some were quite welcoming.

Judith Klinman:

There's a tradition of a Monday faculty lunch in Chemistry - not at the Women's Faculty Club, but the original Faculty Club. And I would go in the beginning, but it was so awkward for me being the only woman.

Christina Maslach:

Really? Yeah.

Judith Klinman:

I always found it very awkward. So, I did due diligence, but at some point I just stopped going on a regular basis.

Christina Maslach:

So how many people would show up? I mean, it's a big deal?

Judith Klinman:

That was the faculty meeting, at lunchtime, when all the faculty business would be discussed. Monday, noon.

Christina Maslach:

So, I mean, did they have a private room or?

Judith Klinman:

They had a private room with a standing reservation (still do). And so, my strategy was to pick and choose very carefully. I was a single mom. Bringing up two pre-adolescent boys. And I stuck to my agenda, which was to get the lab going, recruit students, postdocs, teaching obviously and family.

Christina Maslach:

Yeah. Yeah.

Judith Klinman:

And I wanted to meet someone, you know, I didn't want to be alone the whole time. I did meet someone a couple years later, and that's another phase which I'll describe later. But I do think many people may have found me antisocial in that way. I just didn't have any bandwidth for coffee klatches and lingering. I really tried to choose very, very carefully.

Christina Maslach:

So if it was a critical meeting, maybe that was needed for you to be there?

Judith Klinman:

Regarding the hiring and promotion stuff, eventually, I always went to those meetings. At the lunch meetings, I found that basically people would chat with each other. So, I did miss out because that's where a lot of information gets exchanged. You see? All that small talk.

Christina Maslach:

Yeah. Yeah.

Judith Klinman:

And there were certainly people who resented it initially, but...

Christina Maslach:

Yeah.

Judith Klinman:

I don't know.

Christina Maslach:
Huh. Did they still have that tradition?

Judith Klinman
Yeah.

Christina Maslach:
Wow.

Judith Klinman:
Perhaps if I had been more outgoing, I'm more outgoing now than I was then. I was pretty shy at the outset.

Christina Maslach:
Okay. But I didn't know that about it. I mean actually our department, whenever I've done it, because it's such a trek, you know, from our building to the Faculty Club, but interesting...

Judith Klinman:
Right across the way...

Christina Maslach:
...that department meetings might actually be held there.

Judith Klinman:
Yeah.

Christina Maslach:
So, okay. And by that time the men's Faculty Club was admitting women.

Judith Klinman:
So was gender ever an issue? And if so, how? I've told you some of that already. Thinking about the #MeToo movement right now, I never experienced any sexual predation. When I think back, I think I presented a pretty tough exterior.

Christina Maslach:
Yeah. But there wasn't sort of this oh, ambiguity about what you're doing. Well, particularly given you might be interested in meeting someone. So that would be...

Judith Klinman:
Right.

Christina Maslach:
...a little fraught, you know?

Judith Klinman:
Right.

Christina Maslach:
But yeah. Okay.

Judith Klinman:
So I was picking and choosing for myself rather than being harassed in that way. I have to give the department it's due in that, you know, they regarded me as a professional colleague, and they weren't trying to undermine me in that way.

Christina Maslach:
Yeah. Great.

Judith Klinman:
The women in the department, at that time only staff, had only dealt with male faculty before me – they did not go out of their way initially and there was one individual who was pretty disdainful (but she may have been that way to everyone).

Christina Maslach:
Really? Wow.

Judith Klinman:
Eventually she left (retired) and that was an improvement for me. Otherwise, there were things that happened. Let's see. Yeah, I remember one instance. I was kind of living on the edge because the housing costs were so high. I remember, one year early on, I never received my summer salary, and I asked the chair about this

Christina Maslach:
Yeah.

Judith Klinman:
And he said, oh, well you were running out of money, so we cut payment of your summer salary. I thought they had approved my summer salary and they hadn't. I depended on receiving my summer salary from my grant.

Christina Maslach:
From your grant?

Judith Klinman:
Yes, that is pretty standard in chemistry – faculty can pay their summer salaries from their research grants. Years later I found out (around the time I was Chair) that by then I was one of the faculty with the largest running extra-mural funding levels.

Christina Maslach:
Right.

Judith Klinman:
My research is at the interface of chemistry with biology, and the size of grants in this area (from the NIH) is generally considerably larger than from the NSF. Apparently, over the years I brought in a huge amount of money in indirect costs. So I do resent that early treatment.

Christina Maslach:
And why wouldn't it have been approved?

Judith Klinman:
Apparently, I was running low on the funds awarded for my research program in the early years. The part I resent is that I was not treated in a collegial manner. Why didn't the Chair contact me and talk about it, rather than just instructing someone to delete my summer salary funding.

Christina Maslach:
Wow.

Judith Klinman:
Another incident that stands out in my mind happened when I was elected to the American Academy of Arts and Sciences many years later. The same person, who was holding a reception for newly elected members, turned to me and said: YOU were elected?

Christina Maslach:
Yeah.

Judith Klinman:
Many years later he asked me for help getting him elected to a different society.

Christina Maslach:
Wow.

Judith Klinman:
I do believe that all of the above is connected to implicit bias. I don't hold a grudge toward the individual, so much as see that there was a mean-spiritedness that was hidden away, but which emerged in key moments.

Christina Maslach:
Like that, wow. Yeah.

Judith Klinman:
So gender was an issue, but there were also many people who welcomed me and made it

possible for me to succeed.

Christina Maslach:

So that's good. Great. Okay. So moving on, there's just some questions about your research program now, you were not starting up fresh and new, you'd already had a lot of experience coming in...

Judith Klinman:

So I'd been at a research Institute for 10 years, and I'd worked with some of the really top-notch people in my field. I'd been able to stand on my own merits and I felt supported with regard to my position and abilities. The person with whom I had trained as a postdoc saw me as one of his close colleagues. He was infuriated with me for moving to UC Berkeley.

Christina Maslach:

Yeah.

Judith Klinman:

Our families were friendly. He had encouraged me and my career, and I believe he wanted me to be an intellectual partner. At that time, I also had a woman mentor and when my marriage broke up, she reached out both personally and professionally. Her name is Mildred Cohn, a lovely woman and quite famous chemist. And she took me under her wing.

Christina Maslach:

Wow. Okay.

Judith Klinman:

She was on the faculty at the University of Pennsylvania in the medical school. Over the later years she would come to California and stay with me. She and her husband also spent a sabbatical year at Cal. He was a famous physicist. Mentors like that make a difference, you see.

Christina Maslach:

Yeah. Oh my gosh.

Judith Klinman:

There was a named lectureship for Mildred at UPenn and she invited me to be one of the annual lecturers. She was very careful to treat me with care and respect around the entire event. When I think about it, I loved her dearly. I also did some things that I regret, reminiscent of the mother-daughter relationship. So, I had a professional mother-daughter relationship and of course a genetic mom.

Christina Maslach:

Yeah.

Judith Klinman:

I tried to introduce Mildred once to my mom and yeah, they didn't get on at all.

Christina Maslach:

Oh, whoa.

Judith Klinman:

It was awful. Such a mistake.

Christina Maslach:

Oh my God.

Judith Klinman:

My mother wanted to bake cookies – rugelach, a classic Jewish cookie recipe. (Mildred was Jewish as were we). And my mother was determined to show Mildred how to make rugelach.

Christina Maslach:

Oh yeah.

Judith Klinman:

And Mildred, I don't think she ever fully forgave me for forcing her to spend a day with my mother baking cookies. Anyway, I had a really meaningful relationship with a strong, brilliant woman mentor. I admire the single-mindedness and dedication she brought to everything, including the people she liked and trusted.

Christina Maslach:

That's wonderful.

Judith Klinman:

So that was an important part of my trajectory.

Christina Maslach:

Yeah, yeah.

Judith Klinman:

In terms of the research, initially, I continued to pursue what had been established at Fox Chase Cancer Research Institute. I was deeply curious about the questions I was asking but wasn't focused on solving a big transformative problem. You know, I didn't have that bandwidth initially. I only got it later.

Christina Maslach:

Yeah, yeah.

Judith Klinman:

As I moved along, I had a stronger, better defined sense of what interested and motivated me.

Christina Maslach:
Okay.

Judith Klinman:
And so I just went for it.

Christina Maslach:
Yeah.

Judith Klinman:
To this day I have a stubborn, independent streak regarding the direction of my research. Luckily, most of the times the new ideas and directions worked out (of course, sometimes not).

Christina Maslach:
Yeah.

Judith Klinman:
As far as graduate students, two women signed up to work in my lab right away. One woman during my first year and a second woman during my first year (not a whole lot). One of these students was recently elected to the National Academy of Sciences, and I went to DC to see her be inducted - it was wonderful. She and I are good friends. We collaborate from time to time. The other student lives in the Bay area. She is a faculty at UCSF, and we have dinner with her and her husband when we can. So I have maintained strong relationships from this early cohort of people.

Christina Maslach:
Yeah.

Judith Klinman:
In Chemistry, the graduate students choose three options for their PhD advisor and they often didn't put me down as their first choice. I had to swallow my pride, and over time the size of my research group became quite large and was populated with so many talented students (the beauty of Cal).

Christina Maslach:
Yeah.

Judith Klinman:
I always had more postdocs than graduate students. I had more of a name recognition off-campus than on-campus. A lot of people have found that, you know, that your colleagues don't necessarily respect you the way you would like.

Christina Maslach:

Right.

Judith Klinman:
But in the bigger world, right?

Christina Maslach:
Yeah, yeah. No, I know.

Judith Klinman:
You know about that.

Christina Maslach:
I understand that. Yes.

Judith Klinman:
At this juncture I've trained close to a hundred students and postdocs, in that range.

Christina Maslach:
I didn't know that.

Judith Klinman:
I should add that over the years a number of students who weren't happy with their original choice of PhD advisor (or who were somewhat troubled asked if they could join my lab and I said yes.

Christina Maslach:
Yeah.

Judith Klinman:
I had to work especially hard with them.

Christina Maslach:
Yeah.

Judith Klinman:
But often they were brilliant people. But interpersonally, they'd had issues. I've mentored quite a few people like that.

Christina Maslach:
So you became known as a resource...

Judith Klinman:
As a resource, yeah.

Christina Maslach:
...for people who were going through...

Judith Klinman:
Harder times.

Christina Maslach:
Yeah. Interesting.

Judith Klinman:
I haven't always remained as good friends with those people in particular, but they got through and they got PhDs and they are out in the world, mostly doing well.

Christina Maslach:
Wow, that's interesting. Yeah. I've heard similar things along the lines of working with a faculty member who they know they can talk to and really, you know, get engaged with and stuff like that. But when it comes to who was going to be the chair of the PhD dissertation, it's somebody else with a bigger name or that kind of thing. So, it's, you know, depending on how things worked out, different people have had different reactions to that.

Judith Klinman:
Yeah. But I was also pretty tough in those days., I've mellowed out a lot.

Christina Maslach:
Okay.

Judith Klinman:
I've been here 40, 41 years. Students from the early years later told me know they could hear me in my flats, click-click-clack, and they'd get under the desk (metaphorically). She's coming, she's coming! I was tough in those days.

Christina Maslach:
But that didn't mean they said never mind and, you know, left you...

Judith Klinman:
No, and really, I just was pretty interested in what they were studying, I really loved the science from the beginning, and I think that got through to the students. In all fields, especially science and at Cal, everybody thinks about awards and election to this society or that, I never thought about that ever in the early years. It was the last thing in my mind. I just wanted to do science.

Christina Maslach:
Yeah.

Judith Klinman:

And the kids got that.

Christina Maslach:

I think. Yeah, that's what I was going to say. I think that must've really shown through. They understood. Yeah. So, yay.

Judith Klinman:

But I wasn't always easy, and I never chose projects because I thought they would be acceptable, quite the opposite. A number of times my research has overturned previous ideas, "stepping on toes." We've had a good batting average, but it hasn't always been easy. I never wanted to be that person, actually. I'd much rather have people love me, don't we all want to be loved. But when it came to my research, if I thought something was right, I was going to...

Christina Maslach:

You were going to go with it.

Judith Klinman:

I was going to go with it, yeah.

Christina Maslach:

Yeah. I think that's probably more of an issue that has come up when people were coming up for tenure and before...

Judith Klinman:

I bet that's true.

Christina Maslach:

And that's where we've heard things about being pushed or being told that if you're going to make it, you need to...

Judith Klinman:

You better do A through Z.

Christina Maslach:

So, you had that advantage.

Judith Klinman:

I was very fortunate in that way. Very. When I was working at Fox Chase, where when I did get tenure, I was pretty much left alone to follow my ideas.

Christina Maslach:

Yeah.

Judith Klinman:

I hadn't thought about that in a while, but it's certainly made my life tolerable and much easier on some level.

Christina Maslach:

So, you didn't have the tenure process in the same way.

Judith Klinman:

And I was promoted quickly to a full professor. I was put up very quickly.

Christina Maslach:

Okay.

Judith Klinman:

The chair at that point was a member of the biophysical group, and they went out for letters of support, and those came back strong.

Christina Maslach:

Yeah.

Judith Klinman:

Today, I see former students and postdocs who have had a terrible time making it from assistant to associate, and I am surprised. I never saw that as a stumbling block.

Christina Maslach:

Yeah.

Judith Klinman:

I think the culture has changed, but it used to be if you were doing good work and had money coming in, you were promoted and that's what happened with me.

Christina Maslach:

So, it was a few years later, then, after you arrived? More or less?

Judith Klinman:

I came in '78 maybe and was promoted to Full Professor about four years later.

Christina Maslach:

Okay. Yeah. That's good. What role, if any, did affirmative action...?

Judith Klinman:

I would never have been hired if it weren't for affirmative action, and I tell people that all the time.

Christina Maslach:

Right, right.

Judith Klinman:

They couldn't get federal grants. The whole thing with Title IX, was that Universities couldn't get federal grants if they weren't diversifying.

Christina Maslach:

Yeah, yeah.

Judith Klinman:

And I also mentioned at the panel that one of the colleagues told me many years later, he said, "Yeah," he said, "Everyone was talking at the faculty lunch. We've got to get a woman, we got to get a woman." He said it with humor you know, but, I think that's what they were doing. That's what they were saying. Yes. I would never have been hired. Never.

Christina Maslach:

Never. Yeah. So it really made a difference.

Judith Klinman:

So, here we are. You know, I feel like I've had enormous opportunities as a result of that.

Christina Maslach:

Yeah.

Judith Klinman:

I am a strong supporter of affirmative action, just from personal experience.

Christina Maslach:

Yes. But you have your own story. Okay, good. Any leadership roles you took on, either here or elsewhere?

Judith Klinman:

Well, I was president of the American Society of Biochemistry and Molecular Biology, and after that I became chair of the Department of Chemistry.

Christina Maslach:

Okay. For how many years?

Judith Klinman

Three years, the standard is four. I said three.

Christina Maslach;

Yeah.

Judith Klinman:
And we hired eight people.

Christina Maslach:
Wow.

Judith Klinman:
They have become some of the leaders in the department. I'm very proud of that time. And I mean it was a huge challenge, I remember I didn't know how to behave as an administrator because I had kind of hidden away before that. I remember going directly to the Provost for a conversation about start-up funds and all that. And I remember the Dean of Chemistry coming into my office. He was livid, how dare I go directly to the Provost.

Christina Maslach:
Yes.

Judith Klinman:
After I stepped down from being Chair, the Provost said to me, he said, wow, you want to move up in administration? It was so funny; I was a good, good Chair. I was a strong Chair. I did things on time, which the University cares about. But I'm most proud of the hirings that we did in different sub-disciplines and that we hired such good people. And of course that was right before ensuing financial melt-downs; in the year 2000 there were still pockets of money to draw on. I was Chair from 2000-2003.

Christina Maslach:
Okay.

Judith Klinman:
And we just hired a cohort of fantastic people.

Christina Maslach:
Wow.

Judith Klinman:
One challenge was that I couldn't get women to apply for the faculty positions. So that was the hard thing. And I did try.

Christina Maslach:
But there had been some women who had come before that?

Judith Klinman:
Yes. Angy Stacy had been hired after me and was the first woman to earn tenure in Chemistry.

Christina Maslach:

Right.

Judith Klinman:

And subsequently Birgitta Whaley.

Christina Maslach:

Right.

Judith Klinman:

And then, Carolyn Bertozzi, a superstar.

Christina Maslach:

Right, yeah.

Judith Klinman:

And Darleane Hoffman, who is, you know, very distinguished, now retired. So, there were other women and role models, surely yes.

Christina Maslach:

That were coming in. Yeah. Because I remember, I was serving in the 90s, a part-time position (the Faculty Assistant on the Status of Women) reporting to Carol Christ who was EVCP then. And I remember there was an issue that was being raised about how much space was being given to women.

Judith Klinman:

Well, that was an issue for Angy.

Christina Maslach:

And I remember, Carol had to go over and talk to, I don't know who, about all this, because they wanted her to call Bertozzi and make a pitch. And all this kind of thing. And she's saying, yeah, but what about the lab space. Anyway, it was interesting.

Judith Klinman:

Well, Carolyn stayed for quite a long time, she was frequently getting outside offers, but she stayed until recently. On a personal note, after I'd been elected to the National Academy of Sciences, I started to get feelers, like from Northwestern, MIT, really top-rate schools for chemistry. I interviewed at MIT, and they offered me a named professorship.

Christina Maslach:

Wow.

Judith Klinman:

Which Cal has never done except when I was Chair for one year. Many of my colleagues have received monied, named professorships here at Cal.

Christina Maslach:
Yeah.

Judith Klinman:
I never got that. At the time that MIT made its offer, they asked for my current salary, and that's when they told me I was being discriminated against.

Christina Maslach:
Wow.

Judith Klinman:
Bob Birgeneau (later Chancellor at Cal) was the Dean of Science at MIT and he was very, very important in making it clear that my salary had been kept much too low at Berkeley (near the very bottom of the pay scale). Of course, MIT really wanted me to come, they offered me the Novartis Chair with lots of money. But by then I had done a second family formation here and also an extended network of friends.

Christina Maslach:
Ah, okay.

Judith Klinman:
And that was going to make it be very, very difficult to relocate.

Christina Maslach:
Right.

Judith Klinman:
And the truth is I really do like the West Coast better than the East Coast.

Christina Maslach:
Than the East. Okay.

Judith Klinman:
So, well, I think I made the right decision to stay. When I was at MIT, it was interesting because I could see that scientifically, it would have been pretty much a parallel move.

Christina Maslach:
Yeah. Okay.

Judith Klinman:
Someone there actually said to me: you're not moving up, but parallel.

Christina Maslach:

Okay.

Judith Klinman:

And I mean Chemistry at Cal has been “number one forever.”

Christina Maslach:

Yeah.

Judith Klinman: [\(24:31\)](#)

But MIT, you know, it's a top institution and maybe it would have been a good thing, but that's neither here nor there. I did not negotiate particularly well with Berkeley around staying. However, they did renovate a beautiful lab for me. So, space was not an issue. They gave me all the space I wanted and needed. They did a complete renovation. But I didn't get the named chair with a pot of money.

Christina Maslach:

Yeah. Right.

Judith Klinman:

Although I have been appointed Chancellor's professor twice and am enormously appreciative of that.

Christina Maslach:

Oh, yeah, sure. Okay.

Judith Klinman:

And I did receive some money with that, kind of negates what I'm saying, but it wasn't a permanent chair which many of my colleagues have received.

Christina Maslach:

Yeah.

Judith Klinman:

Over the years, I realize that I needed to be more of a squeaky wheel. I wasn't always very good at representing myself, but I think once UC Berkeley made the decision to hire me...

Christina Maslach:

Yeah.

Judith Klinman:

...things did start to change for women.

Christina Maslach:

Yeah, sounds like it.

