

To all,

It is with enormous gratitude that I send you this belated Thanksgiving message. Please read on for a bit of news!

When I interviewed at Johns Hopkins nearly 30 years ago, I could hardly breathe. I remember walking onto the East Baltimore campus, and being in awe--absolutely in awe--of the people, the place, the science, and the absolute magic that defines Johns Hopkins. I could see, hear, and feel the energy, passion, and commitment to excellence.

It was, as you can imagine, humbling. Yet even then, what I mainly felt was a deep sense of wonder! Over three decades later, that feeling remains. Even on days with many of the frustrations we sometimes feel, there is always the sense that Hopkins is...amazing. When I walk by Gilman or past the Statue in Billings, or when I put my elbow on Mr. Hopkins' desk, I feel a part of a great institution that will outlive us all.

Hopkins has been a part of our personal lives, too. Howard and I have led Christmas Carolers throughout The Johns Hopkins Hospital for more than 15 years, on Christmas Eve, which is also our wedding anniversary! We have benefited personally from the exceptional Hopkins health care that we all take for granted. Our family and friends have benefited too, in many ways. At least three members of our family have degrees from Johns Hopkins! We even spent New Year's Eve in the Dome on the night of December 31, 1999. Who knew what Y2K might bring?

I have had the honor of walking both the floor of Pediatric Intensive Care Unit, and our University commencement. I have visited our classrooms in China, and hospitals in Singapore, Santiago, and Saudi Arabia. It has been such a privilege.

Hopkins is truly extraordinary; Hopkins plays a central role in some of the most profound moments in people's lives. It is a stunningly wonderful, and a truly wonder-filled institution. I try to never lose sight of the possibility that the patient, student, or family member that I would encounter on a typical Tuesday may be experiencing something life-changing in that very moment. I am grateful for the leadership opportunities to help shape a few of those moments.

While it may seem trite, it is true nonetheless. I am most grateful for the people with whom I have worked. Hopkins is not just a great institution; it is a good one. It is good because of the people who work and study here. It is as exciting and supportive a community as I could have ever hoped to spend much of my working life.

I share all of this with you, my friends and colleagues, because the time has come for me to try a few new ways to serve, and to give others an opportunity to lead. And I am super excited about the next chapter, which I hope to launch in July 2020.

I'm looking forward to spending time with the kindest and most generous person I've ever known, and those of you who have met Howard know exactly what I mean. We've been together for more than 40 years, and I will be forever grateful for his humor, encouragement, compassion,

and generous love. It delights me to know that our children and grandchildren feel the very same way about him. We are looking forward to many more years of our continued partnership.

We are also looking forward to *walking* together, perhaps taking a few long walks. We will complete the Appalachian Trail (in segments); we will walk the famous Coast to Coast trail across England (which we've done twice before); and we will enjoy walking our soon-to-be-rescued puppy (which we hope to rescue from Darren Lacey's sister's shelter in NYC, called Animal Haven) sometime in the fall of 2020!

We are looking forward to *watching* a few things together - watching more little league baseball, soccer, basketball, and football games (with our five incredibly kind and gentle grandchildren). If Howard has his way, we will also spend time watching old movies.

We are looking forward to *working* together, focused initially on the renovations of our soon-to-be new home in Falls Church, Virginia. We have lived in Baltimore our entire lives, and we have been within shouting distance of Johns Hopkins for the past 25 years. We have loved every moment. But we are excited about exploring new territory, and making new friends just a few metro stops away from the National Mall and a few road trips away from our National Parks!

We are looking forward to *welcoming* our family and friends, whenever they wish to visit the capital of this amazing country, or whenever they wish to endure the traffic that is uniquely and indescribably Northern Virginia. We are also hoping to be ambassadors for Hopkins in the National Capital Region (and around the world too!).

And, we are looking forward to *wishing* all of you the very best in all you do for one another, and for Johns Hopkins.

As I wrap up, I have a favor to ask, if you don't mind. Please continue to work hard; please tell the truth and do whatever you say you will do; always assume positive intent; ask for help whenever you need it (and sometimes when you don't think you need it); and above all, **please be kind!**