This book is warmly dedicated to Edward D. Miller, M.D.,
dean of the medical faculty and CEO of Johns Hopkins
Medicine from 1997 to 2012, with admiration and
gratitude for your outstanding contributions to our
institution and the field of medicine.
Great leaders have four attributes: a bedrock of values, a clear moral compass, a compelling vision and the ability to galvanize support to execute that vision. Ed is one of those great leaders.

As the first dean/CEO of Johns Hopkins Medicine, you presided over unprecedented growth and challenge, guiding our complex, highly regarded organization to new heights. With a steady hand, a listening ear and a generous spirit, you fused the once disparate elements of the School of Medicine and the Johns Hopkins Health System into a collaborative powerhouse for medical care, research and education.

When you came here from Columbia in 1994 to be director of the Department of Anesthesiology and Critical Care Medicine, one might not have predicted that you would be tapped to lead the entire Johns Hopkins medical enterprise into the future. But after a short stint in early 1996 as interim dean of the medical school, it became clear that your qualities were well suited for a larger role.

You took over the helm of our institution as it faced its most turbulent time. Your ability to collaborate, bring people together and build consensus steadied the course. Your keen interpersonal skills also led to a close and enduring professional relationship with Ronald R. Peterson, president of The Johns Hopkins Hospital and Health System and executive vice president of Johns Hopkins Medicine—a bond that helped build the foundation on which Hopkins will thrive for generations to come.

The confidence placed in you proved prescient, and your tenure has been, by any measure, an extraordinary success. You expanded the health care delivery system, increased our influence internationally, supported the development of collaborative research institutes and revamped the curriculum for medical education.

Once convinced by the facts, you championed our ideas, dramatically increasing professional opportunities for women and underrepresented minorities and lending your support for a day care center for employees’ children to improve the work-life balance for faculty and staff. You became a true champion of our values of diversity and inclusion—along with all of our institutional values—and you showed unyielding resolve whenever they were in danger of being undermined.

You did not shrink from tough decisions, and you carried the responsibility for setbacks on your shoulders. We knew that if we performed well—and you demanded the very best we could offer—we could count on your support. You were a leader who commanded deep respect and fierce loyalty.

The sparkling new campus buildings will advance our endeavors, from laboratory to classroom to treatment—but the culture of good will, teamwork and interdisciplinary discovery that you nurtured will endure even longer.
1997
- Howard County General Hospital enters the Johns Hopkins Medicine system

1998
- Miller appointed as first dean/CEO of Johns Hopkins Medicine
- Founded of the Institute for Basic Biomedical Sciences
- The Bunting-Blaustein building for cancer research opens
- The Harry and Jeannette Weinberg building, a comprehensive cancer treatment center, opens
- Miller centralizes the international initiatives into what is now Johns Hopkins Medicine International

1999
- Founded of the McKusick-Nathans Institute of Genetic Medicine

2000
- Founded of the Institute for Cell Engineering, the first dedicated cell engineering research incubator of its kind in academic medicine
- Founded of the Center for Innovation in Quality Patient Care, in response to the tragic death of young Hopkins patient Josie King

2001
- Founded of the McKusick-Nathans Institute of Genetic Medicine
- Creating the role of vice dean for clinical investigations and strengthening clinical trial oversight, in response to the death of human research volunteer and employee Ellen Roche

2002
- Hopkins Medicine trustees set the 10-year campus redevelopment plan, beginning with the FY 2004 budget
- Broadway Research Building opens

2003
- Miller creates one of the nation’s largest academic group practices by consolidating Hopkins Hospital’s Clinical Practice Association with Bayview Medical Center’s clinical group

2004
- Founded of the Johns Hopkins Heart Institute, now known as the Heart and Vascular Institute
A 2007 article in the Dome, recognizing your ten years at the helm, observed, “A day in the life of Hopkins’ medical czar reveals certain information about the DNA it takes to do this job. This top doctor must be an early riser, a good listener and a glutton for lengthy meetings.” From construction updates at sunrise to meetings with faculty and staff to briefings on research awards to selection of departmental chairs to donor dinners—you packed more into each day than seemed possible. Here are a few glimpses of your days at Hopkins, none of which even remotely resembled another:
Some will measure your legacy by the buildings, the institutes or perhaps the new curriculum. I believe history will determine your legacy has much more to do with your sensitivity to the human condition and the values you have promulgated and by which you have lived.
His personal courage as a visionary is perhaps exceeded only by his courage to support all of us as we saw new possibilities and developed our own dreams.
The opportunity to work with Ed Miller has left impressions that any person who aspires to leadership might well emulate. Act with integrity. Be transparent. Listen. Build consensus—but embrace decisiveness.
Dr. Miller is a towering figure whose steadfast support for the mission of Johns Hopkins Medicine revealed itself in many ways large and small well beyond the walls of the institution.
The first time I walked through Johns Hopkins Hospital with Ed Miller I saw the heart of his leadership. He smiled at everyone and knew most of the nurses and staff by name, saying hello and asking them about a personal issue.
You came into the office like a breath of fresh air and made us all feel so comfortable. We were captivated early on by your wonderful people skills. You are a good listener, very caring, compassionate and wise.
Ed is thoughtful and a great friend. He listens and communicates well. He makes tough decisions, but only after he has received lots of input. He’s one of the most humble people around. He’s fair and down to earth. And he really does live the core values.
You’re forthcoming and direct, and you have a profound ability to sort through the clutter and ask the right questions.
With the care and thoughtfulness of your vision, your courage and conviction in breaking new ground, and an always endearing smile, we found our own greatness by witnessing yours.
You never let us forget that quality patient care is central to our tripartite mission, and your commitment to that ideal resulted in the transformation of the campus environment. You insisted that clinical facilities should match the quality of the Hopkins faculty and staff, and you embarked on an audacious $1.1 billion hospital construction project that was the largest and most ambitious of its kind in the nation. The two new clinical buildings, the Sheikh Zayed Tower for cardiovascular and critical care and The Charlotte R. Bloomberg Children’s Center, reflect your deep commitment to patient-centered care. The unmatched facilities lend themselves to the seamless bench-to-bedside application of research discoveries. With new operating rooms and intensive care units—and private rooms for every patient—health care is delivered to serve the needs of individuals and their families.

Among other notable endeavors, the Sheikh Zayed Tower houses our Heart and Vascular Institute, where teams of cardiologists, cardiac surgeons, interventional radiologists and vascular surgeons work on innovative treatments. Their collaboration typifies the interdisciplinary style you advocated to advance patient care. Likewise, investigators and clinicians work together in the Children’s Center to translate discoveries into treatments.

Deeply troubled by the tragic accidental death of 18-month-old Josie King, you sparked the creation of the Center for Innovation in Quality Patient Care, a new model for patient safety that has now been taken up by the Armstrong Institute for Patient Safety and Quality. Protective measures that were put in place include a sophisticated computerized prescription system, a universal electronic database for centralized medical images, and new safety protocols for every unit. You faced adversity with courage and balance, and pointed us toward solutions. Because of your leadership, we became stronger.

“Ed has mastered the art of making sure that all components of our mission—patient care, research and education—are appropriately supported. And no matter what the issue, he always reminds us that the most important thing is patient care.”

—Ronald R. Peterson
President, The Johns Hopkins Hospital and Health System
Executive vice president, Johns Hopkins Medicine
During your tenure, the vaunted Hopkins capacity for research expanded even more rapidly. The growth was spurred by a new way of thinking that is hastening the discovery of medical treatments and cures. The sequencing of the human genome and the development of computer power that can handle mammoth amounts of data have positioned Johns Hopkins Medicine at the forefront of a new age in medicine. Adopting a personalized medicine approach, researchers use genetic profiles and family histories to identify the most likely paths to successful treatment. Using our huge databases, computers can also parse information to expose the most likely sources of illness and disease, pointing the way toward successful remedies.

Research funding increased significantly on your watch. Our scientists garnered top medical accolades, including Lasker Awards and Nobel Prizes. With each recognition, our stature grew, increasing the likelihood of even more research funding.

After the shocking death of a research study volunteer, you renewed our commitment to ensuring safety in clinical trials. Now one of the nation’s best clinical trial safety programs involves working groups that meet regularly to review protocols, and a new position was established to oversee clinical investigations.

Johns Hopkins Medicine supports massive research efforts in numerous laboratories, and your determination to build state-of-the-art facilities has kept us on the cutting edge. Our research efforts—the Institute for Basic Biomedical Sciences, the McKusick-Nathans Institute of Genetic Medicine, the Brain Science Institute, the Institute for Cell Engineering, the Ion Channel Center, the Wilmer Eye Institute—where clinical departments collaborate with basic scientists, are supported in first-class surroundings.

"Under Ed’s watch, we’ve proven that when you put people from different departments together to collaborate, they can go out and get huge, huge grants."

—Chi Dang

---

2000

Founding of the Institute for Cell Engineering (ICE), the first dedicated cell engineering research incubator of its kind in academic medicine, launched with a $58.8 million gift from an anonymous donor who believed that Hopkins was the ideal place for advancing quests into a field of discovery that only a few years earlier would have been considered science fiction. ICE has researchers focusing on selecting, modifying and reprogramming human stem cells, aiming to mold them into therapeutic transplants for everything from Parkinson’s, ALS and diabetes to heart failure, stroke and spinal cord injury.

2001

Created with a $154 million gift from philanthropist Sidney Kimmel, the Sidney Kimmel Comprehensive Cancer Center at Johns Hopkins opens, comprising both the Bunting Blaustein research building and the Weinberg treatment center.

2003

The $140 million Broadway Research Building opens.

2006

The $87 million David H. Koch Cancer Research Building opens, where research is being conducted on cancers of the prostate, brain, pancreas, skin, lung and head and neck.
You encouraged and implemented a bold new approach to medical education—the Genes to Society curriculum—which was initiated in 2009 and has already become a model for medical schools around the country. Taking a more holistic, compassionate view of health care, the curriculum integrates every aspect of medical education and redefines the clinical experience.

Facilities, however, had not kept pace with our advances in medical education. The new Anne and Mike Armstrong Medical Education Building, which opened in concert with the launch of the Genes to Society curriculum, enables Johns Hopkins Medicine to quickly incorporate 21st-century medical discoveries.

These milestones in medical education—and the stellar new building that supports the learning process—are testament to your leadership. You understood that quality medical school education is the foundation for the best patient care and the most innovative scientific research.

Under your watch, the opportunity for clinical faculty to pursue an academic career in teaching became a reality. The creation of the Hopkins Institute for Excellence in Education has given faculty the support they need to become better teachers and rise through the ranks of academia, and it made the historic Hopkins model of medical education and training even stronger.

A celebration is held to mark the promotion of the first 100 women to the rank of full professor since the school’s founding in 1893. (The actual number of women full professors by then was 111.) Less than 20 years earlier, in 1979, only seven women had been promoted to professor in the three-quarters of a century since the school opened its doors.

The School of Medicine’s board of advisors pledges to fund 12 full scholarships—quickly moving Hopkins into the higher ranks of medical schools offering such assistance.

A new School of Medicine curriculum, “Genes to Society,” is launched, potentially revolutionizing medical education in the United States and overseas, as did the original educational methods of the School of Medicine, opened in 1893.

The number of women who have attained full professorships in the School of Medicine has jumped to 155, placing Hopkins on the “high end” of academic medical centers as far as its percentage of female full professors. With women making up about 20 percent of the professors in the School of Medicine, Hopkins is ahead of the curve nationally. Only about 15 percent of the professors at academic medical centers nationwide are women. The proportion of female assistant professors is about 45 percent. Medical school classes are 50-50.

“Dr. Miller’s support for the education mission has been unwavering, with among other things, encouragement and funding for the Genes to Society curriculum and securing the wonderful gift for the Armstrong Medical Education Building.”

—David Nichols
On the personal side, what are you going to miss the most?

The people.

—Excerpt from an interview with Dr. Miller for Hopkins Medicine magazine
Personal relationships have always been a hallmark of your leadership. Those relationships range widely, enveloping our entire Hopkins medical community and reaching far beyond. Without regard to position, you welcomed us, treated us with courtesy and respect and made us feel important to the mission we shared.

Your partnership with Ron Peterson, president of The Johns Hopkins Hospital and Health System and executive vice president of Johns Hopkins Medicine, is particularly noteworthy. Different styles fostered not tensions, but complementary views and solid agreements that enabled all of us to move forward together.

Because you built your relationships on real friendship, you also became a remarkable fundraiser. Without the trust and confidence you inspired in generous donors, our aspirations for physical and cultural transformation would not have been realized.

Your strong and vibrant connections to so many of us will remain in our lives as a collective kaleidoscope. We share with you here some messages and memories from a few of the many individuals you befriended during your long and eventful tenure at Johns Hopkins Medicine.
William A. Baumgartner
Dr. Miller appeared in my Cardiac Surgery office one day 13 years ago and asked me to be his Vice Dean for Clinical Affairs and President of the Clinical Practice Association. When the initial shock was over, and after consulting with my chief advisor, Betsy, I accepted his offer. It has afforded me the opportunity to learn a new position, which recently expanded into an even larger role within JHM. Ed gave me this wonderful opportunity and a chance to be mentored by one of the best. We have become great friends along the way.

Many words come to mind when thinking of Ed, such as leader, colleague, respect for others, humble, but in addition to these, the one word that really stands out to me is empathy. He is concerned for the well-being of everyone around him, including those he meets during his rounds in the hospital. For instance, one day my daughter was in town with her two-year-old son, Jack. I wanted Ed to meet both of them so we went to his office. When Ed came out of his office and saw Jack, he immediately dropped to his knees and beckoned Jack to come to him, which he did. That defines Ed Miller.

I think Dr. Miller’s legacy is notable for many achievements. Along with Ron Peterson, he is certainly responsible for the multiple research and clinical buildings that have redefined the Hopkins’ landscape. But to me, his most important contribution was the appointment of the majority of the department directors and vice deans. His vision was in large part responsible for several innovative institutes, such as the Institute for Cell Engineering, the Institute for Basic Biomedical Sciences, and the Brain Sciences Institute, all of which have helped propel JHM to new heights.

Bill Brezinski
Richard G. Bennett
Ed—Thank you for your support of Johns Hopkins Bayview through your tenure as Dean and CEO of Johns Hopkins Medicine. When the history of the first century of ownership by Johns Hopkins of the Bayview Campus is written, your thoughtful and measured approach to integration and support of academic program development here will be seen as pivotal. With your leadership, the foundation was laid to develop what will grow into one of the world’s great academic medical centers—paralleling The Johns Hopkins Hospital campus. In addition, the collegial atmosphere that you have nurtured at Johns Hopkins has allowed for intercampus collaboration that has greatly enriched Johns Hopkins Medicine. The trust of our School of Medicine clinical program leaders in you has allowed us to recruit increasing numbers of world-class program leaders at Hopkins Bayview. The recruitment of senior academic leaders for increasing numbers of departments at Bayview represents one of the most important changes in the Bayview culture. This senior leadership brings a focus on development of new programs that serve our patients and community, as well as supports the development of some of the best training and research programs within Johns Hopkins Medicine. You should be particularly proud of the many Johns Hopkins Centers of Excellence, which are unique in our system and now located on the Bayview Campus. Programs such as the Johns Hopkins Wound Center, Johns Hopkins Myositis Center, and Johns Hopkins Center for Women’s Pelvic Health sustain and support Johns Hopkins’ national and international reputation. I could not be more appreciative of your support of Hopkins Bayview, and of your steady leadership of Johns Hopkins Medicine for so many years.
I have been very fortunate to have had Ed Miller as my mentor and friend. Dr. Miller has had a tremendous influence on my priorities, vision and direction. His leadership and impact on Johns Hopkins Medicine is astounding, and of true historic importance.

With much appreciation and admiration.

[Signature]

Henry Brem
Dr. Ed Miller will, forever, be remembered by me as one the most brilliant, engaging, friendly, fair, compassionate, gracious, energetic, charming and egalitarian leaders I have had the good fortune to know, and work with and for, during my more than 45 years in the health care field, and who, with Ron Peterson, made up the finest, most cohesive and trustworthy leadership team I ever witnessed in my life.

From my first, personal meeting with Ed in 1997 to this very day, he has treated me, my Family, and my coworkers with the greatest of civility and kindness, with absolutely no pretense. I have witnessed Ed’s kindness and even-tempered manner time and again, in his dealings with people of every social, political and economic status, and have been amazed to see him be able to engage everyone, whether they be acquaintance, friend, coworker or total stranger, with the greatest of ease, and to treat everyone with dignity and respect, a rare trait in leaders in today’s very challenging business environment.

Of course, Ed will probably be most remembered by those who didn’t see him up close and personal, as the leader of Johns Hopkins Medicine and its many and varied components; in this role, his leadership was second to none as he was able to create an environment of collaboration and cooperation between, and among, an incredibly diverse group of individuals, organizations and competing interests under the Johns Hopkins Medicine umbrella.

Socially, Ed and his wife, Lynne, were always a joy to be around, as my wife and I had the pleasure to experience many times. I hope and pray that Ed and his Family enjoy many years of health, happiness and contentment, as I believe he has earned it because of his humanity toward everyone.
Patty Brown
What comes to mind when I think of Dr. Miller?
A boss, a mentor, a role model.
But more.
A compassionate individual. A nurturer, a teacher.
But more.
A leader of extraordinary capabilities. A listener, a student, an inquiring mind.
But more.
But more.
Courageous. Fearless. Willing to make the hard, impossible decisions.
But more.
But more.
Smart, funny, charming, engaging, personable ... oh, and did I mention good looking?
In sum: a great man, a good friend, a wonderful boss. The heart of JHM.
I will miss you Ed.

[Signature]
The first time I walked through Johns Hopkins Hospital with Ed Miller I saw the heart of his leadership. He smiled at everyone and knew most of the nurses and staff by name, saying hello and asking them about a personal issue. During that short walk, Ed showed his love for his institution and all of his people. It is what makes him a great leader—knowing that you are not only the Dean/CEO but the symbol of leadership. His personal interaction with each person he met was part of his impact on the institution. Despite the challenges Ed faced and the hard decisions he made, he was always the leader that people of Johns Hopkins Medicine could depend on to do his best and to be their biggest supporter. I knew that personally as well, Ed allowed me to grow as a leader on his team, to take risks, make mistakes but in the end be committed to execute change in the institution for the benefit of our faculty. But most of all he showed me that you can walk around the Dean’s Office in your socks and still be an inspiring leader!

Jamie Clements
John Colmers
Although I have been at Johns Hopkins Medicine for only a short time, my work with Dr. Miller stretches back many years in my previous roles as a public policy maker at the HSCRC and as Secretary of DHMH.

The stability Dr. Miller immediately provided to the School of Medicine and to the Johns Hopkins Health System with the formation of Johns Hopkins Medicine was heartily welcomed not only at Hopkins but also throughout the state and region—if Hopkins sneezes, the rest of the health system gets a cold. But Dr. Miller’s legacy is not about stability, it’s about growth and vision, and it can be seen in equal measure in all parts of our tripartite mission, and not only here in Baltimore, but regionally, nationally, and increasingly around the world.

Dr. Miller is a towering figure whose steadfast support for the mission of Johns Hopkins Medicine revealed itself in many ways large and small well beyond the walls of the institution. He has been a strong supporter of public policy initiatives ranging from the role of academic medicine in health reform to public health emergency preparedness efforts to the state’s all-payer rate setting system. He not only knows these issues, but he has been a passionate leader advancing them in Washington and Annapolis. Ed doesn’t just talk the talk, he walks the walk.

Despite his exalted position, I have always found Dr. Miller to be approachable and to have a great sense of humor. He’s ready with a quip or a funny story to break the ice, and then just as quickly he gets to the heart of matter at hand. I will miss Dr. Miller, but I know that the community and the world will reap the fruits of his labors for many years to come.
Charles W. Cummings
To Edward Miller, MD, Dean, CEO, and Friend:

A man of great stature, not only in the physical sense
   But much more
Shaped and molded in the grayness of upstate New York
Cerebral firepower and forward-thinking penetrated to the core

You could not possibly have predicted the mountains to be climbed
   And that you would
Temerity is not in your bones,
   Nor complacency in your ethos

The blocks of your foundation chosen from the best in medicine
   Each laid to support what was to come
A partnership with kindred spirits
   In the quest for institutional excellence

Appealing qualities have melded such that unity of purpose
   Was sculpted from a broadly diverse culture
Where new edifices stand in perpetuity
   As testimonials to the tripartite mission

A visionary laced with affability, humor, and determination
   Pride in the heritage, yet a willingness to foray into new dimensions
Where diversity is revered rather than reviled

Weinberg, Armstrong, Rangos, Bloomberg, Bunting, Koch and Zayed
   Etched in the walls of the temples of healing
Your presence has charted the course of societal, medical, educational,
   And institutional impact—that our founder envisioned

You have made a difference!!
Richard “Chip” Davis
Dear Ed,

As many have noted, your everlasting impact on Johns Hopkins Medicine, its patients, students, faculty and staff as well as current and future generations of health care leaders has been extraordinary. It has been an honor and a privilege to be part of your team. Words cannot adequately express my gratitude for all you have done for me both professionally and personally. Your kindness, caring, and mentorship have been unwavering. You always took the time and made every effort to guide me through difficult situations while continuously supporting and teaching me. You allowed me to become your student. I learned the invaluable lessons of successful stewardship under your calm and guiding influence. You taught me the value of patience, the need to be an active listener, and to act decisively with the strength of one’s convictions. At times you used humor, “Remember Chip, it’s all about space, time and money,” other times you pulled no punches. Most importantly you stressed time and time again, that to be a true servant leader, “it’s all about the people.” I will carry your lessons with me throughout my life and will impart them to future generations of health care leaders.

On the personal side, you have consoled me after the death of my mother, my father and through a very difficult family situation. You treated me with grace and humility and were my friend and confidant. I simply could not have asked for a better boss, coach, mentor and friend. I will miss you Ed, and I thank you from the bottom of my heart.

[Signature]

49
Ted M. Dawson
Dear Ed,

Being 6’3” myself, you are one of the few folks I can literally look up to. I want to thank you for having the foresight and confidence in selecting me to be the founding director of the Neuroregeneration Program in the Institute for Cell Engineering (ICE). Shortly after being promoted to full professor, you offered Valina and me the chance to play a substantial role in building ICE.

I really didn’t have a clue what I had just agreed to do when you offered us the job. But you and your team had the confidence that we knew what were going to do—even if we didn’t. You just stood out of our way and gave us the resources (after wheeling and dealing) to build NeuroICE and ICE into what it is today.

My next major memory that is burned into my consciousness is when you knocked on my office door asking to see me in a grave and stern voice. I was afraid, very afraid, since I had no clue as to why the Dean would be at my door unless it was something major. To my surprise and elation, you shared the tremendous news that Leonard and Madlyn Abramson had just selected me to be the inaugural Leonard and Madlyn Abramson Chair in Neurodegenerative Diseases. To this day, you continue to be very supportive of our activities in the ICE, working to anchor Valina and me to Johns Hopkins University. My recent appointment as Director of ICE is further testimony to your continued faith in my leadership. I wish you and your family the best of success as you too move to the next stage of your career.

Yours truly,

[Signature]
Cindy Delinski
Dear Dr. Miller:

Fifteen years seems like a long time, but it sure has flown! I remember when all of us in the office learned that you were a candidate for the position of dean and CEO—we were thrilled and immediately plotted to find a way to get you here. We weren’t sure that anyone would pay any attention to us or our wishes, but we thought that a letter to the head of the search committee couldn’t hurt. So, we put our heads together and came up with a wonderful letter (at least we were proud of it). Needless to say, we were pleased as punch when we learned that you would be our leader. You came into the office like a breath of fresh air and made us all feel so comfortable. It’s not too often that a busy guy like you takes the time to sit and have lunch with his staff and cares enough to find out how everyone is and what’s going on in their lives. We’ve all really enjoyed that over the years and will miss it tremendously. It’s funny to see the reaction of some of the visitors that pass through when we’re eating lunch. They should all be so lucky!! I’m really happy for you and Lynne as you start a new chapter in your lives, and I wish you both all the very best. Our lunch table is always open to you and I certainly hope that you are able to come and sit with us often!!

Fondly,

Cindy Delinski
Stephen Desiderio
Search Amazon for books on “leadership development” and you’ll find 30,000 titles. Pity the trees. Leadership isn’t learned from books. It’s one of those things, like cooking or math, that you have to figure out by doing.

That said, it helps to have a mentor who has mastered the art. In the course of Ed Miller’s deanship, new directors have been appointed to most departments, and new leadership positions, such as the one I hold, have been created. To all of us, Ed has been that teacher.

Ed’s mentorship style is not prescriptive. He lets you observe how he does things, makes observations about how you’re doing things, gives you just enough rope and provides the necessary cover when events don’t go according to plan. I had seen this style before, on the wards. I suspect that Ed’s approach is deeply informed by his experience as an academic physician.

The opportunity to work with Ed Miller has left impressions that any person who aspires to leadership might well emulate. Act with integrity. Be transparent. Listen. Build consensus—but embrace decisiveness. Don’t let emotion cloud judgment. To address an issue, first find its essence. Show compassion. Above all, treat each member of the community with respect.

If Ed Miller never writes a book on leadership it won’t matter. He has shared his mind and heart with a generation of directors at Johns Hopkins and in so doing, has helped them to become leaders as well.

[Signature]
Peter Devreotes
Dear Ed,

It has been a great pleasure to work with you since I became Director of Cell Biology in 2000. We won’t talk about the negotiations for my hire—I thought I would be fired before I started—but obviously there was a good outcome! Ever since I joined the team, you have always come through whenever I needed it. For instance, I would not still have some of my best faculty if it weren’t for your “no nonsense” immediate help. We went through some tough situations—Johns Hopkins Singapore comes to mind—but you have always been extremely supportive. I always felt that you had a genuine interest in the science and would ask the right question during a presentation (just when we thought you were asleep)! I know you have been invested in the success of Cell Biology. Your attention in these areas amazed me because as CEO of a major company, you must have so many other things on your mind. So thanks for your faith in me and I wish you the best going forward.

Best wishes,

[Signature]

Peter [Last Name]
Theodore L. DeWeese
Dear Ed:

While there are many things that you have done for Johns Hopkins and for me for which I am very grateful, please allow me to say thank you for one of them on behalf of the entire field of radiation oncology. It is because of your relentless pursuit of excellence and your vision for the future of medicine at Johns Hopkins that you recommended that the board of trustees create the Department of Radiation Oncology and Molecular Radiation Sciences nine years ago. With this creation has come the opportunity for us to carry out the mission of Johns Hopkins at the highest level consistent with the tradition of excellence of the institution. But more than that, you also recognized the importance this action would have on the balance of academic medicine and the fact that “…as Hopkins goes, so goes the state of medicine.”

It was well known nine years ago that Hopkins did not have a separate Department of Radiation Oncology and it was assumed by many in the field that if Hopkins had no department, perhaps their own institutions need not promote such a move or fully resource their existing departments. But with your forward-thinking action and your desire for our success, the entire field of radiation oncology, and oncology more broadly in the United States, took notice and nearly overnight, several other prominent departments were created. More than that, your actions prompted a recognition of the direction that oncologic care and research were moving—growth in the minimally and noninvasive domains of radiation medicine. Indeed, nearly a decade into our existence, a generation of resident physicians and postdoctoral fellows has said that they cannot envision our field without Hopkins having a significant presence in it. If Hopkins had continued to exist without a Department of Radiation Oncology, I am convinced it would have kept many young, talented, physicians and scientists from entering the field, thereby compromising our long-term ability to conduct important work.

For all of this, Ed, I thank you on behalf of the field of radiation oncology and all of those who have directly and indirectly benefited by your vision, wisdom and leadership. You are most deserving of our field’s admiration and gratitude. You will always have mine. I am,

Sincerely yours,

[Signature]
George Dover
To Ed (and Lynne)

Barbara and I first met you and Lynne at the Maryland Club where we attended an SOM affair for the first time as an interim Director. Ann Grief introduced us to you and Lynne. Little did I know that that conversation was the first one with my future boss.

I was the first Director you chose and I couldn’t have asked for a more supportive Dean/CEO. Not many present Directors remember the paralysis in leadership in the mid 1990s. You had lived through that era as a Director of Anesthesia and quickly changed the whole tenor of the East Baltimore campus.

I believe the successes we have had in the last 16 years are due to two important early decisions that you made. First, your relationship with Ron Peterson served to forge a remarkably successful leadership team for the newly formed Johns Hopkins Medicine. Secondly, the first retreat at The Inn at Perry Cabin. For me that was a transformative weekend; the Mission, Vision, and Core Values of Johns Hopkins Medicine were defined that weekend. How seriously you believed in those Core Values (Leadership and Integrity) was emphasized 10 years later when another retreat was called to articulate the important additional core values of Diversity and Inclusion.

Academic and Clinical Pediatrics have undergone a renaissance under your leadership. I had the privilege of watching you make possible the pediatric leaders we have recruited and retained, the increase in staff needed to practice modern pediatrics and the commitment against great odds to re-build our campus. One of my fondest memories will be the “magical” evening November 17, 2011, in the NCB, when alumni and staff from the CMSC era got a peek into the future. You were there that evening as you have been for over 15 years supporting Pediatrics.

Barbara and I wish you and Lynne every joy as you start your new journey.
Hal Fox
Ed,

It was my pleasure to begin to know you when you joined the Columbia University College of Physicians and Surgeons. You brought distinct and impressive leadership as Chairman of the Department of Anesthesiology. We shared a mutual respect and friendship with Mike Finster, one of the Fathers of Obstetrical Anesthesiology.

When Mort Rosen was ravaged by amyotrophic lateral sclerosis and I was placed in a challenging role as the interim leader of the department, you were always very supportive. I recall calling you when we were working on a gala fundraiser and you, without hesitation, committed to a table for your department. In no small way, this gave me confidence.

I recall being in the operating room with you in the old facilities at Presbyterian Hospital prior to the move to the Milstein Building. The patient had a large ovarian mass in pregnancy with a significant concern for malignancy. You provided her anesthetic management and watched as I dissected free the mass, and we were very pleased to find that it was benign.

The opportunity to join your team at Johns Hopkins was a great event in my professional life. Sharing the core values of the faculty at Hopkins and to work with you and your leadership team is a great honor. You allowed me to build a solid department. We advanced to be one of the top departments in gynecological and obstetrical education, if not the top department, in the country. We currently serve as national leaders in medical student and resident education, as well as leaders in the Board Certification process for our specialty.

The Department of Gynecology and Obstetrics led in the discovery of embryonic stem cells, providing the catalyst for the explosion of a new science, which holds curative promise.

Ed, most important, while giving me license to move the department forward, your door has always been open. You are always accessible to provide guidance and to discuss challenging issues, lending wise advice and constructive criticism.

Enjoy the next phase of your career. Thank you so very much for the opportunity to work with you.

[Signature]
Julie Ann Freischlag
Edward D. Miller, MD, Dean and CEO, took a plunge into the ocean of change with the recommendation of the Search Committee to offer me the position of Department Director of Surgery. The ripple effect of that brave decision has changed Surgery nationally and internationally forever. Most surgeons remember where they were and what they were doing when they heard that I had been offered this prestigious position. My Department Chair at UCLA asked me, when I told him of this offer, “Are you going to take it?” I answered, “Wouldn’t you?”

I will never know how many times Dr. Miller had to defend his choice of hiring me to the trustees, other chairs and who knows who else. All I know is that his assistants had many days (weeks? months?) poised with my CV as they answered phone calls to his office inquiring—“Who is she?”

Dr. Miller has taught me to be a better leader over the past 10 years. He has taught me what one can change, and what one cannot. He has taught me to continue to laugh, to remember to cry, and to always care. He has taught me how to make the tough decisions. Both Lynne and Ed always asked about Phil, my husband, and Taylor, my son.

The year I came to Hopkins, 10% of our 500 applicants were women from only a handful of medical schools with few other minority candidates. This year, our applicant pool of over 1000 was 60% women with many other minority candidates from practically every school in the country. Eleven of our top 15 ranked individuals are women this year—and they are incredible candidates.

President Bill Brody told me in 2003 that cultural change takes 7 years. We have achieved that in the Department of Surgery—because Ed Miller took a chance, always had my back, and became my friend and mentor. I am actually crying as I write this because I cannot even begin to thank him for what he did for me and the field of surgery.

“Do something scary every day.”—Eleanor Roosevelt

Dr. Miller always did…and always will.

With love and respect,
Susan Gallagher
Dear Dr. Miller,

I have been trying very hard to come up with the best words to describe how special our time together has been, but words fall far too short. I can’t begin to tell you how wonderful it has been to be a part of your life for the past 15 years. I do appreciate how special and unique our office family is and undoubtedly know that you are the reason for that—and I Thank You!!! We have shared so many happy and sad times over the years.

I will always remember …

• Our early morning talks when no one else has arrived in the office yet;
• Watching flash mob videos on YouTube
• Talking about The Westminster Dog Show every year
• Lady GaGa’s Bad Romance & Rihanna’s S&M … enough said …
• Those two traumatic awful summers … how bad I felt for you …
• Sharing new Civil War books & biographies that we have found and recommended
• NPR stories that we found fascinating
• Grandma Brown’s Baked Beans
• The death of our pets

Your laugh, your smile and your wink … and so much more …

Thanks for the memories …

[Signature]
Brian Gragnolati
Dear Ed,

I have observed you as a leader for over fifteen years. My early view was from the north. As President of York Hospital, I watched Hopkins very carefully. Prior to you assuming the Dean/CEO role, it was not clear to me what Hopkins was up to. From my vantage point the organization seemed to be drifting away from its mission. Over the next several years under your leadership, Hopkins seemed to repurpose and focus on its core by investing in research, both people and facilities, advancing a new medical school curriculum and recapitalizing the JHH and Bayview campuses. What impressed me most was doing all of this with the clouds of payment reform forming. While other peer organizations seemed oblivious to the challenges ahead, you paid attention to the business of medicine by investing in the continuum of care, further developing significant population health capabilities and broadening the organization’s reach both domestically and internationally. These initiatives were always undertaken as a way to protect and grow support for the tripartite mission. From my vantage point, the organization was no longer drifting. It was your visionary leadership and practical approach that attracted the organization I was now leading, Suburban Hospital, to become a member of Johns Hopkins Medicine.

We all know that you did not do this alone. The unique partnership you have formed with Ron Peterson will be a focus in the next history book written about the organization. Both of you have been role models in the art of collaboration and mutual respect. While very different in personality and style, you both make it work. All of us will be eternally grateful because it has allowed Hopkins to discover, teach and care in a way second to none. This has helped millions of people throughout the world live better lives.

So Ed, as you complete your victory lap and move on to other very important things, please know that all of us are better students, teachers and leaders because of you.

Best wishes,

[Signature]
Carol Greider
Dear Ed—thanks for your support and for helping celebrate a very special day! I will always remember that you were there to help us celebrate.
Rich Grossi
It has been a personal honor for Linda and me to be around the Millers for the past 18 or so years. Ed has been my leader and defender on a number of occasions—my colleague and mentor, and my friend.

I recall how important Dick Ross and Dave Blake felt it was to recruit Ed to Hopkins as the Director of Anesthesiology, Critical Care Medicine. Mark Rogers had brought the Department to national prominence and everyone knew Ed would continue these successes. As one can imagine, it wasn’t easy to recruit him out of Columbia. However, after many tries we prevailed, and the rest, as they say, is history!

Ed’s time in Anesthesiology confirmed everyone’s expectations as the Department continued to recruit the best and build its reputation in research, teaching and patient care. Equally important, we all came to know Ed for his wonderful personal style, treating all levels of faculty and staff like family, and for his devotion to Hopkins. I’m sure these are the characteristics Dan Nathans saw when he popped the JHM question.

Some may know that Dan discovered the JHV virus in addition to the “biochemical scissors” that earned him a Nobel Prize. This virus, as Dan described it, comes from an “uncommon affection” for Hopkins “that gets into the chromosomes and there expresses its genes for the rest of one’s life.” He went on to say, “it may cause those afflicted to hear the voice of Osler or Halsted or Welch or Kelly or Brodel or McKusick whispering in a friendly voice, ‘now don’t you screw up, hon.’” Dan Nathans knew Ed Miller had JHV—in a BIG way!

Perhaps it was JHV that caused Ed to wonder whether he should say “yes” to Dan’s offer to be Interim Dean of the School of Medicine. And, it was likely a severe case of JHV that complicated his second choice to become the first Dean/CEO of Johns Hopkins Medicine. However, for those of us who encouraged him to accept the challenge or who have joined along the way, it’s been great except for one problem—a new virus. Now we have JHMV, larger and more complicated but with the same “uncommon affection” for the organization developed under Ed Miller’s expert leadership.
William B. Guggino
My office window faces north, paralleling Madison St. As I look out the window right now, I see a crane moving a large cargo for a new building. This scene, which I have seen repeated so often, represents one indication of the remarkable transformation of the School of Medicine which has taken place over the past 15 years. I remember thinking when Dr. Miller was the still the acting Dean what a large task he faced in becoming both Dean and CEO. Now looking back, I see how he took these two jobs and transformed Johns Hopkins Medicine. How he embraced and enhanced each of the three missions. I am a basic scientist and can certainly see how my own area has been transformed with the establishment of the IBBS. He hired me as Director of Physiology. As the first child to attend college in my family, I will always cherish the honor bestowed on me to run a department at JHU with an over 100-year history of excellence. I will forever remember my early morning job interview with him in his office, during which he said “let’s build a Physiology Department that everyone will notice.” He certainly leaves behind a legacy that “everyone will notice well into the future.”

William B. Wagger
Dalal Haldeman
The day that I first met you, I was interviewing to become Vice President of Marketing and Communications. It was November 11, 2005, and I remember how welcoming you were and how easy it was to talk with you. As you are an impressive man, I certainly wouldn’t have thought less of you if you had seemed somehow filled with pride. Instead, on that day, I was instantly struck by your tremendous grace and humility. I happily remember that you had a sparkle in your eye and a gentle and “real” smile. You made some small talk and told me what you value: innovation, resourcefulness, truthfulness and collaboration, so we connected and you made me feel energized and at ease. Appropriately, you had the book *The World Is Flat* on your table, and by the time I left your office, I knew that Johns Hopkins Medicine had a great leader who can not only “level the playing field” but who is also down to earth and able to easily connect with people.

Ed, since that day I have thoroughly enjoyed your leadership, your guidance and your decisiveness. You’re forthcoming and direct, and you have a profound ability to sort through the clutter and ask the right questions. I’ve observed and admired the energy that you exude when you are walking around and just talking to people. And though I am in awe of the legacy and the amazing stamp that you are leaving behind at this most honored medical institution, it is your endearing personality that I will miss the most.

So thank you for marking another bright beginning for Hopkins, and best wishes to you, your family and your dear grandchildren for the future.
David Hellmann
Dear Ed:

I will leave to others to describe how you have rebuilt Johns Hopkins Hospital, renewed East Baltimore, created a new medical school in Malaysia, completely redesigned the curriculum of the School of Medicine, constructed the state-of-the-art Armstrong Building for medical student education, built the College system to support and train students, integrated the faculty at Johns Hopkins Bayview, surpassed all records of fundraising, and achieved other remarkable successes that will constitute your legacy. Rather, I want to highlight some of the enduring lessons you have taught me. They include:

• He who gets to speak last does not need to speak first.

• Listening well is as important as speaking well.

• It is equally important to be courteous and friendly to those who guard and clean the place as to those who sit on the Board of Trustees.

• It is critically important for leaders to maintain perspective and communicate that perspective to others.

• Partnership is often the most effective form of governing.

• Generosity is a valuable quality in a leader.

I would also like to salute Lynne and the crucial ways she has contributed to making Johns Hopkins Medicine a friendly, warm, and generous environment.

Thank you, Ed, for what you have built at Johns Hopkins Medicine and for the many important lessons you have taught me.

With warmest regards,

[Signature]
In the blink of an Eye: Memories of Ed Miller

A favorite memory was when Jack Griffin, Steve Rum, Ed and I went down to Northern Virginia to ask a donor for a major gift. We were sitting around the breakfast table in the donor’s home eating muffins and drinking coffee when Ed presented a plan for an 80 million dollar donation to start the Brain Science Institute. The donor listened carefully to Ed and reviewed the plan and the figures. Without blinking an eye the donor shared that in his experience budgets always underestimated the need for equipment. He continued on to inquire if we would need additional money for large equipment costs as well. Ed did not blink an eye either. Rather, in his steadfast way Ed neither hesitated nor paused—but simply agreed and then continued to add that an additional 20 million dollars would be appropriate. The deal was struck. In a split second this generous gift grew from $80-100 million. Very impressive! I blinked!

Richard Z. Huganir
J. Brooks Jackson
Ed Miller, MD, defined and set the standard of leadership for Johns Hopkins Medicine. His achievements are many as evidenced by the fact that during his tenure Johns Hopkins Medicine has been regarded by most as the premier academic medical center in the world for its outstanding research, educational programs, and patient care. Rather than recite his accomplishments, I would prefer to relate why I think Ed Miller is one of the best, if not the best, person I have worked for in my career.

I came to Johns Hopkins in 1996 when Ed took over as Dean and CEO. He brought the Johns Hopkins Hospital and medical school together with a common and united purpose, always balancing the tripartite mission. This balanced approach was a refreshing change and one that has kept Johns Hopkins at the forefront of academic medicine.

When he appointed me Director of Pathology in 2001, he told me that I should ensure that my faculty, trainees and staff were successful in carrying out the tripartite mission. He told me that Johns Hopkins is primarily successful because the tripartite mission is not just embodied at the institutional level, but also at the individual level. While the challenges for the “triple threat” faculty member are many, it is one of the major reasons why Johns Hopkins faculty can translate our discoveries to the bedside so readily, which has been the Johns Hopkins tradition which continues to this day.

I am also grateful for the opportunity that Ed gave me to chair the Professorial Promotions Committee for 10 years, which I consider the most important committee of the medical school as the professors of Johns Hopkins are the leaders and future leaders of the institution. Ed Miller was always supportive of the committee’s values, processes, and decisions, which made for a unified sense of purpose, and I always felt that Ed truly respected and valued the committee’s role and decisions.

As a Department Director, I should point out that working for Ed was a real pleasure. He was always approachable, supportive, friendly, inspiring, and decisive. He listens well, set the agenda, and let Directors achieve the goals agreed to with minimal interference.

He will be hard to replace.

Brooks Jackson
Sewon Kang
My GEM: Giant Edward Miller!

I vividly remember the first time I met Dr. Ed Miller. It was during my trip to Johns Hopkins to interview for the Director’s position in the Department of Dermatology. I won’t deny a sense of nervousness as I was led to his office. When Dr. Miller emerged from a corner, my neck pulled back at least 45 degrees just to make eye contact with a true giant! This imposing figure amplified my apprehension but his gentle handshake and friendly smile instantly put me at ease. To this day I remember how comfortable he made me feel and the sense of trustworthiness he exuded.

GEM is a man of his word. My first day on the job was September 1, 2008. The Dermatology Department was at a low point, and needed much fixing. That November came the Wall Street meltdown. The nationwide financial crisis led to an institution-wide hiring freeze. Yet, because Dr. Miller had committed his support to rebuilding Dermatology with me, we brought in five bright & energetic faculty during my first year!

GEM empowers people. Several months after starting, I emailed to ask if he wanted a state of the department presentation. I received his characteristic rapid and succinct reply, “is there any unusual problem?” When I answered “not really,” he said it was not necessary to meet. “Just press on!” So we did, and with his unfailing support, we are rebuilding a strong department.

GEM is truly a gem. What makes this giant so special is that while he emits a larger than life presence, he manages to never make others feel small or insignificant. Instead he elevates them to feel part of a larger mission. The mark he leaves on Hopkins is a legacy of excellence of course, but one of giant proportions! Thank you Dr. Miller.

[Signature]

85
Dear Ed:

I know that many are writing to express their gratitude for your leadership, support and guidance. While your accomplishments in growing the school, its departments, curricula, the research enterprise, philanthropy, and foremost the development of faculty; no entity other than emergency medicine, and me personally, have benefited as much from your stewardship. With just the right amount of oversight and avuncular input, but providing much room for individual realization of strategic imperatives, our department grew from a small overlooked “stem cell,” to a full fledged, impactful academic department, with major national and international recognition. I’m glad that virtually this entire development and my personal leadership growth occurred under your administration.

You had set the standard for exemplary leadership for me. You may recall about 7 years ago when I found out that Hopkins was awarded a major high profile DHS grant, I wanted to tell you personally. You were at a fundraiser event out at White Marsh. I was insistent that I tell you personally as it was a milestone for me at the time. You actually broke away from the event to meet me on The Avenue (Starbucks, I think). While of some passing importance to Hopkins, it was certainly not momentous, but it was for me at the time. You recognized that one of your chairs wanted your attention for a matter that was of high personal importance. I will never forget that you had always made time for us chairs in short order of any request, and you always made us feel, me in particular, as if we were the most important concern of the moment. I guess imitation is the highest form of flattery and I have tried to emulate this level of concern with those who depend on or seek my own guidance.

My personal development and emergency medicine’s ascendancy, both at Hopkins and nationally, are by no means your most important accomplishments. But you can feel justifiably proud, that in a microcosmic way, we represent a part of your great achievements. I will continue to represent your tenets throughout my career and hope to impart the legacy to those who follow.

Sincerely,
Dear Ed,

We met peering into the large hole that would become the Broadway Research Building. Kim and I brought our young son to the campus to see the construction, and we commented that our son couldn’t get enough of the construction; you offered that you couldn’t either, and that you hoped they’d hurry up.

Our trip to Stockholm in December of 2003 was extraordinary in so many ways, including that Kim and I experienced firsthand the warmth, generosity of spirit and good humor of the Dean/CEO of Johns Hopkins Medicine. You are a people person through and through, and Kim and I were the direct beneficiaries of that in Stockholm. Subsequent to that trip, whenever we were in the same general vicinity, you made a point to shake hands and say hello, a courtesy I greatly appreciated, and a model I hope to emulate. Not all leaders conduct themselves that way, but you have, and I will forever be grateful for the consideration, the humanity expressed in those gestures.

And now you have given me an extraordinary opportunity to work closely with you in this final year of your tenure as the Dean and CEO of Johns Hopkins Medicine. It is a privilege of the highest order. This experience has affirmed that the qualities I noted above are at the core of who you are—the consideration for people, the thoughtfulness, the commitment to the important values that have defined our community. I am grateful for the kindness you have shown to Kim and me, for the opportunities you have afforded me, and for the tremendous impact you have made on all of us at Johns Hopkins.

With the greatest respect and gratitude,
Steve Kravet
Dear Dr. Miller—

They say in classic leadership that height matters. Lucky for you that you fit the classic model! I appreciate that you have had confidence in me despite that my 68 inches (Ok, well, 67 and ½) won’t win any contests in leading by intimidation. My heart though is as big as they come. I will forever hold a place in my heart for your leadership. I believe deeply in the mission and potential for Hopkins Medicine and I am thrilled to be part of the future. I have been so impressed by many things about your leadership, but some of the keys that have impacted me are your transparency, your accessibility and your openness to new ideas. I appreciate that you have created a legitimate place for primary care in the important conversations about the current and future states of Hopkins Medicine. And indeed, I appreciate, as do my parents, that you have mentioned me by name on numerous occasions in public forums!

Warmest wishes on the next phase of your career and life,
W. P. Andrew Lee
There has been a long and rich tradition of Plastic and Reconstructive Surgery at Johns Hopkins. Dr. John Staige Davis (1872–1946), regarded by many to be the first American physician specialized in plastic surgery, wrote the first English-language plastic surgery textbook. His legacy was continued by many plastic surgeons at Hopkins in the ensuing decades, most notably division chiefs Drs. Milton Edgerton, Jack Hoopes, and Paul Manson. Yet despite all their contributions and accomplishments, plastic surgery at Johns Hopkins did not obtain the recognition—or autonomy—that many other surgical disciplines received.

Dean Miller saw things differently. Having worked with many plastic surgeons in the operating rooms, he knew the ingenuity and skills required and the life-changing impact plastic and reconstructive surgery can have on its patients. Furthermore, he recognized the tremendous potential of the field in bringing the latest scientific advances to a patient population that yearns for a better quality of life following devastating trauma, cancer resection, or birth deformities. By establishing a new Department of Plastic and Reconstructive at Johns Hopkins in 2010, Dean Miller demonstrated the foresight and confidence for the specialty that few have had in the country. It is indeed the past and future generations of plastic surgeons—and their patients—who should be grateful for Dean Miller’s vision.
Trust. Confidence. Integrity. Respect. When I think of my interactions with Ed, from the first day I met him through eight years of working closely together, these four words keep coming to mind. From my decision to come to Hopkins, based in large part in the trust that I had in Ed and his leadership team, through the confidence I had in the direction that Ed was steering the institution, and in the integrity that I saw when things got tough, these principles have been like a compass for the institution, and for me.

Ed has been a role model in so many ways. One of the most important privileges of working with Ed has been the importance I have seen him place on relationships. Whether interacting with faculty, department Chairs, Vice Deans, Donors, Trustees, administrative leaders, or the housekeeping staff in the Dean’s office, Ed shows the highest level of respect, and quietly lets each person know that they are valued by him as a person and as a colleague. A large part of the pleasure of serving Hopkins as a Department Director has been in my relationship to Ed, and in the trust and confidence that he has placed in me. My comfort in changing processes, building culture, and developing new business initiatives has been in the knowledge that Ed’s “got my back,” and would support my decisions, help whenever necessary, and give me the room to grow.

Ed, you will be missed greatly around here, but you should have the greatest comfort in the fact that the Trust, Confidence, Integrity and Respect, and the many relationships that you have cultivated over the years, have become firmly embedded in Johns Hopkins Medicine and will serve as the foundation of this great institution for generations to come. Thank you, Ed, for all that you have done for all of us.

[Signature]

95
Kathy Long
Dr. Miller,

I don’t know where the last 16 years have gone. I began working for you as your assistant when you were named Interim Dean and later when you became the Dean and CEO. It has been a privilege to work for you all these years. We have been through a lot of good and not so good times together. You have always been there for me and I will miss you very much. I am very happy for Lynne and you and wish you all the best in your retirement.

Kathy

[Signature]
Justin McArthur
Dear Ed,

It is truly a pleasure to write down some recollections of serving under you as Director of Neurology. I know that the brain, and neurological disease, is one of your favorite areas, and your role as the executive leader in the CUSP safety program has been profoundly influential at improving patient safety for our neuro-intensive care unit. I have learned about leadership at your elbow, from seeing not only how you make decisions, but how you truly care about people. You have played a major role in developing the Packard Center for ALS, the Brain Science Institute, and most recently, the Ansari ALS Center for Cell Therapy and Regeneration Research. Beyond these research accomplishments, however, I have most enjoyed working with you on clinical issues, at improving our department’s accessibility, responsiveness, and level of service. You told me some time ago—only partly in jest, I think—that neurologists were “slow, rude, and late.” With your constant encouragement, and through your example, you have helped me to change our culture, so that Neurology and Neurosurgery are now “Number 1.” I plan to keep the department there for a long time, and our success is your legacy.

Sincerely,

[Signature]
Lewis H. Weed, M.D. was the Dean of The Johns Hopkins School of Medicine at the time of the establishment of the Wilmer Ophthalmological Institute. His decision, to allow the creation of the first institution to allow research, patient care and teaching to coexist under one roof, gave the world the enduring model for how to achieve excellence in academic ophthalmology.

With the possible exception of Dr. Weed, no Hopkins dean has done more to enhance the ability of the Wilmer Institute to further academic ophthalmology than has Edward Miller. During his tenure, Wilmer has more than doubled its research programs and its clinical practice. This growth and advancement is tangibly reflected in the recent construction of the Robert H. and Clarice Smith building, Wilmer’s newest. On the educational front, a large percentage of graduating medical students at Johns Hopkins consistently choose to pursue careers in ophthalmology, and the residency program has graduated more individuals who have gone on to assume leadership roles in academic ophthalmology than any other program in the country.

One memory of Dr. Miller’s interactions with ophthalmology is his surprised reaction upon learning that a nice warm baked potato, fresh from the microwave oven, can be useful for treating certain common ophthalmic problems!

We at Wilmer who have benefitted from Dr. Miller’s stewardship of the Johns Hopkins School of Medicine offer our sincere thanks for his efforts on behalf of Johns Hopkins and academic medicine, and wish him and Lynne Miller all the best in the next phase of their careers.

Catherine M. B. Dunnell
William G. Nelson
I have immensely enjoyed working with and for Ed Miller—and have learned a lot from our interactions. Ed vested his Department Chairs and Center Directors with a lot of freedom, independence and authority, but always expected each to work with the others as a team. He had a low tolerance for disputes that pitted one group against another, always driving his team to find the solution most suited to the central mission of Johns Hopkins Medicine. And, when presented with a consensus view, he was prepared to act swiftly and definitively.

Another aspect of Ed Miller that I admired and appreciated was that he had great manners. Although seemingly a large and often imposing figure, Ed always, always took the time to speak and interact with everyone he met; he was just plain polite. If you were lucky enough to walk around the hospital and medical school campus with Ed, you could really get a sense for all of what Johns Hopkins is and will be.
Ed Miller is that rare person who blends a genuine love of people with the courage to be a visionary.

I have seen the love of people in action on many occasions but particularly with students. His presence at the graduation and the White Coat ceremonies was filled with such obvious joy and enthusiasm—every bit as intense as that experienced by students and parents. Having helped him hand out a few thousand white coats and diplomas, Ed’s energy was infectious as he congratulated and inspired each individual student at the beginning and at the end of medical school.

It’s likely that only Ed Miller himself knows how many people he’s actually visited in the hospital, but I suspect it’s a very large number (including members of my own family). Since he has a superhuman gift for remembering names and faces, he really knows thousands of people by name. Whether heads of state or ordinary hospital staff, they all became Ed Miller’s patients when one of the people “he knows” is admitted to the Johns Hopkins Hospital.

The other half of Ed Miller’s leadership magic is the courage to envision a better Johns Hopkins Medicine, yet one that remains true to our history and values. I am fairly certain that no other person in the 1990s could have imagined the 21st-century academic medical campus with state-of-the-art buildings for education, research and patient care. Yet Ed Miller, as Dean and CEO, could see it back then and was not afraid to go out and raise the funds to turn it into today’s reality. The same foresight has applied to programs and people with the creation of so many new institutes and outstanding scholarships for students. But his personal courage as a visionary is perhaps exceeded only by his courage to support all of us as we saw new possibilities and developed our own dreams. I will always treasure Ed’s unfailing support and encouragement for each new idea and especially for the possibility of uniting with other faculty to redesign medical education into what has become the Genes to Society curriculum. My wife, Mayme, and I join thousands of faculty, students, staff, trainees and patients in saying thank you to Dean Edward Miller.

[Signature]
Dear Ed,

On behalf of the Department of Otolaryngology–Head & Neck Surgery, I want to extend our profound gratitude to you and Lynne. It has been a privilege to be a part of Johns Hopkins Medicine under your leadership.

With the care and thoughtfulness of your vision, your courage and conviction in breaking new ground, and an always endearing smile, we found our own greatness by witnessing yours. When faced with challenges, economic downturns and the uncertainties that face academic medicine, your indomitable soul remained entirely steady. A remarkable mission continues because of that.

Sincerely,

[Signature]
Dear Ed,

Thank you for the honor of serving as a department director. It has been the most rewarding experience of my career, and I attribute much of my success to your leadership. I would like to recall a couple of our conversations.

You offered me the position of Director of Physical Medicine and Rehabilitation in 1983 during a meeting in your office. I requested your support for moving the departmental headquarters from Good Samaritan Hospital to the East Baltimore campus. After a brief discussion you indicated your strong support. That was a momentous decision for PM&R, providing the opportunity for development of a strong academic department.

I then told you of a comment made many years earlier by the late Art Siebens, founder of the PM&R department. I naively asked Art if I might someday be his successor as Department Director. Art said, “Jeff, I’m sure you will be the right person in the right place at the right time ... for something, someday!”

You had a quick retort: “That was a perfect Chairman’s answer: Commit to nothing.”

On another occasion, I sought your counsel regarding a senior member of the PM&R faculty. He and I were experiencing considerable conflict and I questioned his willingness to support my vision. I wanted to take a strong position but was afraid he would resign. You encouraged me to stand firm on the need to present a unified leadership vision. You said “No one on the faculty or staff is irreplaceable, including you and I.”

Your encouragement led me to have a frank conversation with the faculty member and provide specific guidance on what he would need to do in order to be successful. He took my advice seriously, redirected his energies to research, and became one of the most successful individuals on our faculty. We now have a mutually supportive relationship that is a role model for others.

Thank you once again for all your support during both the best of times and the most challenging. I wish you the greatest joy and fulfillment in the future.

Sincerely,

[Signature]
Karen Parkent
Dr. Miller is the best boss I have ever had, and I have had various (at least 20 … in my 4 major positions in 2 countries) with whom to compare him … he is easy to work with and easy to work for.

He is the epitome of a great leader, as defined in a recent radio spot I heard: “A great leader knows how to assemble, organize and lead his team so that, eventually, the team members follow him, not because they have to but because they want to.” In our case, the “eventually” was a lot sooner rather than later. We were captivated early on by his wonderful “people skills.” But, while some people just have people skills, Dr. Miller is truly an all-around good guy, a good listener, very caring and compassionate, super intelligent and wise.

Bottom line, Dr. Miller and his wife Lynne essentially adopted all of us in the Dean’s Office into their family, sharing our joys and sorrows over the past years, remembering us generously for every occasion and making us feel like one of their daughters. They genuinely care about us and for us and have made the working environment so pleasant in too many ways to recount.

The office has always been a happy place to work, and we chuckle every time Dr. Miller says, “I’ll be back and that’s a threat!” as he leaves the office and then, “I’m back!” on his return. What I will miss most is seeing his smiling face, hearing his easy laugh and enjoying his perpetual good humor on a regular basis. Guess I’ll have to hang up a photo, right?

Thank you, Dr. Miller, and thank you, Lynne, for your friendship and for the bulk of the best years of my working life. May you enjoy a long and a very happy retirement!

Love and hugs!
Note to The Boss …

Ed:

It has truly been a pleasure working “with and for” you while I have been a Chair here at JHSOM over the last 6 years.

I still remember the day you called and told me that I DID NOT get the nod to become Chair equally as well as the day you called me in clinic three months later and told me that “things just did not work out with the other candidate—something about DEFERENCE” and that you DID want me to take the position. I am glad I did.

You were right, “the Department was not broke,” and I have thoroughly enjoyed working with you and the Dean’s Office to keep it that way—in so many ways … Your leadership, guidance and advice over the years have meant a great deal to me and I can only hope that someday I will be reading a letter, such as this, from someone I have trained and mentored.

I hope your new life and endeavors—above and beyond JHSOM—are as fruitful as those in the past. Three words sum up my thoughts when I think of the accomplishments you have made … JOB WELL DONE … It has been a pleasure to serve.

Good luck and may God Bless you and your family in the future.

[Signature]
Ronald R. Peterson
Dear Ed,

As I reflect on the last 15 years, I am enormously grateful for your leadership, mentorship, partnership, but most importantly, your friendship. Our working relationship has been nothing less than extraordinary. I shall never forget the numerous occasions when I relied on your support to get the job done.

I have admired the manner in which you have balanced the three components of our tripartite mission, never subordinating any one to the others. While maintaining this important balance, you have always reminded me that the most important thing we do is the care of our patients and the service to human kind.

Some will measure your legacy by the buildings, the institutes or perhaps the new curriculum. I believe history will determine your legacy has much more to do with your sensitivity to the human condition and the values you have promulgated and by which you have lived. Because of you, we are a safer and more patient-centered academic medical center. As an organization, we are more diverse in terms of our student population, our trainees, our faculty and our leadership. We are increasingly a more integrated health care delivery system thanks to your leadership. Innovation and education have flourished under your deanship. Without a doubt, as an organization, we are better prepared for the future thanks to you.

Finally, you have managed to promote the brand image, Johns Hopkins Medicine, to a level never imagined by our competitors. You live and breathe Johns Hopkins Medicine. It is my belief that your name will be forever synonymous with Johns Hopkins Medicine.

I wish you the very best as you go forward with the next chapter of your life.

With deepest admiration and respect,
Ed, You are the essence of Johns Hopkins Medicine. Your energy for and belief in Johns Hopkins Medicine has brought us to where we are today, which is a very good place indeed. Your strength in the face of adversities (Roche, the IRB shutdown, the ACGME struggles and others) was essential, and your strength of support for key initiatives (getting bigger to get stronger, safety, rebuilding JHH, Epic and others) made them happen. The trustee committee in 1996 could not have made a better choice, and we all have been the beneficiaries of that choice.

I will remember your booming voice and personal warmth, as well as your support for your team, both professionally and personally. I also will remember the look you always got on your face when you did not like what you were hearing (poker is not in your future). But most of all, I will remember you as the person who gave Johns Hopkins Medicine life.

Thank you, thank you, thank you.
Peter Pronovost
Dr Miller influenced me deeply. I met Ed when he was the chairman of anesthesiology; I was one of his residents unsure of what I wanted to do. He encouraged me to go into critical care yet he wanted more from me, at times more than I thought I could deliver. We discussed the urgent need for physician leaders, a need that persists today. Preventable patient harm was far too common, health care costs were bankrupting the country, and the joy in being a physician was eroding. He advised me that physician leaders must be clinically excellent and highly respected by their peers, must have knowledge of the business of health care, and must understand how to measure and improve patient outcomes. He suggested I needed additional advanced training to obtain these skills.

While I did not know how precocious and sage this advice was, I embarked on a path to obtain these skills, completing a PhD in Clinical Investigation and concurrently studying health policy, management and finance. Ed was my PhD advisor, he was deeply interested in my career and research. My PhD defense was in the Dean's office; I am not sure if I or the other thesis committee members were more nervous.

With Ed’s support I continued to work to improve safety and outcomes, gradually growing and expanding more roles, stretching yet supporting me; he cared deeply about patients and the science of improvement, always encouraging me to show measurable results.

Ed was a great role model, he shaped Hopkins into the amazing place it is today and in doing so taught me invaluable leadership and life lessons; when to show love and when to show power, when to quickly make a decision and when to get broad consensus, when to act with urgency and when to put something aside, when to work hard and how to make time for family and friends.

Ed is my Mentor: I watched him, studied his actions, observing what he communicated and how. He taught me much. No matter how busy he was, he was available when I needed advice, providing direction, protection, and order.

Great leaders, leaders who changed history, have four attributes: they have a bedrock of values, a clear moral compass, a compelling vision, and the ability to galvanize support to execute that vision. Ed is one of those great leaders. He has influenced Hopkins, Baltimore and the World. He has served as a role model for me and countless others. He demonstrated how to lead with humility and what it truly means to be a servant-leader.

Ed, you will be missed; yet you have left a solid foundation. Take comfort and pride knowing your legacy endures in buildings and in hearts around the world.
Many years ago, a special man reached out,
To help the sick of Maryland. To him we give a shout.
His gift of seven million, changed the world that once was known.
It caused all to think about—Research—it must be our own!

Mr. Hopkins cared about, the sick, the tired, the poor.
Up until that time, you see, no one had given more!
He knew that this great Country, could lead in many ways.
He demanded we do research; knew translation would rule the day.

But gifts can only start us, along the road to cures,
Other men and women who follow, must deliver even more.
The scientists at Hopkins; the educators too,
All need a strong role model, And a leader, through and through.

And through the years we’ve had some, outstanding leadership,
But none have been so visible, while not on an “ego trip”.
Our very own Ed Miller, though, our CEO and Dean,
Became a guardian angel, and our own true Mr. Clean.

He cares about our mission, our vision, values too,
He made it very clear, it’s what we all must do.
He gave us room to grow, and helped us learn so much,
And he did it with a smile, and a very gentle touch.

So over the past 15 years, he led us up to the top,
He stressed the need for teamwork, this value you can’t swap.
He told us to work hard, and be true to who we are,
He led us like a Father; not at all like a Czar.

So, how can we let him go, to his next escapade,
I’m not so sure we can, in fact, we want it to be delayed!
But I suspect we won’t prevail, he will move on and be,
A leader in his next adventure; we can hardly wait to see.

And those of us he leaves behind, will miss him every day.
Ed Miller is much more than boss; he’s a friend in every way.
And what he gave to Hopkins, will be cherished for evermore,
Much like the man for whom we’re named, his memory will endure!

Ed is a man who gives so much, his passion is so true,
God Bless you, Ed—and may you know, how much we do love you!
Jeffrey Rothstein
Ed’s impact of basic and disease-based neuroscience stands as one of his many Hopkins achievements. When we had the idea to organize the Packard Center for ALS research in 2000 we knew we would need Dr. Miller to help us approach the two potential donors and convince them that our plans for a Hopkins-based philanthropy for understanding the disease and finding a treatment was the best place to invest their $7 mil. At the time, our operational plans meant that we would actually send money to researchers around the world, rather than keep it at Hopkins and endow it. But these plans meant we could really bring the best researchers to Hopkins to tackle this terrible disease. Ed completely understood the value of this approach and repeatedly and graciously interacted with our candidate donors to convince them that the open and collaborative faculty and the core science at Hopkins would be the best place for this new Center. Even after we were successful in attracting donors—he regularly would attend our board of governors meetings to help keep our momentum moving forward. Today, after raising more than $75 mil, the success of the Packard Center in developing ALS disease models, bringing together the best research community and finding new candidate drug therapies rests squarely on the shoulders of Ed Miller.
Steve Rum
On June 30th, 1859, exactly 153 yrs ago from the date of Ed’s last day here at Hopkins, a gentleman by the name of Charles Blondin performed an incredible act not 90 miles away from Ed’s hometown of Rochester, NY. Mr. Blondin was a funambulist, literally a profession that involves great personal risk. Mr. Blondin was a professional tightrope walker. And on this day, from a height of 160 ft. escalating to height of 270 ft., he was the first person to walk across Niagara Falls on a single cord, 3" in diameter traversing 1100 ft. The crowds in excess of 100,000 were awe-struck. Even more impressive was his second act, when he took a wheelbarrow with a steel wheel and went back over the falls. But his final act was a complete surprise. When he completed his second journey, he then asked the crowd, that he would like to go back one more time, only this time he would like to put a small man in the wheelbarrow and did they think he could perform such an act. They of course roared, “Why of course you are the Great Blondin.” He then responded, “Ok, I will need a volunteer from the crowd.” Silence.

I believe everyday that Ed was on the job, whenever someone had a problem or the institution faced a challenge, Ed would say “get in the wheelbarrow” and he would take us over those troubled waters. My personal story was in 2007 when I turned down a $10m gift because I felt that we owed it to the donor and the institution to present a larger more effective plan that met the needs of the donor and the institution. I went to Ed and told him what I had done. He not only supported my decision, he facilitated multiple meetings with our scientists to put together the concept we ultimately presented to the donor. This resulted in a gift of $80m from the same donor and launched the Brain Sciences Institute. Get in the wheelbarrow. That’s Ed, that’s leadership.
Dear Ed:

The decision of the Board of Trustees of Sibley Memorial Hospital to integrate Sibley into the Johns Hopkins Health System after 120 years of independence was taken with the utmost seriousness. Throughout the decision making process, our Board of Trustees came to admire you and trust you for your commitment to the highest possible level of patient care. We have not been disappointed nor have we had any second thoughts about our decision to integrate Sibley Memorial Hospital into the Johns Hopkins Health System.

I remember your first visit to Sibley Memorial Hospital when we toured the facility. You were excited, animated, and pleased with what you saw. During our second tour of Sibley, you participated in the presentation of Sibley’s attributes. When we went on the third tour, you actually led the tour and presented Sibley Memorial Hospital to members of your Board of Trustees and the Johns Hopkins University Trustees. I just walked along and listened while you explained the benefits of Sibley. It was great fun to watch.

In addition, I have often quoted the words you spoke at the reception we held at the Columbia Country Club after the integration documents were signed. You said “make no mistake, we will not tolerate substandard medicine.” Members of the Board of Trustees, the Medical Staff, and the management staff of Sibley Memorial Hospital take great comfort in knowing that you have established a culture of unequaled excellence at Johns Hopkins Medicine, and we believe that belonging to the system you helped to create will not only make us stronger but will help us provide better care to our patients. For this and so much more, we will be forever grateful.

Congratulations and best wishes to you on your retirement. You have left a legacy that will continue to impact all elements of Johns Hopkins Medicine in a most positive way. Thank you and God bless you.
Ed Miller is a commanding figure who, as the first Dean/CEO of Johns Hopkins Medicine, has presided masterfully over our institution during a time of tremendous growth and challenge. Ed became the Interim Dean in 1996 at a time when the revolution in human genetics and genomics was beginning to accelerate and genome sequencers were just turning their attention to the human genome. I was busy advocating for a new and enhanced commitment to genetics by the school in order to maintain our traditional leadership role in the field and to position Johns Hopkins to take advantage of genetic advances to enhance our clinical, educational and research missions. To this end I had assembled a loose-leaf notebook the size of the New York City telephone book filled with information about the history of Johns Hopkins genetics, the state of the field and predictions for the role of genetics in medicine of the future. I had presented a copy of this material to previous leadership to no avail, but Ed embraced it and promised to make it one of the top priorities for his term as Interim Dean. He followed through on this promise, and creation in 1999 of the McKusick-Nathans Institute of Genetic Medicine was the result. I like to think that Ed’s commitment several years later to our new Genes to Society curriculum also began with this early emphasis on genetics.
Mike Weisfeldt
The Ed Miller I know dates back to our tumultuous days at Columbia-Presbyterian Medical Center as it was known at that time. He was the vice-chair of the search committee for the Department Chair of Medicine in 1991 with a Chair of the Search Committee who did not care (about the search). Ed put on the charm we all know and convinced me I could trust the Dean and the “to be named Hospital President” (there was a great Board of Trustees) he said. How could anyone resist or not believe the young aggressive Ed Miller. So by the time I got myself to New York, the next Hospital President had been in office and was terminated. The President job was open and there was a 3-way contest for President. The winner was someone who believed in Business 101. You replace (as a first order of business) all those who are direct reports to you. So Ed and I were on the chopping block together!! Ed left to assume his second chair of Anesthesia at Hopkins, and I struggled through with a great pat on the back as Ed headed for the door.

It was no surprise that Ed Miller rose quickly at Hopkins, where quality, real leadership and collegiality are the order of the day. When I knew my 10-year tenure at Columbia was over (long story), I knew Ed would remember, and the idea of working for him gave me great excitement. So I put my hat in the ring for the Hopkins job. One meeting with Ed to get to know me again and on the same visit, a meeting with the Search committee, and in 4 days he called me to offer the Hopkins job. What a great warm phone call. Could not believe one visit and 4 days!

During my time as Chair at Hopkins there has never been a request to meet that has taken more than a few days to honor. And only one harsh comment in 10 years from your boss is not bad! “Mike, you do not have to turn over every rock that you see!” He only said it once and I must admit I have tried to live by this simple piece of advice.

The Miller Era is most characterized by the quality of the Chairs he recruited and the commitment he made to each one. He had enormous trust in the community of the chairs and occasional mentoring (as above) brought each chair into line!!

His willingness to partner effectively with Ron Peterson made Johns Hopkins Medicine work as it was envisioned to work. The amazing expansion of the Broadway campus research, education and Hospital, as well as the development of the Bayview campus stand to make him a legend of Hopkins. He provided a physical renewal that will last another century for Hopkins!
Christine H. White
It is with great pleasure that I’ve been asked to contribute to a memory book for Dr. Miller. There are so many remembrances I could mention—some serious and some quite funny—even some I wouldn’t think of mentioning in this book—but the one I would like to highlight here is his leadership and commitment to open a child care center on the East Baltimore campus. For decades, Johns Hopkins had been discussing whether it should/could open a center and at the end of each discussion, it was always a resounding “can’t do it” for one reason or another. When Ed was appointed Dean/CEO in 1997, this idea became a very high priority for him and for his wife Lynne. We engaged Bright Horizons Family Solutions, recognized as one of the best providers of child care in the U.S., to help us determine our needs. Also with the support of several other faculty and staff, the final decision was made—first and foremost by Dr. Miller followed by other leaders in East Baltimore and then by the entire University leadership to open the first Johns Hopkins Child Care and Early Learning Center and to locate it in a beautifully renovated space in the previous Church Home Professional Building. The Center is managed by Bright Horizons Child Solutions and accommodates 156 children whose parents are full-time employees, students and/or trainees at Johns Hopkins. This Center would not have been a reality without Ed’s vision, leadership and commitment to providing the best child care available for our community. In fact as one parent recently described the center, “Hopkins always gets things right—for example the new clinical buildings—and in reference to the day care center—they got it perfect!”

[Signature]

Christine H. White
When I was negotiating to become director of Molecular and Comparative Pathobiology, I scheduled a one-on-one meeting with Dr. Miller to discuss my goals for the department. I was pretty nervous, because Ed is an intimidating figure, at the very least just physically, never mind the lofty nature of his position as Dean and CEO of Johns Hopkins Medicine. I sat down and began by telling him that I am a Hopkinsophile, and he agreed that he was one too. After that, we were on common ground and the conversation flowed easily.

So that is how I will always remember this great man who in his 15-year tenure worked hard and effectively to ensure that Hopkins not only maintained its stature, but grew and became stronger. Ed Miller wasn’t in the business of building his own reputation. Instead, he was always thinking about what he could do for the institution. He was a dyed-in-the-wool Hopkinsophile.
We say a fond farewell to you, Dr. Miller—our leader, mentor, colleague and friend. We will miss you and your deliberate, genial presence, your even-handed decisions, your unrelenting work ethic and your sterling character.

You have been our inspiration and steadfast champion. We have appreciated your farsighted view of our potential and your unwavering support for our best ideas. As we move ahead, we will remember your personal warmth, your wise guidance and your insistence—always—on excellence.

You have created a rich and lasting legacy at Johns Hopkins Medicine. The physical transformation into “the Miller Campus” has been nothing short of astounding. What’s more, you expanded the health system to include Howard County General Hospital, Johns Hopkins Bayview Medical Center, Suburban Hospital, Sibley Memorial Hospital and All Children’s Hospital. Through Johns Hopkins Medicine International, you established partnerships with leading hospitals in the Middle East, Asia and Latin America.

The cultural transformation during your tenure has reshaped our vision, sharpened our intellectual curiosity and changed our approach to every aspect of our professional lives. You have appointed 32 of the School of Medicine’s 33 department directors, including the Department of Surgery’s first female director. In addition to superb academic qualifications, you required candidates to have the ability to communicate, facilitate and mentor. The impact that you made here will continue to reverberate throughout Johns Hopkins and around the world.

We will follow your next chapter with interest, and we wish you and Lynne good health and much happiness in the years ahead.