

## Exclusive Interview with Mary Miller and Her New Role at Johns Hopkins University



1. As interim vice president for finance and administration, what are your corporate duties and responsibilities?

*As the Interim Senior Vice President for Finance and Administration (SVPFA) at Johns Hopkins University, I am responsible for the University's budget, finances, investments, and administrative functions. I work closely with our Vice President and Chief Administrative Officer as well as our Chief Financial Officer and Treasurer to ensure the support and advancement of Johns Hopkins' teaching, research, patient care and service missions. I also serve as a senior member of the President's executive team, working closely with deans, faculty, and senior administrators throughout the University and Health System.*

*Not surprisingly, a major focus of my role has been and will continue to be helping the University navigate the operational and fiscal challenges presented by the COVID-19 pandemic. Another primary aspect of my interim appointment is ensuring a seamless transition between my predecessor and a permanent SVPFA, whom Johns Hopkins expects to appoint in 2021.*

2. How does your role interface with the university's endowment, investments, and procurement spending?

*In partnership with the University's Chief Financial Officer and Chief Administrative Officer, I am accountable for the University's investments office, which manages our endowment, as well as our procurement office. One of my key priorities is continuing and expanding Johns Hopkins' efforts to leverage its spending power to lift up local and minority-owned businesses, and to pursue the university's new goals around participation by minority-owned firms in Johns Hopkins' investment management.*

3. Baltimore City and the state of Maryland are extremely blessed to have Hopkins brand domiciled here going on two centuries now, how awesome knowing that history affects your view upon accepting this new assignment?

*As the largest employer in Baltimore and the state of Maryland and a leading academic and healthcare institution, I was well aware of Hopkins' importance to our economy and community both locally and globally. Nevertheless, this role gave me a close up look at the scale and scope of what this institution does every day, which is truly remarkable. I was honored to be offered the chance to work here at this critical time in our history.*

4. How has your career and life experiences prepared you for this new assignment?

*Over a 40-year career I've worked in both the private and public sectors, managing large teams and budgets. I've also served on many non-profit boards. I spent 26 years in the investment management industry at T. Rowe Price, where I lead the Fixed Income Division, served on the Management Committee and the T. Rowe Price Foundation board. I spent five years in the federal government at the U.S. Treasury following the 2008 financial crisis, working on economic recovery for the country, and serving as the Under Secretary for Domestic Finance. I've always been interested in public policy, particularly from an urban perspective. In addition to my day job at Johns Hopkins I serve as a Senior*

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*Fellow at JHU's 21<sup>st</sup> Century Cities Initiative where I've been able to research and write about issues affecting Baltimore. My role at JHU today allows me to pull all of this experience together to serve this great institution.*

5. Recalling your recent campaign for mayor of Baltimore City, a strong portion of your platform called for creating new opportunities for minority owned businesses, specifically city domiciled African American owned businesses. How can Hopkins lead or take a critical role in fostering that type of historical growth?

*You are absolutely right that my campaign was centered on creating economic opportunity for those who have been left behind in Baltimore, particularly for minority owned businesses that have been denied access to capital and business opportunities. I talked about "greenlining" Baltimore to reverse decades of discrimination and inequity of opportunity.*

*Johns Hopkins created an Office of Economic Development for the University and health system in July 2019, which is led by Alicia Wilson. This office oversees some key existing community programs and investments that are geared toward supporting local and minority-owned businesses, as well as the overall economic growth of Baltimore City and its residents.*

*Through a program called HopkinsLocal that launched in 2015, Johns Hopkins has committed to leveraging the economic power of both the Johns Hopkins University and Health System to expand participation of local and minority-owned businesses in construction opportunities; increase our hiring of city residents; and enhance economic growth, employment, and investment in Baltimore through our purchasing activities. To learn more about the program, the progress made on these commitments, and current goals, you may visit the HopkinsLocal website via this [link](#).*

*Johns Hopkins is also a partner of BLocal, a program comprised of 29 Baltimore-area businesses aimed at supporting city residents and local and women-and minority-owned businesses when making decisions around building, hiring, buying, and investing. To learn more about this program, you may visit the BLocal website via this [link](#).*

6. Around men, I often hear that women such as you are taking control over America in political leadership and corporations, how do you respond to that?

*You often hear that talent is equally distributed, but opportunity is not. I think that is changing significantly in our country across political and economic dimensions. I'm old enough to have been the first woman to serve in a number of capacities in the private sector and the public sector, and I'm so glad to see that there are many more women and minorities filling these roles today. The number and pace of appointments to corporate boards, leadership roles in organizations, and elections to political office is really heartening. There's plenty of evidence that diverse organizations produce better results, and I hope that in my lifetime we will fully capitalize on that.*

7. How do you deal with stress related to your career of always being in a leadership role?

*Well I haven't always been in a leadership role! I was fortunate to work for great employers who gave me opportunities for growth and building critical skills. I also worked through some very challenging periods and events in my career – deep recessions, 9/11, the financial crisis of 2008, a*

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*recent electoral campaign - that battle tested me for almost anything that can come my way. I always try to remain calm and assess each situation from every perspective – there's usually more than one side to every story. Putting things in perspective helps too – the world doesn't end every day.*

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