

joining the organization at a time when the historic organization was on the verge of financial collapse. We restructured the organization, starting with fundamentals such as building a board, revising bylaws, networking in the community, creating financial statements and budgets, and developing board educational materials. Since that time, we've developed enormous support for the organization such that we recently completed a historic preservation and renovation of the upper floors of the building into seven market-rate apartments. We have done this through extensive fund-raising and the sale of historic tax credits, requiring creation of extremely complex legal entities. Revenue from the apartments will halve annual operating deficits and decrease reliance on regular fund-raising.

Birth Date/Place:
2/17/54 Baltimore

Spouse:
Stephen M. Goldberg, Esq.

Children/Ages:
Sarah Goldberg, 16



The Hon. Marilyn R. Goldwater
Delegate
Maryland General Assembly

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Education:
Registered Nurse, Mt. Sinai
School of Nursing, 1948

Career History:
1994-Present: Maryland General
Assembly, Delegate

1991-1995: Office of Governor,
State of Maryland, Health Policy
Advisor
1987-1997: Maryland State
Department of Health and Men-
tal Hygiene, Director, Federal
Relations Officer
1974-1986: Maryland General
Assembly, Delegate
1951-1959: San Mateo County
Hospital (Calif.), Supervisor,
Emergency Room

Significant Accomplishment:
My election to the Maryland Gen-
eral Assembly, where I have had
the opportunity to use my profes-
sional nursing knowledge to
spearhead, sponsor and support
vital health care legislation, now
law, to enhance the quality of
health care and increase Mary-
land citizens' access to that care.

Example of Mentoring:
As president of the Women's
Legislative Caucus, I established
an internship to enable college
students to understand the leg-
islative process, as well as the
work of the caucus in addressing
those issues that impact women
and their families. The goal of
the internship is to prepare and
encourage these students to par-
ticipate in public service.

**Officer/Board Membership in
Professional/Business/Trade
Organizations:**
1998-Present: Member, Advisory
Board, National Conference of
State Legislatures, Health Policy
Forum; 1989-Present: Member,
Women's Advisory Committee,
Women's Economic Justice Cen-
ter; 1997-2000: Member of Exec-
utive Committee, National Con-
ference of State Legislatures;
1997-2000: Director, Women in
State Government; 1996: Chair-
man, Southern Regional Educa-
tion Board, Commission on
Health and Human Services

**Officer/Board Membership in
Civic/Nonprofit Organizations:**
2000-Present: Member, Editorial
Advisory Board, "Policy, Politics
and Nursing Practice"; 1995-
1996: Legislative Participant,
NCSL Program Exchange with
Japan and Germany; 1991-Pre-
sent: Founder and Board Mem-
ber, Governor's Wellmobile;

1991-1993: Member, University
of Maryland Center of Health
Policy Research; 1980-Present:
Faculty member, Johns Hopkins
and University of Maryland
schools of nursing

Awards/Honors:
2001: Honorary Fellow, Ameri-
can Academy of Nursing; 2001:
WAND/WILL Achievement in
Women's Health for Women's
Health Policy; 1999: Maryland
League of Conservation Voters,
Environmental Leadership
Award; 1996: Montgomery Coun-
ty Medical Society, Legislator of
the Year; 1993: Mt. Sinai Hospi-
tal School of Nursing Disting-
uished Alumnae Award

Personal Accomplishment:
My sponsorship of legislation, now
law, in the area of women's health
care to require all insurance carri-
ers to provide women direct
access to certified nurse midwives
for primary and preventive
OB/GYN services; to provide cov-
erage for osteoporosis screening
and chlamydia screening; and for
a 48-hour hospital maternity stay.

Birth Date/Place:
1/29/27 Boston, Mass.

Spouse:
William H. Goldwater, Ph.D.

Children:
Charles Alan Goldwater, 50;
Diane Louise Goldwater, 48



Dr. Toby Ann Gordon
*Vice President Planning and
Marketing*
Johns Hopkins Medicine

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Education:
Doctor of Science, The Johns

Hopkins University School of
Health Policy Management, 1983
Bachelor of Science, University
of Pennsylvania, 1976

Career History:
1993-Present: Johns Hopkins
Medicine (since 1977), Vice Pres-
ident, Planning and Marketing
1995-Present: The Johns Hop-
kins University Department of
Surgery/The Johns Hopkins Uni-
versity School of Hygiene and
Public Health, Associate Profes-
sor (Joint Position)
1996-Present: The Johns Hop-
kins University Business of Med-
icine Program, Adjunct Professor

Corporate Board Seats Held:
1995-Present: J.J. Haines and
Co.; 1988-1993: The Johns Hop-
kins Federal Credit Union

Significant Accomplishment:
I have worked at Hopkins for
more than 20 years, and after
starting here as a student and
research assistant, I have risen to
a senior-management position as
a corporate officer in this tops-
in-its-field \$2.4 billion corpora-
tion. I staffed the trustee effort
leading to the reorganization of
Johns Hopkins Medicine in
1995, a national model for acad-
emic medicine. In addition, I'm
an active faculty member in the
School of Medicine, teaching
health care business to physi-
cians and medical students in
the five courses I teach.

Example of Mentoring:
I have actively taught and men-
tored my staff, students and resi-
dents as long as I have been at
Hopkins (more than 500 as
employees or in classes). Many of
my mentees have moved into
senior leadership positions in
health care around the country. I
recently have established a pro-
gram to mentor medical students
interested in business and devel-
oped and oversee the Leadership
Development program at Johns
Hopkins Medicine.

**Officer/Board Membership in
Professional/Business/Trade
Organizations:**
2001: Director, Johns Hopkins
Employee Health Programs;
1997-Present: Board Member,