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July 13, 2020

The Honorable Drew Maloney Vice Chair Board of Trustees Woodrow Wilson International Center for Scholars 1300 Pennsylvania Avenue NW Washington, DC 20004

Dear Drew and Members of the Board,

It is hard to believe I left Congress over nine years ago to succeed my friend and mentor Lee Hamilton as the first woman to be President and CEO of the Wilson Center. Over the past decade, it has been enormously fulfilling to grow "Team Wilson," align our Scholars with our Programs, develop successive strategic plans which focus our efforts on cross-cutting collaboration, transition the Wilson Quarterly from print-only to an all-digital award-winning interactive publication reaching broad audiences, and totally revamp our communications to be effective on all digital platforms. This last improvement has enabled us to offer hundreds of programs reaching thousands of listeners and viewers during this long painful quarantine.

Despite economic hardship caused by the pandemic, I am personally proud of my role in helping the Center achieve financial sustainability with major gifts from Hyundai Motor Company to fund and name our Korea program, Bank of America to fund and name our Global Europe Program and support additional unrestricted activities, the Malek Family to create the Fred Malek Leadership Fund, and from several sources to launch our Global Women's Leadership Initiative including studies of workforce asymmetry and women's leadership in the MENA region. In this period, we have also increased our Federal appropriation by more than one third.

I believe I have accomplished what the Board recruited me to do, and the time has come for me to begin a new chapter when my contract expires in February 2021. I will leave the Center in your good hands and with great affection and admiration for the Team that remains.

With appreciation,

Cc: Governor Bill Haslam