MICHAEL BLOOMBERG '64

17 November 1999

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Mame Warren,
interviewer

Warren: This is Mame Warren. Today is the seventeenth of November, 1999. I'm with Michael Bloomberg in New York City. Today as I was riding up on the train, I was listening to my interview with Neil Grauer, who arrived in 1965 as a student. He was describing a Johns Hopkins that was very different from the Johns Hopkins that we know today, and it got me to thinking about the things that you would have experienced as a student. Can we talk some about your days as a student?

Bloomberg: Sure. Sure.

Warren: Because I haven't talked to anybody who's been through the engineering school. Can you tell me what it was like when you arrived?

Bloomberg: Well, I remember in 1960 I had never seen the campus when I arrived to start my freshman year. I had an interview in Boston. In those days you didn't fly, and nobody had the money to go down and visit schools, so I had an interview in Boston, got in, and I remember sharing a cab with somebody, another freshman who I happened to run into at Penn Station in Baltimore.

As the cab pulled into what was then a bowl, now called the beach, I think it is, in front of the library. I'd never seen anything so beautiful in my life. The sun was shining, the flowers were out. In those days people spent a lot of money on the grounds, and then over the years that went away, and now I suppose it's back. The campus looks a lot better than it used to. It became a real pig sty in the middle, but in those days it was absolutely beautiful, and I just remember being so impressed with the Georgian architecture and the trees and scrubs and flowers. It was everything that Norman Rockwell would have painted in a picture of an American campus.

Warren: And did you know when you arrived that you were headed for the engineering school?

Bloomberg: I think I wanted to be a physicist. I had worked for a company that was run by a woman with a Ph.D. from MIT [Massachusetts Institute of Technology]. She was an engineer, but she had encouraged me to apply to Hopkins because they had this great Applied Physics Lab. I didn't know that at that time there wasn't any great connection between this great Applied Physics Lab and this great university, but that was why I applied. I don't remember why I decided to go there. I'm sure it was the best school that I got into. But I have nothing but good thoughts. It was one of the smartest things I ever did, smart or luckiest, whichever.

Warren: And faculty? Were there people who had a particular influence on you?

Bloomberg: So long ago, I'd love to tell you there were. I was at a dedication of some piece of equipment in an electrical engineering lab, and this little old guy walks up, one of the professors, holding on for dear life, I think, before he passes away, and he takes out this tiny book which was his grade book, which he's carried with him since he started at Hopkins probably before the last millennium, and he showed me that I was in one course and I had gotten an "A." It must have

been one of the few "As" I ever got. If it was a "B," he probably wouldn't have showed it to me. But there was my name with an "A" next to it.

I remember two things, mainly. One, academically I remembered being able to study, memorize, regurgitate back on a test something that was said from the front of a classroom or in the book, and at the time I'm remembering I don't think that I would have been smart enough to create that myself. That's when I sort of somehow or other in my four years realized while I wound up being an electrical engineering student, nobody should ever confuse me with an electrical engineer. Just because the degree said I had studied it didn't mean I was really able to do unique things. My skills were much more with people.

I do remember that the social life was the interesting part, and I wound up being president of the fraternity and president of the Interfraternity Council, and doing a lot of those kinds of things, working with Chester Wickwire, who ran the YMCA. He's still around.

Warren: You did?

Bloomberg: Off the record, I think he's being a pain to us, incidentally, on this living wage issue. Now we can go back on the record. But I remember those kinds of things much more.

Warren: Did the coffee house exist?

Bloomberg: No, coffee house did not exist, but there was the cafeteria downstairs in Levering Hall, and I would go and sit at the same table, the fraternity table, had my Hopkins jacket, blue jacket said "Hopkins" across the back, and I would sit there with nickel Cokes and nickel bags of Utz's potato chips, covering each potato chip with salt and inhaling it all. Lucky I didn't die from it.

But I remember nothing but good times. I lived in what we called the "new dorms" my freshman year. I lived in a fraternity house my sophomore year at 290-something or other North Calvert Street, third floor rear. My third year, junior year, I lived over on Roland Avenue with three fraternity brothers who were a year older than me. In my senior year, I had an apartment by myself on North Calvert Street. And I remember in November I had planned a big fraternity dance in the gym, and we had spent all our budget hiring James Brown and the Flames to play, and then [John F.] Kennedy got shot and we canceled the dance and couldn't get our deposit back. Never got the deposit back.

Warren: Do you know, that's one of my questions. I realized that you would have been there during the assassination.

Bloomberg: Yes. It was like Princess Diana, in that everybody thought the world had changed, and the papers were full of it, but a week later people go back to their own work, their own lives, and there was nothing changed, no matter what anybody says.

Warren: I actually found a photograph that was taken the next day, and it actually had the date on it, and I put two and two together, this is the next day, and it looked like life as normal, people going to classes.

Bloomberg: I remember it was the weekend before Labor Day two years ago, because I was visiting a friend, staying at his house out in East Hampton. My daughter rides in the South Hampton horse show every year and it's usually that weekend. I went out to run in the morning, and I came back and this guy, a junior producer from Hollywood, worked for Paramount or something, who was staying there as well, and he was glued in front of the television. He called me into the living room, said, "The world has ended. Nothing will ever be the same again.

Princess Diana has died in a crash." And I kept saying, "But wait a second, Tom. You know, it's just one life. There's a lot of people that died today." No, no, I didn't understand the world was never going to be the same again. Well, never the same again for Princess Diana, but everybody else went on, thank you.

Remember what everybody forgets today. JFK was not popular. JFK was–

Warren: Well, that's–

Bloomberg: There were stories that he wouldn't even get the Democratic nomination, much less get reelected. There's the old story of Richard Nixon, just before he left the White House, going out by himself late one night, Secret Service didn't even bother to follow him, rainy night, puts his trench coat on, walks down to the Lincoln Memorial, standing there looking at Lincoln on the chair in the big Lincoln Memorial, and he's sort of musing to himself out loud, and he says, "You know, Mr. President, you and I have a lot in common. Both Republican presidents during a time of great crisis and war, both under attack for political reasons, and yet you came out of it with your reputation intact. I wonder what I could do to come out of this with my reputation intact." And if my magic, Lincoln becomes animated and leans down and says to him, "Go to the theater." [Warren laughs.] How quickly we forget.

Next.

Warren: Well, that's one way to save your reputation.

So, skipping ahead, there's one more thing I've heard about. I heard that you parked cars for the–

Bloomberg: No, no. I worked for three years in the Faculty Club parking lot. The night school–I don't know if they even have one today, but I think it's downtown continuing education, but then

it was uptown at Homewood. The night school students tried to use the Faculty Club parking lot, and the job I had, it was passed on in the fraternity, the three years I had it, you sat outside at the top of the driveway by that white house. Used to be Kelso Morrill was the dean of students and his offices were over there. That guard house was not there.

And you'd sit there and keep night school students out of the parking lot, in return for which you got $35 in cash every week and dinner in the Faculty Club kitchen. You'd walk in, and there were these three big, fat cooks. I think they were sisters, but they all looked alike, enormous women. They loved me, and they gave me sirloin steaks and slices of roast beef. The woman that ran the club, Mrs. Kelly, was a real old battle axe, and she wanted me to have peanut butter and jelly, and they kept giving me–I remember there was always a battle. For three years I had dinner there five nights a week, and $35 took care of my social life. It took care of my room as well. It was an enormous amount of money in those days.

And the fact of the matter is, there was nothing to do in the job. All I had to do was sit there in a chair, and I sat under a streetlight and I could sit there with my slide rule, working on my physics problems. If it was raining, I had to have one hand holding up an umbrella, but I just had to stand there from four to seven o'clock and nobody–if they saw me, they wouldn't come in. You never even had to talk to anybody and turn them away, just you sat there. I was the "Beware of the dog" sign and they didn't need a dog. [Warren laughs.] It was a great job. But I never parked cars.

Warren: There is one person in the engineering school that I hope you can remember. Did you know Rob Roy?

Bloomberg: I know the name. Yes, sure. Who was–

Warren: He would have been dean there at that point, I think.

Bloomberg: At my level, you didn't know–you didn't interact with the dean. You didn't know what a provost was. I heard there was a president named Milton S. Eisenhower, and if you'd asked me about the chairman of the board, I wouldn't have known the school had a Board of Trustees, much less a chairman of it.

Warren: Well, you figured that out now. You know there is a Board of Trustees.

Bloomberg: Now I know.

Warren: So tell me about getting involved. Did you keep in touch with Hopkins through the years?

Bloomberg: I don't really think so. I think Morris Offit got me back involved. I'm sure I gave some money to fundraising, although I don't remember that, but I'm sure I did, because that's the sort of thing I would have done. And I think Morris got me involved and got me on the board. Then I got interested again.

I don't think when I was an undergraduate I had any idea of the breadth of what Hopkins was. You know, you're a student. You go because everybody goes to college, not for any other reason, and I don't remember being the scholar that had this great academic thirst for knowledge. I was a nice young middle-class kid who was maturing, and I think the mistake a lot of parents make with their kids, and a lot of kids who are very serious make, is they think that the main reason to go to college is to get a set of facts. In fact, the main reason to go to college is to learn how to deal in this world with others, learn that others have feelings and need help. Those skills are so much more important. And those are the ones that really do take four years to learn. The

handful of facts you learn, if you did a cram course you could learn those pretty quickly. You don't need to spend four years of your life doing it.

When I listen to these kids talk about going off to college, "Well, I have to have a productive life." Spare me. That's not what you need. You're going to be in big trouble if that's what you think and if grades are the only measure of whether a college is successful.

Warren: So you have some pretty driven students at Johns Hopkins.

Bloomberg: I would argue that one of the things–there's nothing wrong with being driven, but you have to have a life, too. I've always had a little reservation about particularly medicine, where medical schools tend to look at grades, and if you don't have the grades, they don't look any further, whereas there are other things and other measures. Now, I think if you talk to Ed Miller, he'd say, "Oh, no, no, we look at those things, too." But if you don't have great medical–the equivalent of SAT, MEDCATs or whatever they're called, and great grades, they will never look at the other stuff, whereas a business school, maybe it's different skills required, but they would look a little further. The kid that climbed Mount Everest in bare feet might get a break, people would look at him. The kid that went to Africa and the Peace Corps by himself and saved many lives would get more of a break, and the fact that his academics weren't great, now, maybe it's different skills.

Warren: So, Morris Offit–

Bloomberg: Got me interested, got me on the board, and then I started spending more and more time. They put me on some committees. Then Morris' term was running out, and the nominating committee, just to prove that they aren't perfect, made the mistake of asking me to be chairman, and I've loved every minute of it and like to think that when my term is up, and it certainly will be

time for somebody else–I'm always a believer that a new guy can do it better–I'd like to look back and think that are we better off than we were six years ago? I hope the answer will be yes.

Warren: So when you do look back, what's going to really stand out in your mind? What have been the high points for you?

Bloomberg: Well, I hope to be able to say we got through the six years without the students burning down the ROTC building or doing something like that. I'd like to think that we come out of these six years with an improved academic ranking. Polls, unfortunately, matter. I'd like to think that we have more buildings. I'd like to think that our budget is in good shape, that we can afford to continue. I'd like to think that we've pushed the envelope and have some things in place for the future.

Steve Muller, people say, got us into trouble by expanding too much, except that if Muller hadn't done that, we wouldn't have been in trouble a couple of years before everybody else, which let us get our house in order without losing a lot of faculty, and it was the right thing to do. When a grant came along, we had a building to put the researcher. I mean, Muller really did contribute a lot by pushing the envelope. I think Muller's problem was simply that after eighteen years as president, you invariably, every time you make a decision, alienate somebody, and eventually there are more alienated people than unalienated people. That catches up with everybody. But Muller did a good job.

Then I was on the search committee that brought in Bill Richardson. I think Bill Richardson did a great job. Bill left. I was not happy about it. I had talked to him about would he stay if I took over the chairmanship job, and he assured me he would, and then, of course, I

became chairman and a month or two later he's got to sit down and see me. "Yes, what's the problem?" "Well, this unsolicited job came along and I'm taking it."

But it turned out that we found a guy who was–you can't say better or worse, but I think Bill Brody has been perfect for these times. Would Brody have done a better job than Richardson or Richardson have done a better job if you had reversed their term? You never get a chance to do that experiment. It turns out that both were right for their times, and maybe you didn't even have to quality the term for their times. And I hope that Brody stays around for a while. I think he will. But, you know, there will be a time for Bill to move on and the university to get somebody new. You always have to bring in fresh blood. It's very important. And that's why our policy of only six-year terms for chairman is a good one. We should not break that.

Warren: There was someone in between the two, who we've just lost, Dan Nathans.

Bloomberg: I forgot Dan was there for a brief period. That's correct. And, yes, it's very tragic he died. I talked to Bill. I had Bill and Wendy for dinner. We had a dinner at my house here last Thursday night, I think it was, for some prospects, a fundraising thing, and Bill told me that Dan was not good. We talked about naming a professorship for him, and we talked about it and we decided there wasn't time to wait for January or something. We thought we'd have more than a few days.

Nice guy. Academically, obviously he was brilliant, but in terms of a human being, which is the only way I can judge him, Dan Nathans and his wife, too, incidentally, great instincts, nice person, and did a good job. Quiet. It's those kinds of guys that you don't think that they will be as tough or as able to make decisions. Dan Nathans was very tough and could make decisions, made some good ones.

Warren: I found some real nice pictures of him. I'm very sorry I didn't get to interview him.

Bloomberg: We did talk about should we pick him as the permanent president, and decided no, and I'm trying to think now why. I think it probably had to do with, well, it's a full-time job, twenty-four hours a day, seven days a week, and maybe you wanted somebody who was younger, but I don't even remember discriminating based on age, whatever it was. But he certainly would have been able to do the job, would have been good.

Warren: I got the impression even when he accepted the interim, he made it very clear he wanted it to be an interim.

Bloomberg: Oh, yes, I remember him saying that. I never believed him.

Warren: Everybody says that. [Laughter]

Bloomberg: Everybody. It's a rule of thumb. Everybody says that and nobody means it. [Laughter] Or they would all like it to be their option.

Warren: One of the questions I'm asking everybody and getting some interesting responses, if you could think of Johns Hopkins, the place, as a personality, how would you describe it?

Bloomberg: Bill Brody. Because Brody academically is very smart. Hopkins is a very tough place academically. Brody is very well-rounded. He's a pianist, he's an engineer, he's a doctor, he's well read, he's a good athlete, all of those kinds of things, and Hopkins is a very broad-based institution. Small departments, but very broad-based. The range of things we cover, there's probably no school that does more. Some do bigger, some have more specialties, but nobody does as many different things or more different things than we do.

There's a little bit of devilishness, if that's a word. You can tell a good joke with Brody when the two of you are just walking down the street, just the two of you and nobody can

overhear. And you want that at Hopkins, and I think hopefully there is that there, that there's a little bit of, you know, we can push the envelope and do an unconventional thing or tolerate somebody who's very different. Schools always talk about tolerating a broad diversity of people, but Hopkins has some real strange ducks around there, and that's a great strength.

Warren: Anybody in particular?

Bloomberg: Oh, I would never mention that in a million years. [Laughter]

Warren: You know, that's fascinated me, that there seem to be these people who don't have the usual qualifications and yet they're superstars at Johns Hopkins.

Bloomberg: Well, part of that is just perception. You think superstars should look like your preconceived notion of whatever a superstar looks like. Let's say wearing a red cape and a blue suit with a big "S" on their chest. Somebody else's preconception of what a superstar would look like would be very different.

I used to think, when I was in business school, we had this room–all the classrooms were these semicircular rooms tiered back, and I always sat at the back by the door so I could duck out for a cigarette or sneak out when it looked like I might get called on. The front row were the kids who I thought they all had physical deformities. They all walked in with their hand up in the air. Before they sat down, they had their hand up in the air. I'd like to think they all did poorly, but they didn't. The same ratio in the front and the back of the room did well.

But people are different. You have to have all types. If you went to Harvard Business School, they all pretty much look the same. You go to an academic group at–you go to Hopkins. They all look the same, only different.

Political science students and engineering students probably dress as differently as our computer programmers and reporters do. When we have a company picnic and everybody's in cutoffs, or the Christmas party and everybody's in a suit, or we race in Central Park and everybody's in shorts, you pretty much look the same. It's still easy to tell which guys have earrings and which guys don't, and which guys have ponytails and which guys have crewcuts, but you can force people to almost look the same. At a place like Hopkins, very different looks.

And just because somebody's handsome or good-looking doesn't mean they're stupid. Just because they're smart doesn't mean they have to be handsome or good-looking. And the same is true for unattractive and ugly people. I mean, physical looks don't have a lot to do with academic intelligence. Unfortunately, in the world we live in, physical looks do have something to do with people's perception of you, and you'd be better off if they perceived you in a more favorable light before you opened your mouth as opposed to coming around to understand you after you talk for a while. It's just more efficient. Unfortunately, we're human beings and we all judge people by their clothing, by their looks, by their accents. In America, seldom by their lineage, because you don't know. In America, after the first job, nobody even knows where you went to school. That's very different in Europe, where those things matter.

Warren: People do know where you went to school.

Bloomberg: Yes, but that's only because of–

Warren: You've written some really pointed and poignant, in a lot of ways, editorials about people's responsibilities to their alma mater.

Bloomberg: Yes, I believe that. Well, I think people have a habit of thinking they did it on their own, and, in fact, nobody does anything on their own. Maybe somebody sitting on a mountaintop

contemplating the meaning of life does it on their own, but I suspect even they have gotten lots of input to get there.

Certainly in anything else you do, particularly–let me give you a good example. Science. *Time* magazine's going to pick a Man of the Century. I don't think it can be a scientist, and the reason I don't think it can be a scientist is, science isn't one of those things where you do something on your own. You build on the collective body of what's come just before you, and that's why when you publish your results, somebody else in another scholarly journal is publishing virtually the same results coming to virtually the same conclusions.

And you say, "Why is that?" Well, the reason is that the body of knowledge, when needed to go one more step, was available to both of them at the same time, so they both–and even if you say, all right, let's pick a politician, well, I assume somebody like [Franklin D.] Roosevelt and [Harry S] Truman would be my pick, but Roosevelt would be my guess as to where all this winds up. Roosevelt didn't do anything by himself. He had parents and teachers and friends. A lot of times you do things or you get lucky. And it wasn't luck. It's that somebody, when you weren't there, said something good about you. You never know why.

I think if you realize that you're not in this by yourself, then you'd better help others, because you want them to help you. It's a very selfish thing. I also think that you sort of owe a debt to those who came before you. Somebody got out of the chicken-and-egg thing. Somebody said, "I'm going to go help the next generation, even though I was not helped by the previous one." Once the first person did that, then the next generation has a previous one and they sort of have to carry it on. Now, every once in a while the chain gets broken and you need somebody who says, "Even if nobody helped me, I'm going to help," but an awful lot of help is because

somebody helped you. And I'm not shy about reminding people that, "Hey, somebody helped you. Now it's your turn." You can tell me to go jump in a lake, but if I put the pressure on, you're more likely to come along than if I didn't.

Warren: You certainly stepped up to that challenge, and part of the fun for me coming here today is so that Bloomberg will be a human being instead of a building. [unclear] building.

Bloomberg: If you want to know about me, I am what I am, is the way I would describe myself. I don't think of myself as a political person. I don't think of myself as somebody that's devious of anything. I say things I should never have said and I tend to "ready, shoot, aim," rather than the reverse, but what you see if what you get. I am pleased of that, I guess proud of that, that whether you like me or not, I didn't lead you down a garden path. I am what I am. Ask me a question. I'm all the time answering questions I shouldn't be answering. My girlfriend says, "What do you think of this dress?" I tell her, even though we both know that's not the question anybody should ever answer honestly. [Laughter]

Warren: So answer the question. How do you feel when you walk into this magnificent building that has your name on it?

Bloomberg: The building at Homewood? I don't think about it. I really don't. Because remember, I walk in here and every place on the walls, every place you go, it says "Bloomberg, Bloomberg, Bloomberg." I don't–every once in a while it's a little bit jarring when you realize that is your name, but short of that, I don't generally think about it.

Things that I do think about, you listen to–I give two or three speeches every week, every week. Tonight I'm giving a speech at the New York Historical Society. I'm the honoree for their big gala fundraising. We doubled the amount of money they've ever raised before. And I'm going

to talk about–I don't know, New York City. I'll talk something about whatever comes to my mind, but I'll talk about New York City. I don't know very much about the historical society. I can't talk too much about it. The woman who runs it's a friend and I like her very much. She's really very smart and done a lot to the city.

But when I'm standing there and she's–Barbara Walters, who's an old friend, is introducing me, and Barbara will babble on about how great I am, and I may say to myself, "Jesus, you know, she's talking about me." I should call my mother and tell her to listen in. My mother would say to me, "Don't let it go to your head." I wish my kids would pay attention. They won't, but I wish they would pay attention.

I don't know. I don't think of it when I walk into the building. It's a little bit embarrassing at board meetings and other times when people say–we had our campaign executive committee meeting, our principal gifts committee, where every department has the dean there, and whoever is on the Board of Trustees is there to help, and everyone says, "And thanks to Mike's magnificent gift, we could have these scholarships." It got a bit embarrassing.

I mean, I've started to do more philanthropy in New York anonymously, because once you make a gift to the museum and they're going to name that wing after you, there was a point I don't want anybody to think I'm just trying to buy everything. I'm really not trying to buy. I have the influence and I think it takes away from the gift a little bit, in my mind. Do they care, "they" being everybody else?" Probably not. I mean, people just want the money, and everybody's going to forget who you are. Two years after you die, they're going to see your name on the side of a building or a wall, they're not going to know who you are. Nobody remembers any of that stuff. So I guess you do it for yourself.

When there's too much gushing, I will say that I find that a little bit annoying. Don't get me wrong. I like going to a restaurant and getting the best seat, and you walk into a store and the clerk behind the counter says, "Would you like to see this, Mr. Bloomberg?" It's impressive. I'm impressed with myself. But it gets to the point where you don't like it. I don't go back to restaurants that make too much of a fuss.

And I would certainly urge you, if you made a gift, to let us use your name, because the fact of the matter, if we can use your name, your best friend is more likely to make a gift and you get the leverage. But in my case, they got the name already. It's not one more adding on. So I just made another gift here, a pretty good-sized gift, actually, to a museum that I'm on the board and executive committee of, but I made this one anonymously because I had given them a gift a year ago. It's a taste issue. Maybe I'm too sensitive. I don't know.

Warren: So one of the perks that comes along with being chairman of the board is I see that you do a lot of globe-trotting to all the various aspects of Johns Hopkins.

Bloomberg: Well, I'm there anyway, generally, keep in mind. Yes, it's true, I go to Nanjing, China, to see the Hopkins campus in Nanjing. That's not a place I would normally stop by, but when I meet with the Seoul Alumni Association, I was in Seoul anyway, or in Singapore, the medical school, I was in Singapore anyway, or in London or Paris or whatever, because I travel a lot and I try and combine all these things.

Warren: At the same time, all those things are Johns Hopkins-affiliated.

Bloomberg: Oh, yes. I mean, our reputation outside of America is greater than in America. If you say to people, "Name a great university," they say, Harvard, Yale, Princeton, here. Outside of

here, they're much more likely to say Hopkins and Harvard, or Hopkins and Stanford, or what else.

Warren: Why is that?

Bloomberg: Because a lot of the things that we do have worldwide stuff, the School of International Studies, medical school, School of Public Health, those are schools that really do a lot of business, if you will, outside of America, students and faculty and research and publishing and that sort of thing. That's what builds the visibility there.

Warren: So as you look back, when you think of your relationship to Johns Hopkins, what is it that you think we ought to be celebrating as we look at the 125th anniversary? What really needs to be in this book and celebrated in this book?

Bloomberg: The great thing is that we have got to the point where the future looks great, that we've gotten–we've survived. A lot to be said for that. Woody Allen once said 90 percent of life is just showing up. Well, we can still show up after 125 years, and not everybody can say that.

But what really is important is we're going to get to the starting gate of the next 125 years in good shape, able to take on whatever the challenges are in education, in prevention, in researching, in curing, or whatever. All of those missions that we have, the defense of the country, one I've always been very proud of. We can stand up and say to God, "Okay, we've gotten here and we've gotten our house in order and we're ready to tackle the next problem." And that's a lot more important than just sitting there and saying, "Well, I got here." I mean, you know, you get to the point where you're retiring and everybody gives you a gold watch and say, "Isn't it wonderful." Or Cal Ripkin, what did he do? He showed up. But the question is, is he ready to go take on the next team and play the Yankees and win the World Series the next time?

Is the guy retiring or the woman retiring ready to go start a new career? If what they've done is they've gotten the gold watch and they're going to go sit in Florida and just wait for God to take them, I'm not sure that's anything to be very proud of if that's all you've accomplished. I like these people who, you know, retire at 70 or 80 and are ready to start a new life and go out and teach young people or do things or take up painting, you know. Those are the impressive people. Well, I hope to be able to say to God, "A lot of people, starting with old Johns Hopkins, got us to here. We're ready to start the next thing." That would be the most impressive thing.

Warren: I don't know what else I can say beyond that. Is there anything else you want to say?

Bloomberg: Nothing. Going to move on to the next thing.

Warren: You've done fantastic. Thank you.

Bloomberg: My pleasure.

[End of interview]