

The
Economic
Club of
New York

ESTABLISHED 1907

The Economic Club of New York

115th Year
660th Meeting

Dr. Dana Suskind
Professor of Surgery, Pediatrics and Public Policy
University of Chicago

May 9, 2022

Webinar

Moderator: Madeline Bell
President and Chief Executive Officer
Children's Hospital of Philadelphia

Introduction

President Barbara Van Allen

Good afternoon and welcome to the 660th meeting of The Economic Club of New York. I'm Barbara Van Allen, President and CEO of the Club. It's an honor to be here with all of you in our milestone year, 115th anniversary. The Economic Club of New York, for those of you that aren't familiar, is the nation's leading nonpartisan forum for discussions on economic, social and political issues. Over the years, we've had more than 1,000 prominent guest speakers before the Club, and they've certainly established a strong tradition of excellence.

Over the past two years, through our Diversity, Equity and Inclusion programming, we've been leveraging the Club's platform to bring together prominent thought leaders to help us explore and better understand the various dimensions of inequity in underrepresented communities and highlight strategies, best practices and resources that the business community and other organizations can use to be a force for change. We're not doing this work alone and we'd like to give special thanks to our corporate partners – BlackRock, Bloomberg, Mastercard, PayPal, S&P Global, and Taconic Capital as well as the many members, speakers, and subject matter experts that are now and will be engaged with this work.

A special welcome to members of the ECNY 2022 Class of Fellows – a select group of diverse, rising, next-gen business thought leaders as well as graduate students joining us today from the CUNY Graduate Center.

I'm truly honored to welcome our guest today, Dr. Dana Suskind. Dana is a Professor of Surgery, Pediatrics and Public Policy at the University of Chicago and Co-Director of the TMW Center for Early Learning and Public Health. And internationally recognized thought leader, Dana has dedicated her research and clinical life to optimizing foundational brain development and preventing early cognitive disparities and their lifelong impact.

In 2013, Dana and her team led the first-ever Bridging the Thirty Million Word Gap convening at the request of the White House Office of Science and Technology. She is the author of the bestselling book, *Thirty Million Words: Building a Child's Brain*, and her new book, *New York Times* bestseller, *Parent Nation: Unlocking Every Child's Potential, Fulfilling Society's Promise*, which empowers parents to use developmental neuroscience to build a society that works for families and not against them.

The format today will be a conversation, and we're very fortunate to have fellow Club member and President and CEO of Children's Hospital of Philadelphia, Madeline Bell, as our moderator. We're going to end promptly at 3:45 and any questions submitted by

Club members in advance were shared. As a reminder, the conversation is on the record. We do have media on the line today. Dana, I'm going to turn it over to you for your opening remarks and then we'll get right into the conversation. Thank you both again for being here.

Opening Remarks by Dr. Dana Suskind

Thank you so much for having me, Barbara. And Madeline, it's such an honor to share the stage. As a previous intern and resident at Penn and CHOP, I feel like I should be working for you. So thank you so, so much.

I'd like to start off with a few slides just to tell you a little bit about my work and, more importantly, how I got here, and a little bit about the book. So, you know, before I begin, I think it's really important to understand that this is not my natural habitat. Believe it or not, I feel most comfortable in the operating room, operating just millimeters from a child's brain. That's because in my day job, I'm a pediatric physician and a surgeon. I specialize in giving children born deaf a cochlear implant, the technology which allows them to help listen and really access spoken language. It's one of the reasons I became a pediatric cochlear implant surgeon. It's because in medical school and during my residency at CHOP, I fell in love with the brain. People often think about hearing as all about the ears, but in truth it's all about the brain.

That became extremely clear to me early in my practice when I started seeing dramatically different outcomes in my patients. Some of my children who got cochlear implants excelled developmentally, others not at all. Some learned to talk, others did not. It was a very painful difference to see. The ability to hear, it turned out, didn't always unlock their full capacity to learn and thrive intellectually.

So in an effort to try to give all my patients similar outcomes, the ability to reach their potential, I started to explore why this was and, more importantly, what I could do about it. That journey took me far outside the operating room into the world of social sciences where I discovered a rich body of research that shows that foundational brain development is dependent on what happens in the first three years of life. That a child's brain will never be more receptive to experience than it is during those pivotal early years and that early exposure to language and nurturing interaction are especially impactful. Look, this was thrilling to me. It helped me to realize that within every parent and every caregiver, there lies the ability to build their child's brain.

As a result, in 2010, it led me to start the Thirty Million Words initiative, now called the TMW Center for Early Learning and Public Health at the University of Chicago. Five years later, I wrote a book called *Thirty Million Words: Building a Child's Brain*, which really explored the role of early language exposure in the development of a child's brain. In the book and in the programs that we developed, we boiled down the science, down

to what we call the Three T's. A simple reminder that all adults can help build their child's brain by Tuning In, Talking More, and Taking Turns. These Three T's are really the key to building a child's brain.

But the more I engaged in this work, the more parents I met, the more I realized that I didn't have the full picture. I thought that just with having the right information, parents could make a difference on their own, and they can. Trust me. But parents don't exist in a vacuum. And while the Three T's work wonderfully at an individual level, they didn't move the needle on a systemic level. I got to know many parents up close and over time. They wanted what all parents want – to help get their child off to the best possible start. But real life would intrude again and again and again.

Their experiences were similar to low-income parents across the country who must work multiple jobs in order to simply make ends meet for their families, which leaves them little time for their children. Other parents meanwhile have the kind of job that requires constant contact with the workplace, via phone, computer, day and night and weekend. Everyone ends up overworked, stressed, and disconnected from family life.

The more parents I talked to, the more I realized how our nation's policies and social norms really ultimately limit parents' choice. Everyone I met seemed to be struggling in their own way. Despite a culture that champions family values, our society is not

centered on families at all. In fact, it's quite the opposite. There are daunting barriers in the path of far too many mothers and fathers that limit their time and energy that they can devote to brain development of their children.

As I reflected on all of this, I began writing a new book, *Parent Nation*. I knew that the world didn't need another how-to book about what parents can do, though I promise you my publisher would have loved it. Instead I thought perhaps a book that shows how the brain science can inform a society that works for parents, not against them, that could shift the social norms, the narratives and the burdens that so many parents carry.

As I wrote, I was guided by one big idea. Just as laying the foundation for healthy brain development means connecting all parts of the brain, laying the foundation for a parent nation means connecting all parts of society that rarely intersect. And that includes critically the private sector. Because businesses are the economic engine of our country and a big source of innovation, I believe that they can make a huge difference. If businesses can bring their creativity and economic might to this issue, recognizing that what's good for parents is also good for the bottom line, it will be a lot easier to move society forward.

But, look, I'm a doctor. Before we can fix a problem, we need to understand it. We need to diagnose the problem. And I think it starts with something called secret parenting. A

few years ago, Brown University economist, Emily Oster coined the term “secret parenting” to describe the feeling that while at work, those of us who are parents feel pressure to pretend our children don’t exist. Almost all of us have known that feeling. We build a wall between our parenting lives and our professional lives, acting like there are no baseball games, no children with fevers, no scheduling conflicts, no babysitters who cancel.

But the wall is a facade. All those things do exist and sometimes they affect our ability to both work and parent. And truthfully, the wall really came crashing down during the pandemic. Parents everywhere were called on to be teachers, coaches, therapists, and camp counselors with many of them also trying to hold down a job. It was and still is exhausting and unsustainable.

And as parents struggle to hold everything together, employers are paying the price too. According to the Federal Reserve Bank of San Francisco, up to five million more workers would join the U.S. workforce if American businesses offered more family-friendly policies. Every year employers are losing \$13 billion due to childcare issues faced by their workforce. And people who do have jobs are still leaving them in droves. Last November alone, 4.5 million people quit their jobs as part of the Great Resignation, with women leading the charge.

The good news is businesses have an opportunity to lead with their humanity, to treat workers with empathy and dignity and get people back to work. But the first step is to recognize, most importantly, that what is good for employees can also be good for businesses and the bottom line. There's a wealth of evidence that illustrates the positive impact of family-friendly policies. To offer just one example, programs that support breastfeeding in the workplace have been associated with fewer sick children and parents taking less time off from work. It just makes sense.

Better benefits also attract better employees. Eighty-three percent of millennials say that they would switch jobs if another company offered better family-friendly benefits than their current employer. And the benefits of such policies ultimately extend to the companies themselves, not just by giving them a willing, committed workforce, but a high-quality one too. After all, if the employees are happy and can give their children a strong chance at a strong start that they deserve, companies will have employee pools growing up and down the road.

So what do family-friendly policies actually look like in practice? That could be a subject of its own talk, very honestly. But at a very high level, businesses guided by the neuroscience of early brain development should prioritize policies that help parents provide three vital things their children need – time, security, and enrichment. This includes offering workers, obviously a living wage, flexible scheduling, childcare

assistance, and protection from unforeseen events in the form of paid leave, medical leave and unemployment insurance.

Put it simply, parents should be able to spend consistent quality time with their children, especially in the crucial early years. They should also have the option to leave their child with high-quality, affordable childcare providers. And they should have the resources and supports needed to provide that kind of stable, calm environment that fosters socio-emotional and executive function skills. Bottom line, what children need is what parents need.

Now at this point you may be thinking, okay, that all sounds great, but what can I do to make a difference today? The answer is surprisingly, quite a bit. To make the rest easier to remember, I've boiled it down to what we call the Three A's. In the same way as the focus of my program at TMW is the Three T's – Tune In, Talk More, Take Turns – I think businesses can use the Three A's.

And what are the Three A's? Assess, Amplify, and Act. Assess, the first thing you can do is figure out what your company is already doing well and what they should be doing. Create some parent focus groups at your institution. Ask yourself, where are you succeeding and supporting young parents? Where are you falling short? What are other companies doing?

Then amplify. As leaders, you have the power to amplify the voices of people, both inside and outside your company. Think about how you use your power to advocate for change at your own company and more broadly. And if you're parents, lead with that too. Share the fact that you are leading with your values, going home to see your son play at a baseball game, or being open about going to a doctor's appointment.

And then act. Finally do whatever you can do to make forward-thinking policy changes at whatever level you think you can. Every bit counts. And once you do something, always make sure to go back, assess, and assess the impact. So those Three A's are the ways that you can start going forward.

Lastly, what is the most important point? Investing in early childhood yields huge returns. Any business interested in increasing profits should be calling for a reinvestment in today's family, not a further de-investment. That reinvestment will sow the seeds for the next generation of highly-skilled, highly-educated, and highly-productive workers. Not to mention to support the current workforce of today.

And beyond the economic reasons businesses should be investing in children and families, there's another more powerful reason for businesses to help build a parent nation. Quite simply, it's the right thing to do. After all, all members of a society benefit when its children receive a fair start in life. And with that, I want to thank you, and I'm

excited to begin our conversation.

Conversation with Dr. Dana Suskind

MADELINE BELL: Hi everybody. We did a great sound check. It worked. The background information you provided was really helpful. You know, in your first book you were really targeting parents themselves and in this book it seems like you're targeting a much larger group of people, really all of us. I'm wondering how you made a conscious decision, why you made a conscious decision to really redefine the term "parent" in your book, *Parent Nation*.

DR. DANA SUSKIND: You know, it was, when I think about the progression from the first book and the work with parents at the individual level to now sort of the societal level, you know, it's always at the end of the day about supporting parents and caregivers. And what was so clear is that we could share all this powerful science with families and they would embrace it, but it was just so hard to enact it. And so in enlarging this idea of parents, look, only parents and caregivers raise their children but, you know, it takes a village to support parents and I want everyone, you know, parents, grandparents, aunts, uncles, organizations, healthcare, businesses all to really rally around parents who are our children's brain architects.

MADELINE BELL: You have many different roles. You've already shown us that you're a pediatric surgeon, but you're also a mother and a social scientist. So as you looked at, you know, this problem you were trying to solve and how you're really informing your perspective, how do these three roles help you to really understand how children can thrive?

DR. DANA SUSKIND: Yes, I mean I came at it initially as a physician, right? Seeing that my patients weren't able to reach the potential, the promise of their promise. I came into it as a social scientist trying to figure out the ways that we can share the science and really support parents. But I also come to it as a mother and a concerned citizen. You know, none of us parent alone.

And I think in my own personal journey of frankly losing my first husband, seeing how unpredictable and how difficult life can be, the different difficulties that come our way and how community and villages wrapping around you really allow you to get through the hard times, I want all families to have that. I want us to have the social safety nets. I want us to have the social norms that really support all parents so that all children can thrive. So I think it's all – physician, social scientist, and mother that bring me to the table of doing this work.

MADELINE BELL: So I understand that you began your research and your proposal for

this book well before the pandemic. And I'm just wondering how the pandemic, like for all of us, it's really informed us and opened our eyes to new ways of looking at things, I'm just wondering if it really changed your point of view, your perspective in the book *Parent Nation* after what you've lived through and we've all lived through in the last couple of years?

DR. DANA SUSKIND: No, I think, I wouldn't say that it changed my perspective, it really broadened it. The pandemic, one of the silver, strangely, the silver linings that came through was that none of us parent alone. What was quite clear is that the pandemic was sort of like an earthquake that showed us how shaky our nation's infrastructure of supports were for parents and that none of us parent alone. And so I came to this work initially working primarily with the families around the south side of Chicago, families often living in poverty and just seeing how impossible we've made it for them. Right? They embrace the science but then things like, you know, mass incarceration, homelessness, the gig economy, you know, made it almost impossible. But what the pandemic did was shown this light that almost all parents in this country are struggling.

And so I actually started talking to parents from all different backgrounds, from education, racial, religious, political backgrounds. And time and time again, what was so clear was that everybody was struggling. Everybody, almost all parents were struggling, especially moms. And they were internalizing this feeling like it was, their struggle was

alone. There was shame and guilt and they felt like they were going it alone. And what I really hoped by sharing their stories was this, number one, this universal love of all parents, that all parents want the best for their kids.

But then also the fact that there's this feeling that it's on them rather than saying – one mom, actually a pediatrician, Madeline, that I interviewed, who was in Boston, she gave birth to a premature baby, was not able to, because of the lack of paid leave, had to leave her 27-week preemie in the NICU after two weeks, when she would have rather been there with her baby. And time and time again, story after story, what is so clear is that we've made it hard on all parents. So I guess that was a long way to say that I realized that it wasn't just the families I was working with, but all families that were struggling.

MADELINE BELL: Yes, and I think we've all, you know, for me as a CEO and the interviews that you've done, it's very, very clear that the pandemic hit working mothers particularly hard and many people reduced their time or left the workforce. And I think it really emphasizes some of the points that you're making in your book, which is it can't be just one parent. Society has to rally around and ensure that children get the enrichment they deserve.

So, you know, you've done years of research. You're an academic physician. And I'm

wondering how your research combined with your bedside experience helped really inform the concepts in this book.

DR. DANA SUSKIND: Yes, that's a great, you know, from the research perspective, what's very interesting is that I've done quite a bit of research on the role of beliefs in how we parent. So some of my early work was looking at how, what parents know and believe about their role in building their child's brain, the more they understand the science, the more they invest in their children. So it's the foundation of the research that I do and the programs, like sharing the science helps parents help build their child's brain.

But then we started doing research on the impact of living in a society with so little supports and how does that change how parents feel and what they do. And what's very interesting is that we've started finding early research that living in this society where you feel like parenting is all on you, that it causes a huge amount of stress in mothers. I mean in all parents, but especially mothers.

So even just thinking about, you know, getting your child childcare, taking them to the pediatrician when you have no time off results in huge stress levels and decrease mastery, meaning they feel like they have no locus of control. And I think that that, we don't often think about the low societal supports impacting maternal sort of mental

health. I mean now we are. But I think it's really important to shine a light that this is, you know, the fact that mothers have been convinced it's all on them is having a huge mental health impact on them. And so that's some of the other work that we're doing.

What's interesting is that this mental health impact is a singularly – I don't want to say singularly American issue, but Caitlyn Collins, who is a researcher at Wash U, found that when you ask mothers in other countries about maternal guilt, they sort of look at you funny because this feeling of guilt is a very U.S.-centric issue because you feel like it's all on you, and you don't say, well, where's the societal support? So I think it's important research to be done.

MADELINE BELL: Yes, I'm really intrigued that a surgeon decided to go down this path of social science research. And, you know, was there a particular breakthrough moment that made you say, you know, I'm not going to do research on surgical techniques, which most of the people that I know who are surgeons who do research, that's sort of what they're doing? But, you know, was there a particular breakthrough moment where you said, you know, I really want to learn a little bit more about this and then walk with other people about the social science aspect of it?

DR. DANA SUSKIND: Yes, you know, I really do say that my research began in the operating room. I mean, you know, I still am very much a surgeon, but when you don't

see the outcomes that you expect, that you know all children can have. You know, when you take the Hippocratic Oath, I always say your obligation doesn't end when the surgery is complete, when you get the implant in, but when your patients did well, do well. And I think it's just part of the larger journey of trying to ensure that all my patients get the outcomes that they deserve. And it took me on a very windy road, that's for sure.

And I mean I think I'm just naturally curious. Like at Penn and CHOP, the University of Chicago is filled with so many brilliant research scientists who really sort of – I don't know if they embraced me but they educated me. I always say I'm a self-trained social scientist. But I think those are, you know, the thorny, intractable issues so often come down to the social sciences. Right? I can put an implant in. I can almost always guarantee that child will have access to sound. But understanding the things that we need to do to really allow that child to thrive, that's the really hard stuff. And, yes, so I don't know if it's one. I can tell you families, you know, stories of different patients that really moved me that, you know, it breaks your heart, that you're like, I want better for you. But I think it's the whole continuum.

MADELINE BELL: So let's go from your sort of career and your research to thinking about some of the concepts in *Parent Nation* that are really about movements, you know, paradigm shifts. And if we think about the history of social movements, you know, social, cultural, political movements, and how they have been accomplished, how these

movements have met milestones, how might you follow that same path as you're thinking about the messages that you've put into *Parent Nation*? How will this help us to create a movement?

DR. DANA SUSKIND: Yes, I love that question. And, you know, going back to being a surgeon, I always say I'm a surgical social scientist. I'm not just okay studying it. I'm like, okay, how do we put that into action? And, you know, when I think about all of this research, I mean, you know, Madeline, I mean we've got the research case, I mean the science case is so clear that investment in the early years in children yields huge returns on investment. We've got the economic case. I mean I believe, that's why I'm so excited to be talking to the Economic Club that, you know, corporate American can play a huge role in moving society forward. But what we don't have is the public and political will. I mean the discussions are definitely becoming louder, but it almost feels like we're stuck at the same time. How do we move forward?

And one of my favorite, sort of bright spots that I talk about is actually the AARP. Over a half a century ago, it was the elderly who were the poorest, most underserved segment of society. I mean today it's children under five who are the most impoverished, which is egregious. But it was the elderly. And through bringing their collective voice together, the AARP and the great lobby, no part of society is better served and cared for from the age perspective than the elderly. And justifiably. I mean, you know, they've provided so

much for society.

Well, we're in that same boat now for children and parents. And children don't vote, which we know is a major problem, so they get the short shrift. But I think that if we bring together all those who love children – parents, caregivers, anybody who cares about the future of this country – and sort of push forward the policies. And I'm not just talking about a legislative play. I mean obviously that plays a huge role. But I think healthcare plays a huge role in pushing this forward, corporate America, and really coming together, we could shift it. Because I don't think people realize how different we are in this country in terms of supporting children and families. It's just dramatic.

And my dream would be, you know, somebody asked me, well, what would your dream be for 20 years from now? That we would look back and say, wait a second, we didn't have paid parental and medical leave and one in four mothers went back to work after two weeks of giving birth, that's crazy. Wait, we didn't have high-quality childcare where parents didn't have to pay the cost of a mortgage to educate the next generation? It's sort of the way we think about cigarette smoking. We look back and say, gosh, how did we have so few supports for the future of our country. I mean it's a platitude to say, oh, children are our future, but you're in the same business as I, like they really are. And if we want to be cared for and we want a strong country, we will invest. But I think

corporate America can play a huge role since policymakers seem to be slower to the uptake.

MADELINE BELL: Yes, I couldn't agree more. And I think we know in healthcare that most of the money is spent in the later years. And yes, the AARP and others have been extremely effective at advocating for healthcare dollars to be spent at the end of life versus at the beginning of life. And we've got so much more to do to invest in children.

So thinking about public policy, I didn't actually realize that in 1972 the Comprehensive Child Development Act included universal daycare. So there's a lot of things that happened actually in the late 60s and early 70s under Nixon. He was about to make Medicaid a national, just nationalize Medicaid just like Medicare and this Comprehensive Child Act at the same time, and it included universal childcare. And it almost became law, but there are a lot of reasons why it didn't.

But now Congress is back at it again. And I'm just interested in your view on what's different this time? Obviously it's many, many years later. But, you know, we do have a public policy opportunity in front of us. What does it really mean? What's different? And what can all of us do?

DR. DANA SUSKIND: Yes, I mean, you know, I told, when I was writing about the

Comprehensive Development Act back in '71 where, you know, he almost signed into law, a law that would have probably resulted in me not writing this book today. Right? And I really want to emphasize that it was about high-quality early childcare, but it was also, you know, this book and my work is not about, you know, just working parents, I mean some parents who want to stay home. I don't prescribe how to parent. There are many ways to raise children. There's only one way to build a child's brain. But even in the Comprehensive Child Development Act, there were supports for moms who stayed home. It was really comprehensive.

And what has changed? Well, not a lot has changed from a policy standpoint. I mean we have not supported working – more working moms are in the workforce, but those policies haven't changed. I think the biggest change is that neuroscience has only strengthened why this is so important on so many levels. I mean, you know, when you see the impacts of having resources and not having resources on healthy brain development, you know, I'd almost wanted this book to be about the fact that healthy brain development should be the promise of your promise. It should be your own right. And I think that the reasons for it have only been strengthened.

And I think one thing that I tried to push forward in the book was that this is a foundational thing, not just for children and families, but it's for gender equity, for women being able to stay in the workforce and have the support, for civil rights, for labor. I

mean this is, you know, for the economy. This is foundational for our whole country. And I'm tired, I'll tell you honestly, Madeline, like when people think about children's issues, you know, they say, oh, we care. But they just don't act. I mean when I tell people I'm a surgeon, they're like, oh, wow, you can hold a scalpel. But when I say I work on children's issues and women and children's issues, it just doesn't have the same oomph. And I want people to be more impressed with the fact that we're working on children's issues than the fact that I can hold a scalpel.

MADELINE BELL: I couldn't agree more. I mean when I have the opportunity to advocate for children because they can't vote and somebody has to be their voice, I always say, you know, they're our future taxpayers. And if you want to just bring it down to facts, our future taxpayers, our future innovators, our future military. So many children aren't able to be in the military because of obesity or mental health issues. And most importantly, if we're thinking totally selfishly, they're the people that are going to take care of us as we age. And so if we invest in them, we invest in our own future and our society's future. But somehow, it takes people like us needing to beat that drum over and over and over again, which I think your book does, which is very, very helpful and it provides lots of really good specific steps.

And on that front, I would love to ask you for two bits of advice. The first is I'm a CEO and I have 20,000+ people who work for me. And I have the opportunity as a business

leader, as a leader, to influence policy in my own organization. So if there are a few things that you could tell me and others listening who might be in my position, you know, what are the few things that you think we all should be doing? And then I'll ask another advice question after that.

DR. DANA SUSKIND: Yes, and, you know, I think many people don't realize that even in healthcare, even physicians, I mean the impact on female physicians, and there are quite a few in pediatrics, is quite significant. There was one piece of data, I think 40% of female physicians aren't working or working part-time, I think it's six or eight years after graduation. I mean that it goes back to that same sort of framework of using the neuroscience. You know I think that flexibility is critically important, reliability. And, you know, paid leave. I have a feeling – I know CHOP because I was at CHOP – I have a feeling that you are leading, I know that you're leading with your values so I know it's a rhetorical question. But I think that really listening to your workforce. And reliability, you know, as I said, a living wage and flexibility are critical.

MADELINE BELL: And important for children, and honestly if we don't do it as leaders, people will vote with their feet and they'll find another job. There are 10 million open jobs in this country so we have to remind ourselves of that. So another bit of advice from you, what's the piece of advice, one piece of advice that you would give any adult who is a part of the life of a child under two?

DR. DANA SUSKIND: I love this one. Well, first, believe it or not, I want them to give themselves grace. Being a parent in this moment in time is not easy. And I really want to emphasize even though much of my research is how to build a child's brain, there is something called "good enough parenting." I was probably one of those good enough, you know, just good enough parent. And you have to give yourself grace.

But if you want to build your child's brain, it's going back to the Three T's. You know, Tune In, Talk More, Take Turns. Tune into your child. Follow your child's lead. Talk about it, using rich language. Talk about the past, the future, and the present. And then take turns, really view your child as a conversational partner from day one, even before they can talk, when they point and babble and give you eye contact. And those Three T's build your child's brain.

But then I want to add to it. I want, you know, for us to move everyone forward. If people go onto our website, parentnation.org., we have free downloadable resources to bring groups together, to sort of push forward change. And for that we have the Three F's, if I could share them with you. Find community, because too many parents feel like they're alone. Forge collective identity. Find your commonality with other parents. View them as allies, because I think there's more that connects us than separates us. And then fight for change, even if it's in, you know, in your community, in your workplace, or in your larger society. Thank you so much.

MADELINE BELL: Very pragmatic advice, and I think something for everybody that's listening that they could take away. So your book is already on the *New York Times* bestseller list. And what are you doing, what are you putting in motion to get the book promotion out there?

DR. DANA SUSKIND: Well, I'm here talking to you all. I feel like I'm talking quite a bit, writing, and just trying to spread the message. And I really want to emphasize that there are so many incredible groups out there doing this work and trying to elevate their incredible work. It doesn't take, it's not one person, one organization, it's really all of us coming together to push these ideas forward.

PRESIDENT BARBARA VAN ALLEN: Well, thank you both. What a wonderful conversation and very concrete actions business can take to move the needle in this critical area. So again, thank you. We really appreciate it.

I'm pleased to report that we have many more great speakers lined up for the spring. And as always, we encourage you to bring your guests to our events. Next up, we have John Rogers, Chair and Co-CEO of Ariel Investments, also out of Chicago. Tony James, the former leader of Blackstone, who is now the Chair of Jefferson River Capital and Costco. So that will be a video on May 24th. We have another video event, Nicole Elam, the President and CEO of National Bankers Association, coming up on June 6th.

Arvind Krishna will be June 7th. That's an in-person/hybrid, June 7th. And again John Rogers, back on May 16th, will also be an in-person-hybrid. Brian Cornell, we've been wanting to come join us for quite a while. We're pleased. He's the CEO of Target. We have him coming on June 21st for an in-person/hybrid event. And then June 27th, we will be having an in-person-hybrid event where we will honor our two award winners this year for the Peter G. Peterson Leadership Excellence Award.

We'd like to also take a moment just to recognize those of our 346 members of the Centennial Society joining us today as their contributions provide the financial backbone for the Club and help enable us to offer our wonderful programming now and into the future. So enjoy the rest of your day and the rest of your week. Thank you again.