

TRANSCRIPT Episode 32 – Natalie Gochnour

Jonathan: Today I'm joined by Natalie Gochnour, who directs the Kem C. Gardner Policy Institute at the University of Utah. She served in the administrations of three Utah governors, Bangerter, Leavitt, and Walker, and was a political appointee in the George W. Bush administration. She co-hosts the weekly radio program, *Both Sides of the Aisle*, on Utah Public Radio. Natalie, welcome to *Lawbalization*. Thank you for taking the time to talk with me today.

Natalie: Yeah, I welcome the chance to be with you, Jonathan.

Jonathan: You are at an institution, but everything that I've known about you — and I'll give you a little bit of my history; it'll give you some context — I grew up in the Midwest. I came out to BYU for undergrad. I left for 10 years and was between D.C. and Maine. Then I moved back here at the end of 2018 and got involved in World Trade Center Utah. That's when I first heard you speak.

From the first time you got up, I didn't even know what you were doing. It was probably sometime when Miles was in charge of World Trade Center, and he had a few extra minutes and probably said, "Natalie, will you give us an update on what's going on?" And you got up extemporaneously. You might've had notes — I know your brain's full of all this data — and you just started laying out things. "This is what's going on. This is what's going on."

And I thought, Natalie knows what's going on. Natalie is impressive. I said, I need to keep track of what Natalie's doing. And I have never been disappointed since then. I know I'm putting you up pretty high, but deservedly, you are an institution. I love what you're doing in the community. Whenever I get to hear you speak, I am absolutely thrilled, and I try to absorb as much as I can.

I'm assuming you probably didn't start out that way. You might've had humble upbringings like a lot of us. So I would love to hear a little bit about your personal background and your professional background that got you to where you are now.

Natalie: Okay, well, thanks for the high praise. I will just tell you that I am privileged to work at the University of Utah and lead a public policy institute. All day long, I work with data and researchers and topics about the Utah economy and Utah demographics. So I can get up extemporaneously and do that because it's what I do all day long, every day. I'm sure you can do it in your legal profession.

Jonathan: It's the water you're swimming in.

Natalie: Jonathan, I'm a native Salt Laker. I grew up in Utah. Probably the most unique thing about me is I'm the youngest of 11 children.

Jonathan: I'm the 11th of 12 children.

Natalie: Oh my goodness. Okay. Well, you know where I'm coming from.

Jonathan: I do.

Natalie: I have seven older brothers.

Jonathan: And I have nine older sisters. So we are the inverse. I understand completely where you're coming from on the other side of the coin.

Natalie: Yeah. My father was a pediatrician and then later in his career got board certified in child and adult psychiatry. That tells you a little bit about our home, you know, a pediatrician and a psychiatrist. Just incredible parents.

Very early on in my intellectual development, I became very interested in economics. From day one in college, I took every economics class I could take, and I've just followed that ever since. So that's a little bit about me.

One other thing is I have two kids. They're, of course, the light of my life. And I'm married to a furniture maker. So I deal in the analytical, data-driven world, and my husband's a craftsman.

Jonathan: Interesting. And so what was it about economics that drew you in? Because I had a similar path. Mine was a little bit later, in the middle of law school, when I had started an MBA program and I was trying to figure out how the world worked. It hit at the right time. I thought, okay, data really is the key to all of this. You need data to make decisions.

I had a professor — I think it was my statistics professor — and he said, "You may think that all of these CEOs out in the world are kind of sitting in their office, staring up into the corner, imagining what can happen next and how to make decisions, waiting for inspiration to hit." He said, "It's all data driven. The best ones make decisions based on good data." So what was your foray into the economics world?

Natalie: Well, the epiphany for me came on campus. I had met some people who studied economics. That was the initial thing. They were like me, and so I thought if they liked it, I would probably like it.

But I learned about sciences and humanities and social sciences, and I had a foot in both science and humanities in my brain. The epiphany was that social science is where I needed to be. It kind of had a little bit of both in a way. And then among the social sciences, economics, because I liked math and I have a very structured way of thinking about the world. Economics, if anything, is about structure and rules.

Jonathan: Excellent. Did you have any good mentors along the way? Any friends, any mentors who became friends? I'm curious. I love hearing these stories because there are always a few people at key points along the way that really give you — sometimes it's just an offhand comment, and sometimes it's a real sit-down and they say, "Look, you're talented. This is what you need to be thinking about doing."

Natalie: Absolutely. Without question, the greatest blessing in my professional career is these mentors. Mike Leavitt, former governor, I would count as the most important mentor in my professional development. I worked with him all 11 years that he was governor. Then I went with him back to Washington, D.C., and then he started a private practice in health advising and I worked there. So I have a long, 18- or 20-year history with our former governor Mike Leavitt, and I learned just so much from him.

Two others: Lane Beattie at the Salt Lake Chamber, former Senate president in the Utah State Senate and former chief Olympic officer. Lane is someone I learned much from. And then Taylor Randall, the current president of the University of Utah. He's an extraordinary leader. He was my dean in the business school before he became president. So I'm a huge believer in what these great leaders do for your life.

Jonathan: So let's switch topics to Utah itself. You've seen it from the governor's office and several administrations. You research it now at the Policy Institute. What does Utah do well?

And also, more context for people who aren't in Utah or aren't believing — I was also one of the non-believers, by the way. When I was living on the East Coast, and this was through 2018, I had come to BYU in the mid-2000s. I remember the Point of the Mountain seemed longer before. When I came back, I thought, where'd that piece of the mountain go? They've been chipping away at it. Things had changed — the development, Silicon Slopes.

I had seen Utah win award after award, and I thought, "Eh." I've won some awards in my life. Some of them were deserved. Some of them I thought were just given to me. I thought you can always play with the numbers. Then when I came back in 2018 and started being in the community and meeting people and going to meetings and talking and seeing things happen, it was impactful.

So tell me, what does Utah do really well? Because a lot of states would love to do what Utah is doing.

Natalie: Well, this is an easy thing to comment on. Utah's an economic success story, and others see that. You feel it if you live and are in business here.

We put it into a narrative at the Gardner Institute by calling it Utah's Magnificent Seven. Just really quickly, Jonathan, we led the nation last year in economic growth. We have the second-highest household income when you adjust for cost of living, the lowest poverty rate, and some of the highest levels of upward mobility. We have the most equal distribution of income. We would call that widespread prosperity.

We have the second most well-trained, well-educated workforce. I can go into that in more depth if you want, but the measure there is the percent of the adult population with a degree or certificate, high-value certification. We definitely have a fast-growing and young population that makes us tech savvy and inexpensive. And then the final one is our levels of social capital — the way that we have networks of trust, we prevent problems, we solve problems, we participate in associational life.

Now, that was a lot, but that's what we call the Mag Seven, and it's without peer among states.

Jonathan: And are those normal metrics, or are those metrics that you have identified as impactful?

Natalie: Yeah, so those are all metrics that you can measure. Upward mobility — that's the work of Dr. Raj Chetty at Harvard University using his data. Widespread prosperity — that's the Gini coefficient, where you try to understand distribution of income. Household income is exactly what it says.

So those are well-defined measures, but it's not like that's a standard that you go measure by. We just selected those because they're highly sought-after measures: low poverty rates, well-trained workforce. You noticed I said well-trained and well-educated workforce because we think of it as you train for the job and you're educated for civil society. We do well on both of those.

So it's a remarkable state. Now, just to be clear, we're not all about, I learned it as "sniffing our own fumes," to use a little term of art. We also have talked about our Troubling Seven. But you asked me what makes Utah so special. We are a national economic success story, and those measures can change year to year, but overall, it's a remarkable state for what I'll just call flourishing.

Jonathan: And that's year over year. That's been happening for — it's an emerging success story, but a continuing success story as far as I've seen. But I am interested in knowing some of the more troubling dynamics as well. Maybe it's the lawyer in me, but I am not afraid of bad data as well, or data that tells a less-than-rosy picture of the story. It really tells the whole story, which I think a lot of people want to know.

Natalie: Yeah. Well, Great Salt Lake is a huge challenge for Utah. It's an economic challenge. It's a health challenge. It's an ecological challenge.

Behavioral health — we're not happy with the data we're seeing, particularly among our young Utahns. Housing affordability and homelessness. Traffic congestion. As we've grown, it just gets really hard to keep life quality where you want it to be.

I'll mention one more: third grade reading proficiency. That's a place where, my goodness, if you can't read after third grade, you can't learn. They say you learn to read and then you read to learn. That's why they pick third grade. There are different measures, but it's about half of our third graders aren't at the level that we need them to be at.

Jonathan: That is troubling.

Well, let's talk about Utah's collaboration. You mentioned that there's an acceleration of trust. I recorded the last episode with Hank Smith, and we talked a lot about trust in organizations and moving toward high-trust organizations across government and the business sphere and even within families.

I've seen this collaboration, and it's kind of unreal. It's hard to describe. Utah is predominantly right-leaning, but I've seen a lot of collaboration between government and business and community, and you can't always get them to play nicely together. What have you seen, both from your time in government and now your time studying the economy? How does it work? How do you get past roadblocks that are so prevalent?

Natalie: Yeah, it's a great question. I'll start off by saying it's fraying. It's fraying nationally. It's fraying in Utah.

Social capital is something you can measure. In economics, we think of human capital — already talked about that — that's your educated and healthy workforce. Physical capital would be your airports, your roads, bridges, broadband infrastructure, this kind of thing. But social capital are these networks of trust.

In social capital literature, they'll talk about three different types of social capital: bonding, bridging, and linking. In Utah, we do really well at bonding. Bonding is the connection of people who share something in common. That can be a love of nature, a love of our beautiful outdoors. It can be a love of our sports teams, because we tend to show up for sports in this state. It can be the commonality of being people of faith or being the type that have some sort of transcendent belief in their life.

Those all are things that bond us together. When you have great bonding social capital, you trust each other. I think that's arguably top three greatest reasons for our success — high levels of social capital.

Now, I mentioned you can measure it, Jonathan. You measure social capital by looking at data and asking people questions. Did you vote in the last election? Do you return your census form? Do you read to your children at night? What percentage of your households are two-parent families? What's your rate of volunteerism? How about charitable giving?

In social capital work, you might have 30-plus of those types of measures. Then they create an index. Whether it's the Social Capital Project of the Joint Economic Committee in Congress, whether it's the Utah Foundation locally, and a whole bunch of people in between, Utah always pops for high levels of social capital.

Now, you asked when have I seen it go to work. I see it every day. We put together the 2002 Olympic Winter Games, and they were such a success because we prevented problems and we solved problems. We've built amazing infrastructure in the state. Just look at the Salt Lake City International Airport. People love that airport. That doesn't happen if you're just competing and not getting along to make a great infrastructure investment like that. It's complicated.

Even if I get down to something like driving into Park City, Utah, and seeing that big white barn, the Osguthorpe barn — that's critical lands that have been conserved. Somebody had the vision to say, "We can't just put condos everywhere in the Park City basin. Let's take some of it and buy the development rights and preserve it in perpetuity." And they've done that in multiple places in Summit County.

But you don't do that just as a person with political power. You do it through collaboration, by cooperating, by finding mutual ways to break through. So it's this bread and butter for this state.

Jonathan: Amazing. How have you seen this play out in the political realm? I know you have your show. You tend to take a center viewpoint. Not everyone can do that. Not everyone wants to.

How have you seen this play out in Utah's political realm, especially since you said it's fraying even here? I'm always interested in that. I tend to get frustrated with politics. Maybe I'm not civic-minded enough. I try to engage, and I like reasoned dialogue, which is why I have a hard time with the screaming on both sides. I appreciate what you're doing with your show.

Natalie: Well, I don't think we're perfect at it. We have plenty of problems as we try to do the public's business.

I've become really fond, Jonathan, of the phrase "mutual accommodation." Now, people of the LDS faith, which I am, might recognize that because the current prophet of the church

uses that term, mutual accommodation. President Oaks gave a very incredible talk, I think it was at the University of Virginia, but it introduced a new civic philosophy, even theology.

Jonathan: Yeah, I missed this. So I'm all ears.

Natalie: Yeah, well, I'm not an expert on it, but he's basically making the point that people have different life experiences. The minute you put yourself in someone else's shoes and have those life experiences, you might think differently as well.

So this mutual accommodation is recognizing that I have reasons why I feel the way I do, but you have reasons for why you feel the way you do. Let's talk about how we can find accommodation.

I'm really fond of it because I've found in my career that the best decisions, really the only breakthroughs, happen when you come together. We don't have a society where one point of view wins every time. So I like taking great ideas from the right, great ideas from the left, and seeing where we can problem-solve.

Jonathan: I do love this idea of giving everyone their time, right? Being able to bring, like you said, this concept of mutual accommodation and bringing everyone together and saying, "Look, everyone gets time. We will hear you. We will listen. We will deliberate. We may not come to a consensus, but we will gain a lot by having this experience together."

Natalie: Yeah. Even something as simple as "keep an open mind" or "lead with dignity." Make full use of the creative, loving, intelligent abilities that we have and lead with greater dignity.

Jonathan: I love it. So let's pivot. You got me thinking about the Olympics. I didn't prepare you for this, but I'm sure you're thinking about the Olympics.

People are genuinely interested in what goes into the Olympic Games. How does it impact an area? We've already been through this in 2002. I was on my mission in Hong Kong at that time, so I wasn't here at all for it. But I did study at George Washington University, and my professor there, Lisa Delpy Neirotti, has been to every Olympics, I think, since 1980 or something like that. I'm making it up, but she's been to a lot of Olympics for a long time. We spent a sports marketing class talking a lot about the Olympics and big events like this.

What did that do for Utah in 2002? And what is it expected to do in the coming year? Is it 2034 when we get the next Winter Olympics?

Natalie: Yeah, 2034. We'd say the Olympic and Paralympic Winter Games.

There's a temptation, Jonathan, to look at physical infrastructure and call that the legacy impacts of the Games. Certainly during the Games, you have a lot of visitors, and there's an

impact from the tourists, and you can measure that. But there's also a temptation to say, "Well, we built these venues." Even at the University of Utah, we put in an Olympic village that became student housing.

The Grand America in Salt Lake City — a lot of people have mentioned that that hotel came 10 to 20 years earlier than it would have naturally for the marketplace because the developer, Earl Holding, wanted it to be ready for the Games. So it accelerated things.

Those things are all fair, but I would just say to people that the biggest impact of the Games, in my mind, is that the spotlight is so bright. Something like two and a half billion people will watch our opening ceremony. At the same moment, two and a half billion eyes.

So the Olympics forces you, because of just human nature and wanting to put your best foot forward, to get better in every way. We learned that in 2002. Right now, I do a lot of work in the community, and I'm seeing all these medium-term plans being developed, and they all are starting now and going through 2035.

Why do they pick 2035? Because who's going to stop in 2033? Or who's going to stop in 2034? You know you're putting on the Games then. So it aligns you behind all of these things that you're going to do. What an incredible movement — the joy of sport, the joy of competition, the coming together of nations.

And then there's a little bit of a red cherry on top for Utah because I think there's about a 50/50 chance, maybe better, that they are going to move toward rotational Games, which would mean every time you have a Winter Olympics in the United States, it would come to Salt Lake City.

Jonathan: Wow.

Natalie: Because it would be rotational. Rather than having the bids, it's environmentally more sound, it's fiscally more sound, and of course, we're an ideal location because of our compactness. Because you have a metro right next to 11,000-foot peaks, you can't compare to what Utah puts forward.

Jonathan: So fun. How does Utah stay competitive in this context? We were growing, we continue to grow, we have children, we attract a lot of people who love the lifestyle here or who want to be involved in our really great emerging economies here.

How do we continue to do that? Have we managed growth while still keeping true to local character and values?

Natalie: Yeah, Jonathan, I think that's the most important question facing our state. How do we grow and change so rapidly and still keep the things we value? I think that is the question for policymakers.

I'll put some numbers to it. Typically, we're growing at about twice the national average. We released some population numbers today at the Gardner Institute. We have communities in this state that are growing at 6% and 8% per year. If you study business, you know that anything in a 2% or 3% range is a really high annual growth rate. Saratoga Springs and Eagle Mountain are growing at 6% and 8%. So there is a lot of change, a lot of growth.

Here's one for you. At the start of my career, we were one in 10 racial and ethnic minority in the state of Utah. Today, we're one in four. We're aging. We're getting more diverse. We're getting more urban. We're getting older. We're doing it at a fast pace.

In my work, I have to be careful because I have to get my numbers right, because that's what I do. But it's something like 34 of 36 years of net in-migration to Utah — more people coming than leaving. So we're a growth magnet. Lots happening here.

I'm just validating your question. I haven't answered it. If I answered it, the main thing I would say is keep investing. Keep sacrificing today's consumption for something for your children in the future.

Investing means preserve critical lands. It means keep investing in transportation infrastructure. Invest in the human mind. Invest in research. Invest in innovation. Invest in mental health, behavioral health. Most solutions in economics can be solved through productivity and investment.

Jonathan: Excellent. And for me, I hear invest in my children because I only have them for this window, and investing in the ones who are still young enough that they need to practice reading. That's what I hear: that reading time at night when I think, "I've got to get back on my computer because Asia is waking up and I've got things that I've got to get to clients over there."

But at that time, to sit down — and for me, it's right now with my two youngest. They're almost seven, and six and 10. The weather is warm enough now, so it's, "Can you come jump on the trampoline with us before we go to bed?" And then, "Will you read stories to us before we go to bed?"

Natalie: Yeah, do it, Jonathan. Do it.

Jonathan: Yeah, thank you. It's a good reminder.

So we talked about family life. I come from a family of a lot of women, and my sisters are exceptional. We grew up in a very modest means household in Platteville, Wisconsin, population 9,708 — the biggest town in the county, southwest corner of Wisconsin.

I've always been around — and my sisters probably thrived because of and in spite of what we didn't have growing up. My sisters have all done great things, just outstanding people. So I've always been a champion of women in high places doing wonderful things, amplifying messages, making space, listening.

Some of the things that come up, I think, "Well, yeah, I guess I didn't think that was an issue because I grew up in a women-controlled household. This all feels very natural to me." But what would you like to see for women in leadership and policy roles? What advice do you have for us who are allies, and also younger women who may think, "I don't know, is it worth it? Is it worth the extra time that it's going to take me to lean more into community?" How should they be thinking about it? How should we all be thinking about making place for women in these leadership and policy roles?

Natalie: Well, I guess the first thing that comes to mind is to acknowledge and recognize the amazing women leaders we have in the state of Utah.

Heidi Walker is a behind-the-scenes, incredible leader of the Utah Chamber and Salt Lake Chamber. She's been doing that job for decades, and she keeps the business voice and the business community humming.

Jonathan: And we have a strong chamber. I'm always impressed with the caliber of people at the chamber.

Natalie: Yeah, we do. She's a big reason for that.

President Tuminez from Utah Valley University — she's honored in her last few days as president. She's a remarkable human being. I'm a huge fan of our Lieutenant Governor, Deidre Henderson. She is smart, articulate, strong, caring, talented.

And two others: I think of Ally Isom in the business community. She is a senior executive with the Clyde Companies. And Amanda Covington with the Larry H. Miller group of companies. She's also the chair of the Utah Board of Higher Education, which is a really tough job.

So we've got amazing women in this state that are leading. Boy, if I had one wish, we need a U.S. senator who's a woman, and we need a governor who's a woman. It's time. I'm not sure exactly how that will happen, but I think that would do more to lift the eyes and heads of young people, young women in this state, than anything. We need visible women in positions of influence.

Jonathan: Great input. Thank you.

Now you're at a university, a very prominent university in the state. How do we help universities prepare future business and policy leaders to tackle these global challenges?

Natalie: Well, I'm a big fan of what they did in the last legislative session. They put together a research fund, Jonathan — a state research fund.

Jonathan: Tell me more.

Natalie: This is Senator Ann Millner and Representative Karen Peterson, two women in the legislature who get education. We have the federal government backtracking from their commitment to fund basic research, and we have a state that just put together a \$45 million fund to fund research that benefits our state and our institutions of higher learning. This is another example of where Utah's doing big things.

That'll be yet to be seen how that plays out, but I work for a university president who wants us to create unsurpassed societal impact. That's what he's given the charge to everybody at the University of Utah: through your teaching, through your research, through your service, unsurpassed societal impact. He wants us to be an impact university.

So that's what we do every day: work to invest in young people, invest in new technologies, new discoveries, and then be out there serving. Those who know Taylor Randall will recognize a line like this. He'll say to us, "It's moving day." Higher ed has been tradition bound and done great things, and all of our universities have helped support this state, but it's moving day, and higher ed has got to keep moving with the times.

Jonathan: So interesting. So maybe two questions left.

What have you learned — and we touched a little bit on the political side of this — but I am genuinely interested, and I love hearing from articulate, smart people about this idea. What have you learned trying to walk between both political viewpoints? You said you borrow from the left and the right.

I think there are a lot of level heads in the United States and around the world who think, "I can't handle the extremism on both sides. There's just too much. There's not enough collaboration. There's not enough listening." What advice do you have for people who are looking for what comes next and how we can do better in politics? Is it grassroots engagement? Is it taking your neighbor out to lunch? I want some real, practical advice on this.

Natalie: Oh, wow. Well, I'm going to sound like a broken record to people who are following this. The main thing I would do is put limits on how you use your phone and how you use technology in your life.

Jonathan: Okay, give me more.

Natalie: I spent a lot of time with Arthur Brooks. He's a Harvard professor and an impact scholar at the University of Utah. He was our commencement speaker this year, so he was in town last week. I spent two days with him. His academic home is the David Eccles School of Business, and so I sometimes am his host.

I'm a believer that you shouldn't have your phone at the dinner table. It's probably good to not look at it in the hour before you go to bed. If you're getting your news from social media, that's something. My personal practice is I go to news entities that have edited work, that have a brand associated with trust.

I'll just say it: I read *The Wall Street Journal* and *The New York Times*, and I read them both. Somehow it helps me. I find that when I spend my time on social media, I learn all sorts of things that aren't true or all sorts of things that play to my emotions rather than my intellect.

There's a ton of evidence that we need to spend less time on our phones and more time in places of meaning: in nature, in good books, in churches, and you can fill in even more.

I just finished a book called *Theo of Golden*. I don't know if you've heard of that book. It's fiction. I never read fiction, but someone told me I would like it. It was joyful, and I'm sure it made me a happier person. I'm sure I'm more balanced because of spending the time there. The great news is that's time I maybe would have been spending in the political realm, just getting frustrated, depressed, anxious.

That's what Arthur Brooks says. That's what Jonathan Haidt says. That's what so many people say. That's what Governor Cox says. I think our technology needs guardrails, even as adults.

Jonathan: Yeah. It is hard for us to put up our own guardrails. Sometimes we need gentle or less-than-gentle reminders: get outside, do something you enjoy, create something. I like that.

Natalie: Yeah. One of Arthur's main interesting points is he said we've lost the ability to be bored.

Jonathan: Yeah. My wife says that all the time in my house.

Natalie: He thinks that boredom is a really incredible part of stimulating the meaning part of your brain. You go to places where you start asking the big questions rather than the little, “What should I look at next? What information should I consume now?”

Jonathan: I love it.

So one final question for you, because this is what I do with all my guests. I didn’t prepare you for this, but it is something you will definitely be able to answer. If you were not doing your current job today, and if money was no object, what would you be spending your time doing?

Natalie: I’d be up in the mountains. In the wintertime, I’d be skiing. In the summertime, I’d be hiking. I’m a Salt Laker, right? I grew up in these hills. I spend time in the Red Rock, but I’m very drawn to our beautiful Mother Earth.

Jonathan: What’s your favorite canyon? How about that? I spend a lot of time trail running up on the East Bench, so tell me where you love to be.

Natalie: Nice. Oh, well, we’re everywhere. But if the place we go most often is probably the Brighton Bowl. I’m hiking Tuscarora, Millicent, Wolverine, Clayton Peak, and doing them all together. I don’t know — anything.

Jonathan: Amazing. You must be in great shape. Utah is no joke in elevation.

Natalie: Well, if you get into the summer, I love Mount Raymond. That’s a favorite hike of mine. I love Pfeifferhorn. It’s getting harder. I still haven’t hiked Grandview, but I look at it almost every day, Jonathan, because you can see it in the valley. It’s kind of behind City Creek.

Jonathan: Grandview is spectacular. I’ve done it a few times, and it never disappoints.

Natalie: I have never done it, and I probably should have done it five years ago, but it’s on my list. Maybe I’ll get it this summer.

Jonathan: Well, this has been lovely, Natalie. Thank you so much for your time and for your expertise. I always learn and walk away thinking it’s going to be okay. We’re going to be all right if we can all lean in a little bit, keep learning, keep growing, and like you said, look out for the next generation. Don’t sell everything now.

Natalie: And another kind of way of saying it for me is liberate what’s right and true, and conserve what’s right and true.

Jonathan: Good. Well, thank you. I look forward to seeing you on stage this week. This will be after the episode’s published. So I’ll see you now, and then this will be published

probably next week or the week after. But I'm certainly thrilled to spend time with you and look forward to seeing you in person around town.

Natalie: Great. Thanks for the invitation to be on the show.

Jonathan: Thank you.