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Amy Lavin

SUMMARY

When Amy Lavin was just about 18 months old, her father's medical residency brought her family from Chicago to Mercer Island, where she attended daycare at the Stroum Jewish Community Center. Forty-odd years later, her life came full circle when she became the SJCC's CEO in 2017. In between those two milestones, she grew up in the Seattle area's Jewish community before heading back to her native Chicago to get a degree in civil engineering from Northwestern, followed by an MBA from Duke. Returning to Seattle, and later Mercer Island, she settled in for a ten-year stint at Microsoft, eventually becoming Director of Marketing for the Health Solutions Group. In 2012, she joined Fred Hutchinson Cancer Research Center to create what eventually became Obliteride, Fred Hutch's annual bicycle ride to raise funds for cancer research, which she led for nearly five years before taking the helm at the SJCC.

Jeff Schwager : All right, let's see how we go. This is going. Okay, I'm going to put this right here. And this is also going. Okay. And that's going. All right.

Amy Lavin: So got a lot of pickup. Yes. Okay. And I look fine. I mean, okay. Not that I need. To be careful. Right? No. Video is painful. Yeah. Okay. Okay.

Jeff Schwager : I know, that's why I sit over you. You thought of.

Amy Lavin: It as much as.

Jeff Schwager : Possible. So let's begin by talking about your background. Where are you from?

Amy Lavin: I grew up right on Mercer Island. So my parents moved me to Seattle when I was 18 months old from Chicago. And I lived on Mercer Island from 18 months till 18 years. And then I went to college at Northwestern in Chicago and spent a couple years in my professional life there, and then moved back to Seattle for a brief time, about 6 or 8 months, and then moved to Boston for six months and then to Sydney, Australia for a year. Then I went to graduate school at Duke and graduated with my MBA there and moved back to Seattle. And that was in 2001.

Jeff Schwager : Okay. What brought your parents to Seattle?

Amy Lavin: Uh, my father is a physician. And so during his residency, they moved out here for him to do that.

Jeff Schwager : Um hum. And did your mother work?

Amy Lavin: My mother, uh, did work early on and then didn't work. And then again started working as a CPA and then opened Delfino's Pizzeria, which was a pizza place in Seattle for a very long time and has continued, um, doing some consulting work in the last few years.

Jeff Schwager : But is she a Delfino?

Amy Lavin: No no no no no. It's just Chicago style pizza and a great name.

Jeff Schwager : Uh huh. Okay. Um, what about, uh, your your ancestors, were they.

Amy Lavin: Um, Poland, Russia, a little bit of Germany. Although I think that the more my kids have dug into the family tree, there's far less Germany than we actually anticipated, but a little bit. Um, so really kind of a typical, um, pre pre-19th, you know, 1900 migration to or immigration to the U.S. they all were kind of here by the early 1900s. Um, and so my family has become very much Jewish-American over time.

Jeff Schwager : How did they end up in Chicago?

Amy Lavin: Um, gosh. So on my grandfather's side, um, my grandfather's parents, he was raised in Chicago. My grandmother was raised in Chicago. And my mother's side on my father's side, they were from Philadelphia. And so, um, and to be honest with you, I'd have to think long and hard and do more research. But I think Philadelphia was a very early stop for the clarkfield side of the family.

Jeff Schwager : Um hum. Okay.

Amy Lavin: And then I'm sorry.

Jeff Schwager : Oh, the name.

Amy Lavin: Klarfeld is my maiden name.

Jeff Schwager : Is that with a k or.

Amy Lavin: A c c l a r f e d. And as far as we can tell, it's a pretty unique name. Since the internet, we have found a few other klarfeld spelled that way in the country, but not many. And so my parents actually met at northwestern. And so that's how the Chicago lineage started.

Jeff Schwager : And is your family observant?

Amy Lavin: Um, my, uh, my parents are no longer together, and my father, less observant or not really at all. Um, my mother has since remarried. Um, uh, somebody else from the Seattle Jewish community, Harris. Klein. So Harris grew up very much Orthodox, and my mom had kind of come from more of a reformed background, and together they raised us conservative from the time that they were together. So I attended Herzl growing up and was bat mitzvah there. Um, I've always considered myself a very an observant Jew, not necessarily a very observant, but kind of observant Jew. And it's always been an important part of my identity. I would say that, you know, through high school, it's something your parents make you do, and then you get to college and you decide if you choose to do it. And at that point, I chose to continue making that an important part of who I am. And I now my husband was not raised anything really, with no religion in his household. His father's Jewish, his mother is not. And they were not raised with any real religion. And but since we've been together, we've raised our family, um, as kind of actively engaged Reform Jews. So we've been active members of temple de Hirsch since we've come back to Seattle in 2001. And we were married there. Um, and our kids are very much, you know, kind of a typical, I guess, American, you know, Jewish American story right now. You know, it's a big part of their childhood. They attended preschool at the J. Much like myself. And obviously now I'm back there. So they were at the J. And then, uh, both have gone through, you know, Sunday school, Hebrew school. My older one was bat mitzvah at a couple of years ago. My younger one is on path now to do the same, and my older one has continued to be very involved in bio, and it's a big part of her life. And my younger one, um, is kind of more in the standard schooling part of it right now. They both have attended Jewish overnight camps, and it's, you know, it's a big part of who they are.

Jeff Schwager : Um. Um, what about, uh, Jewish values? I mean, how do they play out in your life if you can?

Amy Lavin: You know, it's been interesting because I think I've always lived that way just by my nature. And now being the CEO of the Jewish Community Center, it's obviously part and parcel with everything I do every day. And it's been interesting at this point in my life to reflect on how I exhibit that regularly in my daily life. And of course, at work, um, I tend to believe there's a dimension of living with intention and leaving the world better than I found it. That is core to the decisions I make and the way I choose to spend my time. And so feeling like I always pursue things that, um, I believe create meaning for myself, my family, um, and hopefully, as I said, leave the world better than I found. It is pretty important to me. I, um, kindness, compassion, speaking up for people who may not have their own voice. Those are always parts of things I try to to live out. And sometimes when you think you hear a quieter voice, it often needs more attending to because it may, while softer in volume, may actually be representative of something pretty important. So I would say that those are all elements of of Jewish values that have always stuck with me. I think,

um. The kind of law of text is something that and, and the teaching of text is something that I found more recently in my career. That has been fun to go back to. So as a member of the JCC, so the Jewish Community Center Association of America, um, which is, you know, a national well, we're part of the North American group, uh, we meet annually, and we have a couple Judaic leaders there who take us through text. And so that's been something more recent again in the past year. That's kind of become a part of my life again. Not that I admit I don't do it personally, but every time I do do it, it's something that is actually surprisingly meaningful, relevant and applicable in my contemporary life.

Jeff Schwager : Excellent. Um, so, you know, this exhibit is called Agents of Change. Yes. And, um, I guess I'm curious about when you were young and looking at the world, were there things that you looked at and thought, these are things that I can help change in the world and, um, that help direct your choices.

Amy Lavin: I honestly wish I could say that I was that inspired as a kid. No, I've always, uh, I would say I always I've always been bold in my opinions, statements and the way I voice my opinions and thoughts. So believing, I guess feeling empowered enough to believe I can impart change is something that I've always had as part of my life. There was never a single mission or, um, calling that was distinct in that regard. And that's just honest. I think at different parts of your life, um, different missions call to you. And, uh, as I so I was telling my story earlier about how I got to where I am. But when I moved back to Seattle in 2001, I spent ten years at Microsoft and did a variety of marketing jobs, and I thoroughly enjoyed about nine and a half years of it and thought that I would stay there a very long time. And I did, and I was able to, you know, develop a lot of fundamental skills and work with incredible people. But at a point there, right at about nine and a half years, I started having that calling of, I should be there's something in me that's not being applied. I'm spending a lot of hours in something that doesn't feel as fulfilling. And at that point, I actually left Microsoft just to figure out what would be a place that I could kind of activate that part of myself, but I wasn't sure what it was. And I find myself very lucky that I was able to fall in to actually the JCC being the third of those mission things in the past kind of six years that have, um, have presented opportunities that I could take advantage of and then try to drive change in very distinct ways. Um.

Jeff Schwager : Well, I guess that leads us to to Obliteride.

Amy Lavin: Yes.

Jeff Schwager : And, um, the amazing work you did there. Thank you. We sponsored, uh, a writer if it was last year or the year before. Thank you. Uh, a friend of ours was going through treatment, and Merck was really, uh, helpful to her. And so the guy at Merck, uh, who had helped her, was writing. And so we sponsored.

Amy Lavin: I'm sure I know him because I have him in mind.

Jeff Schwager : I can remember his name. Um.

Amy Lavin: It will come to me momentarily. I know exactly who he is, but. Yes.

Jeff Schwager : Well, anyway, so I was thrilled that we're we're being able to honor you and honor.

Amy Lavin: Well.

Jeff Schwager : Thank you. In doing that, thank you. Um, so tell me about that. Where did that come from? And.

Amy Lavin: Um, so Obliteride is fashioned after a few different events around the country. Specifically, uh, there are two events that kind of preceded, Obliterided that have become mass participation cycling events. One in Boston called the Pan-mass challenge and one in Columbus, Ohio, called the Pelotonia. And both of them have been able to activate tens of thousands in some cases of people. Um, well, I guess over many years, tens of thousands, each one is, uh, several thousand a year. Um, but over time, tens of thousands of people to drive awareness of research happening to cure cancer and each of them in their own distinct ways. But, um, together in a way that is really demanding more of people who participate both at a financial level and at a physical endurance and commitment level. And what we found is and as they have as well, that when you ask people to do something very meaningful in honor of a mission like curing cancer that is sadly touches everybody. Um, people are really driven to commit and will step up and even surprise themselves. And what you see, people awaken in themselves is very inspiring. I think people for something like cancer, which, uh, again, affects everybody and to whom, you know, for so many people leaves them feeling very helpless. It is a place to apply energy, find community, and, um, believe that you're doing something to to try to impart change. Um, there's the movement happening right now after parkland. Florida is also in a very similar way, watching some people take, you know, a mission into their own hands and impart change. Uh, so Obliterided was, um, we have a benefactor here in our community who had been watching this happen across the country, and knowing the incredible science happening at Fred Hutch,

and the immense opportunity to bring awareness to Fred Hutch's work and ideally, drive more funds to support and empower that work. Thought that a bike ride here in Seattle, another bike ride because many people said why another bike ride? But the reality is there was space for it and it's proven out that there's space for it. But to create an endurance event like that, that really asks people to step up, um, raise money and become aware of the research happening at the Hutch was possible and could create an immense movement, um, to raise money and awareness. And that's exactly what we've done over the past, you know, five and a half years of rides. And again, it'll continue now on and as an annual tradition.

Jeff Schwager : Um, was it, um, how did how did you get involved in it? And is there a personal story that you'd like to share about it?

Amy Lavin: Um, so I'm always very honest to say that I was lucky enough to know people in leadership positions at the Hutch. From growing up and when the opportunity kind of surfaced that they wanted to identify somebody to take on a role like that. My name was kind of tossed out there. And so I received an email and a phone call, and we have this crazy idea of starting this bike ride that would engage thousands of people and raise millions of dollars. And would you ever think about it? And, um, I thought about it for a couple days and recognized quickly that it checked off a lot of things in my personal kind of, um, both portfolio of skills, but also interests and then a mission and calling that was pretty important to me. And that was really driven by two people at the moment who were very close to me. I have a cousin who, uh, had Hodgkin's in her mid to late 20s and, um, well, thankfully she just had her second baby, which is pretty miraculous. Um, has continued to impact her life in a variety of ways. And watching young people, as I say, even if you survive cancer, No one should spend a minute of their lives, let alone years, um, with the doctor's appointments and treatment programs and everything else. It is just in my mind, devastating to see that kind of time taken away. And at the same time, I have a very close friend to this day who is now about nine years into an adult battle with, um, all acute lymphocytic leukemia. And that is something that can often be, um, very fatal to adults and is very rare for adults. And watching my friend at my age with young children at the time, the same age as mine, uh, is heartbreaking. And again, seeing a family endure that, um, is very hard and at the same time incredibly inspiring because the human will to pursue and continue surviving is amazing. And to this day, the family continues to march through that, and it's a big part of their life. So those were two of my very personal Connections.

Jeff Schwager : Yeah, well, like you said, I think we all have those stories. Yeah, it's almost impossible not to.

Amy Lavin: It is. And yesterday or two days ago, I received news that one of our early obliterators had actually passed. And, um, you know, the more unfortunately, the more involved you get in that community, the more connections you have, and you continue to see the impact of cancer. And on the flip side of it, I continue to watch the amazing advancements in research that continue to provide hope that we're getting closer and closer to understanding how to prevent, treat, and cure cancer, which is really the mission of the Hutch.

Jeff Schwager : Yeah. My friend who I mentioned, yeah, she seems to be in remission.

Amy Lavin: Wonderful.

Jeff Schwager : She was in stage four, and, uh, Merck, uh, the fellow at Merck gave her basically got her off label treatment of, um, an immunotherapy drug that seems to have.

Amy Lavin: Thank goodness.

Jeff Schwager : Yeah, yeah, it's. You know, we were saying goodbye. Yeah.

Amy Lavin: And it's incredible. Yeah.

Jeff Schwager : It is really?

Amy Lavin: Yeah.

Jeff Schwager : So amazing what's being done.

Amy Lavin: And heartbreaking to see the need. Exactly, exactly.

Jeff Schwager : So we're, uh, biking. Is that. Has that been a passion of yours?

Amy Lavin: Uh, I say, um, so my husband's a large, uh, big cyclist, I should say a very avid cyclist. And for a long time, it was something that I claim I used to do under duress. It was something that we could do, an activity we could do together. Uh, we've

taken a few different cycling trips, and I always enjoyed cycling. I'm a very active person. Uh, but Obliterided made cycling something that became very much a part of me as well. Um, so obviously now I've become a part of the cycling community, and I, I ride regularly. I've chosen to never make it something I get competitive in. I have enough places in my life where I'm intense and applied and I don't need another. So I've kept it kind of as a hobby and a form of exercise that I kind of like most things in my life do pretty intensely, but not in a competitive way. So, but I ride. My goal is to ride outside at least once a week all year, so that you never get kind of to. Inertia can't set in that you just stay inside and on the couch.

Jeff Schwager : Uh huh. Okay. Um. So how did you end up at the J.

Amy Lavin: I. Well, how'd I end up at the J? I started at the j. I was 18 months old. I have a picture in my office of me at the J. I always say it's a very long story. No. Um, so when my. When I was pregnant, uh, we were living in Green Lake, and, um, my husband and I were both commuting to Microsoft at the time, and I very quickly knew that my child at the time was going to go. I didn't know if it was a boy or a girl was going to go to the JCC for preschool. And so quickly we signed up, got her enrolled, moved to Mercer Island. And, um, that's important in that I quickly got involved in the J as a parent, and so I served as a co-chair of the parent committee with actually my sister and then another friend of ours from who we'd grown up with, and the three of us were parent committee co-chairs, which meant that we were kind of in a position of, you know, community leadership with other parents, but that also we had the opportunity to serve on the board of the J and better understand kind of at a higher level, the agency's goals, um, opportunities. And of course, like, where are the key challenges that the agency is trying to, you know, you know, pursue and and overcome? I did that for a couple years and then was off the board for maybe 1 or 2 years, served on the board again as a full member, as a peer board member at large under Judy Newman, who is now retired and my predecessor. But in that role, again, there I was at the board table and able to watch the agency and where it was going. And under Judy's leadership, how much it was able to grow and really move from a place of, um, kind of direct programs and services that that served a small community to really asserting itself again, as a place in the in the region, which we continue to pursue, um, to this day. But rising as a community asset, especially in the fields of like arts and culture and of course, always retaining our strength in early childhood and, you know, the daily life of fitness activities and other types of programs, and, of course, summer camp, which is a huge, uh, element of the J. But as Judy was on, um, leading the J and I was on the board, I always used to say, before you're done, I would love the opportunity to have the conversation about whether this is something I could do, and we would joke about it. And Judy announced, uh, in June of 2016 that she was ready to retire. Was it? Yes. 2016. Um, and very quickly after that, I started receiving phone calls from people who thought it would be a good fit for me. And of course, I was two months ahead of Obliterided. There was nothing I was going to think about except for getting thousands of riders out there raising millions of dollars. And so I was Obliterided. 2016 past I got a couple more calls and again, someone from that JCC association asking, is this something you'd ever consider? And I said, I don't even want to think about it. And they said, well, was the answer no. If the answer is anything but no, we're going to keep talking. And so I gave myself a couple of weeks and recovered from Obliterided and started to recognize a couple different things. Um, first of all, the J's on an incredible trajectory of strength. The energy at the J right now, the strength of the programs, the financial stability and what's what I've learned in the past year, you know, just over a year in my formal role now is the growth of the Jewish community in this region is just surging, and our ability to try to reach those people and engage them in a meaningful way around culture, arts. And, you know, just that's what the J is about. It's Jewish life and culture. And how do we find connection points with the J. For everybody else? And then hopefully, ideally with each other, to continue those elements of Jewish continuity, continuity that define each of us in ways that we personally connect with. Um, so it was kind of like, here's another opportunity to take something that is, again, on a trajectory of growth, but really try to get in there and take it to the next level. And Judy was at a point where she had done amazing things to put the J in an incredible point of strength, and was ready to kind of move on to her next opportunity or in her case, potentially choose to balance a few other things in her life. Um, and so she's been able to, you know, in that it was kind of a beautiful transition because she and I had a really lovely working relationship. Again, me as a board member and her as the executive at the time. And so that was a transition that just felt very natural to both of us, that I could never have done what she did in the years she'd do it. She did it, and she was ready to take on her next thing, as was I. And so the timing worked well, and I jumped in about a year, just over a year ago. 13 months ago. And here I am.

Jeff Schwager : And so what are the, um, what are some of the things that you're hoping to accomplish, uh, with the J. As you look into the future, into your crystal ball?

Amy Lavin: Well, if I actually could, could tell the crystal ball, we'd be in great shape. I think, as I mentioned, about Jewish community growth in Puget Sound, you know, the Jewish Federation completed a study about two years ago, two and a half years ago, about the growth of the population here. And it's estimated that nearly 70,000 Jews live in this region. Yet we know a small percentage of them, um, are actually formally engaged in Jewish organizations. And yet, when you dive into the lives of all these people, there is some element of Jewish connection that each one of them is continuing to nurture. Her. And yet, when we talk as a Jewish community and we, you know, we do get around a table fairly often these days as a group of leaders, when you look

around and you say, you know, we want so badly for everybody, we reach our hands out and say, please come visit us, please participate in our events. And then you have all these people in sprawling parts of Puget Sound going, I don't know where to find anything Jewish. And you're like, how are we just speaking on different channels, right? Because you have all these people who want to engage and connect with one another and with organizations and have organizations trying to reach out, and somehow we're at an impasse. Um, and so we're, you know, so much of this is about how do we connect with people who look very different than natives like myself. It's very easy for me to find Jewish community, both because I grew up with it here and because I live on Mercer Island, which happens to have a fairly, you know, strong Jewish population and actively engaged. It's really easy for me to do that. But if people are in different communities and neighborhoods, it's not as easy. And so for the J, a big part of that is finding places and where we can reach people, where they are. and that's physically but also virtually and engaging people in different types of programs, whether it's early childhood, uh, singing and Toshiba programs that we offer now around the sound or the breadth of social activities and cultural and arts programs that we really are doing amazing work in right now. So the Jewish Film Festival comes up, uh, in just a few weeks, which is, of course, an iconic and signature element now of the JCC. But it's complemented now year round with just this breadth of programming, and we're seeing thousands of people walk through our door, or we're seeing thousands of people in Seattle walk through doors that they now find the J in those places. So continuing to connect with people where they are around content and connection points that are meaningful is, um, is one key thing. And then, of course, everyone knows that the JCC on Mercer Island is in need of a refreshed, um, physically to support the types of work that we do every day. So when you walk into the J. These days, um, the building is is bustling. There is so much activity and energy and hundreds, if not thousands of people in a single day walk through. Children, seniors, everything, doing all types of activities. And we find ourselves in this, in this bind where we have more and more things we want to offer at the J, and more and more partners who want to be offering programming because they're serving a similar community or find opportunities to program with us. And we literally are at capacity in our building as we are today. And so we are spending a lot of time trying to figure out how do we evolve our physical structure and, uh, you know, design it in a way to to meet the future needs of the growing Puget Sound Jewish community. And you know what it looks like. And again, I have this opportunity to connect with my peers around the country at the JCC level, and so do my local colleagues with their respective groups. And watching what's happening around North American Jewry is something we also track and what it means to be, you know, a contemporary Jew in America today is something we're watching. And how does that help us define the future of the physical organization or the physical facility that we operate out of? And then the, you know, collection of of sites and programs and content elements that we offer around the region?

Jeff Schwager : Excellent. Let me just look at my notes.

Amy Lavin: Is that.

Jeff Schwager : Okay? Yeah. No. That's great. Um.

Amy Lavin: Do you want me to be more. Should I be more precise or.

Jeff Schwager : No, no, no, you're you're doing great. Um, I. There are a couple of things that I sort of missed early on. Um, but I wanted to ask you about mentorship. And if you've had experiences on either side of that. Uh, and if so, if you could, uh, mentorship. Did you have mentors in your early years and and has that.

Amy Lavin: I would say in my early years, I didn't have enough mentors. And I would say at Microsoft, I had a lot of Managers and bosses, but I didn't have mentors when I got to the Hutch. I had a couple people who started to feel like more like mentors, people who help you achieve your professional and personal pursuits. Right. So the combination, I would say, of optimizing your whole self and recognizing where your greatest skills are, and also being bold enough to say, hey, you could do some work over there and helping you identify those things. I also found during Obliterided and again, it's happening again at the J. In a way though, at the J, it's almost meeting a lot of adults that I knew growing up, but now I have the opportunity to work with them in a little bit more of a partnering and colleague capacity, which so they've become mentors in a different way. They used to maybe be keeping me in check as a child, and now they're helping me develop personally and professionally. But in these two jobs, both at Obliteride and at the J, I've had the opportunity to meet so many different people and have so many people honestly make themselves available for questions, wisdom, guidance, opinions, um, constructive and sometimes less constructive, but usually constructive criticism. But that's been really remarkable. And so mentorship has come both in very formal ways and also in many informal ways. And I find that if people are connected to your mission, they're very often willing to answer a phone call, a text, um, meet for coffee and track stuff kind of around you all the time to help keep you, you know, in myself, in this case, keep me aware of what's happening around me. I, um, and then the flip side of that, if you're asking, is, have I had the opportunity to mentor? I think I would say yes. Um, again, at Microsoft, you kind of have formal mentoring programs where they might assign you to somebody, and you are kind of a buddy that's been paired. So that happens a more in a more organized, systematic way since Obliterided. I found that happening again a lot more organically. Um, so past team members of mine, even since I've been gone, have very much continued to be people that I speak with often who call up seeking counsel, cheerleading, whatever it may be, um, job

advice, etc. and, uh, at the J. You know, I believe when you're in these community organizations work and like so management mentorship become more intertwined than in a formal business sense in a way. Right. And it's because we're all connected through the mission that we're serving. And so often that mentorship may be both organic and formal, but it seems a little bit more natural and authentic. Um.

Jeff Schwager : Okay. And you mentioned, I think, that you have two daughters.

Amy Lavin: I do have two daughters. Yes.

Jeff Schwager : I'm curious about your your views of what's going on in society right now with the MeToo movement, both as a mother.

Amy Lavin: Yeah.

Jeff Schwager : As a working woman and as someone who's leading an organization where there's a lot of interaction between people of different genders.

Amy Lavin: Yeah. Wow. So there's a lot to talk about there. Um, as a mother of two girls, I, um, I have a teenager now. I'm as scared as anybody. Um, but I think my daughters, I would like to think, see me in most situations conducting myself in a way that demonstrates, demonstrates self respect and tolerance for, um, being treated with anything but respect from people around them. And regardless of gender, that is just the way we treat one another with respect. And, you know, ideally with compassion as well In the situation around me to my older daughter is a gymnast, so we've talked a lot about the recent happenings with the recent gymnastics, um, mess, and it's been an opportunity. Now, I've always had very open dialogue with my daughters around, um, how people treat them appropriate distances and being able to always talk about topics that might be uncomfortable. So if they were to ever, you know, if they've ever shown any evidence or behavior that shows that even causes me for a moment to think that something might have happened awkwardly, I just ask them and we talk about it. Um, but the gymnastics one has been one in combination with me to where, um, we just honest to God, it's just a very open dialogue. It's not, uh, I try not to sit down and harp on it. Um, I've read a couple books lately around raising teenagers, and at times I just hand my older daughter a book. and because you may not want to hear it from me, but have her read a paragraph or two on something about expectations from other people. Expectations in her case, you know, from from boys or other girls and the way they treat one another. Um, so it's just something that we try to talk about more as another topic in life that is of concern. Um, my younger daughter is a dancer, and I only say that because in that world she is very much, um, you know, femininity is important to both of my daughters. And and that balance, I think, is something that we are it's a very fragile time in society of understanding how we all retain and honor that. If it's important to one, uh, I joke I was very much a tomboy growing up, and I don't know how I ended up with two girls who both care a lot about that. Um, and it's important to both of them. Um, but honoring that, that is important to them because it's important to them individually and how they want to express themselves. Um, but but trying to be clear also in when it's appropriate to behave or dress or put on makeup to a certain extent, or conduct yourself in certain, you know, in different ways in a performance. And again, with respect and, um, honoring oneself, always being at the top of that. Um, but even as I describe that now, it's so complicated. And that's all I can say. And to the best of my ability, I try to again speak up when I say something that doesn't sit well with me. And when there are specific instances, like the gymnastics one. In that case, um, where again, it was sexual assault, which is connected to the MeToo movement, but overall just kind of women trying to, in my mind, uh, assert their and equality is almost an odd word. Just assert their, They're their own being as they, you know, in to the extent that they want to, um, it's just something that they see me conducting my life very much like. So I try to very much lead by example, and we tend to surround ourselves with people who do that as well. So, um, on the organizational level, it's something, again, that stuff I was at a conference nationally in January, right, as that stuff was kind of in the midst of it all. And um, and we as an organization are very, you know, we have documented policy and we track all that stuff. And again, living and leading by example and walking the talk that we, you know, put out there is, is mostly what's important. And stopping anything that we ever see as improper commenting on it in again with respect. Um, and so we've tried our best to reiterate policies and make sure that everyone always feels safe expressing any point of concern and then managing the proper way, uh, to to follow up on a concern or, um, even as much of a concern as how do we do better at every one of these things so that every day we are only getting better?

Jeff Schwager : Um, okay.

Amy Lavin: So that was kind of, I don't know, it's a complicated topic, I don't know.

Jeff Schwager : It is. It's a very complicated topic and timely.

Amy Lavin: Yeah. So I don't know. That probably is not going to come across very well on film.

Jeff Schwager : No, I think it'll be fine. You don't have to grade yourself.

Amy Lavin: Well, when I see the end, I'll be like, ah, yeah, I've been through this before.

Jeff Schwager : Um, yeah. Well, I think that covers pretty much all the topics that I had to cover. I don't know how long we went, but, um, I think that'll. Anything else that'll get us through.

Amy Lavin: What are you trying to, like, cut it to?

Jeff Schwager : Um.