

Make Me Smart November 9, 2021 transcript

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Molly Wood: Hey, everyone. I'm Molly Wood. Welcome to Make Me Smart, the podcast where none of us is as smart as all of us.

Kimberly Adams: And I'm Kimberly Adams in for Kai Ryssdal. Thank you for joining us. It is Tuesday, which means it's time for our weekly deep dive into a single topic. And today we're talking about that thing that is happening, it's really happening, that people have been quitting their jobs at--thank you for getting that, Molly--people have been quitting their jobs at unprecedented numbers across almost every industry.

Molly Wood: Now, I'm just going to acknowledge at this exact moment that yes, this feels a little meta. In fact, our producer Bridget wanted to know if she was being trolled when Kai and I were like, we should probably do this story about people quitting their jobs right before Molly does. However, it is not just me. And this is a serious and legitimate topic in the American workforce right now. According to the Labor Department, 4.3 million workers left their jobs in August. This is called the quits rate. And it's just--that's just August, 4.3 million workers. I mean, I think at some point, yeah, the quits rate is up to 2.9%. So that is 2.9% of Americans have quit their jobs, like these are staggering numbers. You know, it doesn't sound like a lot in the grand scheme of things, but it is a lot of people. We usually look at the quit rate as a good thing, an indicator that workers are feeling like, oh, we can totally find another job and so we'll quit. But like, maybe that's not the case.

Kimberly Adams: Yeah, I mean, whether or not it's a good thing kind of depends on if it's your the worker who's leaving for a better job, or if you're that employer that has to fill that role. And by now, you've probably heard some economists refer to this as the great resignation. Now, some listeners and some hosts of this podcast don't love that particular phrasing for a couple of reasons. One of which is that the single name maybe doesn't exactly capture the bigger story of what's happening to our relationship with work in this economy.

Molly Wood: Yeah, which that, that I think is a fair critique, indeed. Here to make us smart about why so many people are calling it quits, what this bigger story is about our relationship to work in this economy and how it could affect the future of work in America is Derek Thompson, staff writer at The Atlantic, where he writes about economics, tech and the media. He's also, also the author of hitmakers and host of the podcast crazy genius. Hi, Derek.

Derek Thompson: Hello. Great to be here. Thank you.

Molly Wood: So well, quickly, what are you calling it?

Derek Thompson: I do call it the great resignation just to make sure that people understand what I'm talking about when I'm talking about the quits rate. What are you talking about the quits, the quits rate, most people think the word quits is a little bit strange and funky and a little bit technical. So great resignation is something that I use. But I also like a lot of other great R words. I use the great reshuffling to talk about the uptick in migration and business formation. I talked about the great rudeness, when it comes to the fact that a lot of people have been sort of locked in their houses for the last year, 18 months or at least going out less or, you know, being rather jerkish to flight attendants and waitstaff, and I also call it the great reset, because as you alluded to, I think a lot of people are not only rethinking what exactly they want to do for eight hours a day in their next job, they're also thinking about, rethinking about the relationship with work. So there's a lot of R words, I suppose, that are at one's disposal. But a great resignation is still what I use when describing the quits rate. Yes.

Kimberly Adams: And when people are asking you why is everyone leaving their jobs all the sudden, you've mentioned kind of a couple of those things. But is there a driving reason?

Derek Thompson: Yeah, I think there's two driving reasons. One driving reason is that the savings rate is really historically high. People have more of a financial cushion. If you ask people directly, why are you quitting your job, or talking about the labor shortage which is somewhat related to the quits rate, why aren't you taking a job immediately, people tend to say not just that it's delta and fear of the, of the pandemic, but also that they have a little bit of a financial cushion. They got the stimulus checks, maybe expanded unemployment insurance has helped them, maybe they're relying on a, on a partner for financial cushioning for the next few months. And then also, number two--Child Tax Credit, yep there's another one, right, there's a lot of sort of, you know, fiscal expansionary items that might be helping people out, which is a good thing. But number two, people often talk about the great resignation and the quits rate in isolation from this other big statistic which is job openings. It is easier to quit your job if there are 10 million job openings in the economy and there are like, 10 million job openings in the economy. So for example, look at where the quits, the quit rate is highest. I can't, I can barely say the word quits rate, where its highest is in accommodation and food services, that's a somewhat boring sounding, BLS, Bureau of Labor Statistics, category, which basically means restaurants, hotels and bars. 6.8%. So one in roughly 16 people quit their job in restaurants, hotels and bars just last month, big number. The highest job openings rate is, guess where, accommodation and food services, 10%, even higher than the quits rate. People are quitting their jobs because they're working at let's call it Applebee's. And they're seeing that the TGI Fridays down the street is paying \$4 more per hour. They're saying why would I keep this job if I can quit and go to that other job that's going to pay me a bunch more per week. So I think a huge part of the elevated quits isn't only the savings rate, but also the fact that there are all these job openings in the economy that they can bounce to and earn more money for their families.

Molly Wood: So you have described this, you're optimistic about the level of quitting that we're seeing. There is, you know, I think it's fair to say some consternation, mainly because, you know, in some cases, people who are quitting those accommodations and restaurant services jobs aren't taking other accommodations and restaurant services jobs, leading to this idea of a labor shortage. Why are you positive about this trend?

Derek Thompson: Because quits are good. Quitting is a sign of optimism. I think quitters get a bad rap in this economy or even in this culture. We tend to associate quitting with loafers and people who are lazy. But if you quit your job and remain a part of the labor force, which is what we tend to see, that is a sign of optimism, you're quitting your job because you're optimistic that you'll get a better job. There's all sorts of evidence that seems to suggest that quitting your job more in your 20s and 30s leads you to finding a better fit for your 40s and 50s. So quitting your job is a good career move, you tend to sort of experiment with a bunch of skills and then exploit the one that after some deliberation you discover is sort of the best fit for your talents. Quitting is good for workers, we should want workers to feel like they can quit. The alternative is kind of horrifying. The alternative is a world where millions of people despise their job, hate what they do for 40 hours a week, but can't not do it because otherwise they and their children will starve. That's a horrible world. We want to build a world where people quit their job. The second and third order spillover effects are wonderful, like think, for example, of a terrible boss in a restaurant. Okay, some terrible restaurant manager who's just terrible to the hostesses and the waitstaff, so they start quitting their jobs, right. Okay, well, he hires someone else to fill, to fill their jobs. If it's a good labor market for workers, if there's a lot of job openings, they'll quit too. So that manager has to become a better, nicer boss just to keep people from constantly quitting on him. Now look what you've done. The elevated quits rate and elevated job openings rate has made better bosses, it's turned rude people into nicer people. I don't want to go too far down pollyannish lane, but I just think it's really important that when people hear quits, they don't think of something that's bad. They think of the positive spillover effects that can come from an elevated quits rate.

Kimberly Adams: Well, wait a minute, that's just the people who are quitting because they're leaving their jobs for better jobs. Tons of people have quit their jobs in this pandemic because they can't get child care or working from home or elder care or some other support that made them, especially women, have to leave the workforce.

Derek Thompson: Yeah, it's definitely the case that there are quits that people do because there's better job opportunities. And there's other people who quit their job because, for example, the school system is still a mess in many districts and when one kid in the third grade class comes down with COVID, it's five days off for the whole class. That's, that's absolutely the case. And I don't want to suggest that every single quit, all four point whatever million quits in August, were all happy stories. I'm sure they won't. What I mean is that overall, when you look at an elevated quits rate, it is an expression typically of economic optimism, not economic pessimism. There is a reason why the job openings level is highest in places with elevated quits. It's because the elevated job opening level is allowing people within restaurants, hotels and bars to feel like they can quit their lower paying job. You know, if you wanted to falsify my

theory, you'd say well, Derek, if you were right, then we should expect to see wage growth, nominal wage growth, highest for low income workers in, say, accommodation and food services. Well, what do we see? We see that wage growth is highest for workers in accommodation, food services and other low wage jobs like retail. This tells me that low income hiring managers are having to raise wages across the board in order to keep people from quitting. That's a happy story. There are definitely unhappy stories mixed in throughout this and I don't want to erase them. But overall, this statistic is just, I think, a reflection of a positive economic trend.

Molly Wood: Yeah, I don't, I think it is not a matter of right or wrong. I think it's a matter of like, lots of versions of this story are true. And what I think I really wonder is will this long term change the landscape, the relationship with work for all kinds of people, people who may have had to quit because they didn't get enough employer support when their kids were at home. Or, you know, support from spouses or family because they were picking up too much emotional labor, labor, or they had great opportunities. The question is like, do we think that this power dynamic between employees and workplaces will change in a permanent way?

Derek Thompson: I have heard really persuasive cases on both sides of this question. So let me give you both of those cases. And then after I do sort of prosecution defense, you can be the judge and tell me what you find more persuasive. So on the one hand, there are people who are optimistic about this and say this is, this is truly a pivot point, an inflection moment, in American labor history, all sorts of Americans, not just white collar workers who've been lucky enough to stay home and just work on their computers, basically, with the same productivity are higher than they were before the pandemic, they've realized, wow, look how much better my life can be without a commute. Look how much better it is when I can spend time with my partner, my kids and my dog. I don't want to go back to the office full time, it's hybrid at most for me, they're going to keep doing that, a lot of them, millions of people are going to clearly keep working remotely. That's a relatively long term trend. You can look at the bottom of the economic, of the income distribution, and say that a lot of these lower income workers have also decided that these jobs that they took over the last 10 years that were so low paying, they were an insult to their dignity, and they don't have to stay in those jobs anymore. And it's time for them to quit the jobs that they hate and move on to higher paying jobs or something else. You could make that case and say this is a pivot point. But at the same time, I've spoken with a really smart economist, Jason Furman being one, he used to be the chief economist with the Obama White House. And he told me he thinks that the optimistic theory is a little bit bunk. He said, you look at the long term drivers of the relationship between labor and capital, its productivity growth, its unionization percentage throughout the economy, and those numbers just haven't changed that much, that much. So after the labor shortage is over, after the, these, you know, hundreds of 1000s, millions of people who are now sitting on the sidelines rejoin the labor force because their savings have wound down from the stimulus bills, we'll be just back to status quo anti-pandemic, we'll be right back into the 2018, 2019 dynamic, and that equilibrium will not reflect a pivot point in American labor history, it will, it will reflect more of the same. So I, frankly, I hear both. And some days I'm feeling more revolutionary. And some days I'm feeling a little bit more conservative. I'm not sure exactly which way I lean on that.

Kimberly Adams: How are you feeling today?

Derek Thompson: Today, I'm feeling revolutionary. Today, I woke up on the right side of the bed, and I'm feeling super optimistic about the future of work in America. And I think this is a hockey stick moment in American labor history and people's relationship with their companies are going to change. But, you know, ask me tomorrow, it might be different.

Kimberly Adams: But I mean, speaking of labor history, there's this narrative that there was a golden age of American labor, workers got a job and stayed there for 40 years, you got the gold watch at the end. And that was, you know, how it used to be in the good old days. Was that really a universal experience? Is that narrative even true?

Derek Thompson: I don't think the narrative is true. I've read some pretty interesting research that seems to indicate that this idea we have that the 1950s, 1960s, everyone was just like working for the same company for 40 years, then getting the watch from Ford Motors Incorporated, and then retiring and, you know, living a life of perfect happy financially secure retirement. I'm not sure that was the case for the majority of Americans. It might have been the case for a small minority of disproportionately white, disproportionately non-college educated men in the Midwest. But I don't think it was a national story. I think something that people get wrong about mid-20th century American history is that they assume that it was a period of more stability for individuals with one company. In fact, speaking of the quits rate, evidence seems to indicate that the quits were higher in the 1940s, 1950s, 1960s than they were in the last 30 years before the pandemic. People were quitting their job more during the so called Golden Age of American labor relations. I think that tells me that once again, thesis statement, quit, high quit rates are good, they are a reflection of labor strength, a reflection of labor optimism. And when people feel confident that they can leave their sucky job and go somewhere else for more money or better benefits or a shorter commute or anything else, that is a sign of health in the economy. And it forces managers to offer better jobs to the next crop of, of hires.

Molly Wood: One last thing I want to ask you is about the idea of our American relationship with work, which I have seen referred to as workism, that this is how we define ourselves. And that, you know, there's been talk for years about how millennials think about work differently. And then they like, and it didn't, right, they just ended up working a lot like the rest of us. And then Gen Z, you know, thinks totally differently about work and has these different demands. And there's this question of like, will the, all that optimism be beaten out of them by our work system? Or will they really realize that like, work doesn't love you back? It's not everything? And could this be part of that, you know?

Derek Thompson: It could be. I'm definitely looking at this from a workist lens as well. So, you know, three years ago, or thereabouts, I wrote this essay for The Atlantic where I coined or at least attached a definition to this word workism, which I defined is this idea that for a mostly or largely secular society, or largely secular group of white collar workers, work, jobs are doing for this group that which organized religion used to do, it provides community, provides a sense of

transcendence, and self identity. And this is good and bad, I guess, you know, it's great to love what you do. But as you alluded to, like our desks were never meant to be our altars, work will never love you back. And the beautiful thing about, you know, an unfalsifiable God is, is that he or she is not going to fire you. Whereas bosses can do that. So I think, I think workism is a, is a complicated idea. And I have an ambiguous or agnostic relationship with it. I think this is a really interesting time for workism, because on the one hand, you could say, well, look, there's a lot of workers, especially let's say, let's stick with the, let's stick with the white collar workforce in this analysis. There's a lot of workers who used to be utterly devoted to their jobs. And the pandemic was this, this moment of shaking up priorities, and they realized something, they realized that family comes first or health comes first or something else in their life should be at the top of that pedestal rather than their job. And they downshifted the importance of work in their life. At the same time, look at the movement toward working from home and what that means for the work life convergence. You know, knowledge work already blends work and life skills, talking to people, writing, being a charismatic, the technology that we use, the computer blends work and life tools, we are on our computer both talking to our spouses and partners and also talking to our bosses. Remote work blends work in live time, it smushes it together, any given second of the day, you can either be working for your boss or talking to your family. I think that it's going to be really hard going forward to draw that sharp line between work and life for a lot of people that are devoted to their jobs. So I see this as a really interesting time for the concept of workism where some people will very successfully downshift it in their lives. And other people will really struggle to prioritize one thing over another in a world where everything is happening in the same place, where they're in their, you know, living room or basement all day long and can be working or not working that whole time. It's gonna be hard I think to disentangle the tendrils of, of working life on an hour to hour basis.

Kimberly Adams: Work is not your family, y'all. Derek Thompson is a staff writer at The Atlantic. His latest piece is called the Great Resignation is Accelerating, which it is. Thank you so much, Derek.

Molly Wood: Thanks, Derek. Appreciate it.

Derek Thompson: Thank you.

Molly Wood: Tell us what you think. Have you called it quits? Have you been talked into it by this episode?

Kimberly Adams: It's like, you know what, maybe there's better out there?

Molly Wood: Like, you know what? That sounds awesome.

Kimberly Adams: Are you gonna send in something Molly?

Molly Wood: If I, if I may have left a job during the pandemic, I will call you and tell you why. Or you could also do the same. Yes, I mean, can confirm all those things. Has, has the pandemic

changed the way you think about work and your identity? Tell us, tell us everything, tell us what you think. Our number is 508-827-6278, also known as 508-82-SMART. Leave us a voice memo at makemesmart@marketplace.org. It's super easy, so many ways to get in touch. We'll be right back.

Molly Wood: Seriously, it was not meant to be a troll. All right. Time, it's time for the news fix.

Kimberly Adams: Well, I have a quick one, just since we're talking about the great resignation, there was this amazing piece in The Washington Post. I know I'm like, harping on the post, but I live in DC, why not? But it's about this entire staff of a McDonald's where they all just left. They all just left. And it sort of breaks down exactly how everybody came to the conclusion that it was just too much for not enough money. And they all quit from the shift manager, everybody. And the managers helped everybody else find, you know, new jobs. And it's one of many, many fast food company walkouts. Some of them are even being organized at this very moment where people are just like, no, you can't throw your smoothie at me in the drive thru and expect me to make almost no wages and be on benefits, and I'm just gonna like, sit here with it. And this is definitely a part of it. People are just like, yeah, no thanks. But it's such an interesting breakdown of what led up to this moment of how this group of people decided to leave this particular restaurant. And then what happened to them afterwards, and how that all played out. It's super fascinating.

Molly Wood: And it is, I cannot recommend the story highly enough. And I say that as someone who like literally sobbed through half of it, because it is such an incredible portrait of the people in this economy that we consider invisible, you know, like a 17-year-old girl who's sort of homeless because her mom lost custody of her and is working at this McDonald's for \$9.25 an hour and is trying to figure out what to do with her life and the ways that her co-workers help her and in cities that, you know, globalization and, you know, giant corporations have left behind, and even, and can't be bothered to pay living wages. And like, this story, combined so much of the discontent that we have seen in America for the last five, six years, and longer. And it's like, almost a perfect encapsulation of why, you know, income inequality is a threat to stability and happiness and welfare. I mean, it just really, it's amazing.

Kimberly Adams: I mean, it even gets at like, sort of minimum wages like, and some of these workers were making \$9.25 an hour when just across the state line in New York, people were making \$15 an hour doing the same thing. But they couldn't get a raise. And it's, it really just does lay out this, this story so vividly. There's beautiful photos, and I just can't recommend enough. The other story I have is a follow up on our conversation yesterday about the infrastructure package and now what's ahead for the Build Back Better agenda, Build Back Better act that is potentially moving through. Heather Long, also at the Post, has a really good breakdown of what was in the last package, what is ahead for the next one, and some of the fight about the money and the details and how it's going to move forward. And if you're trying to wrap your head around this, this is a really good weigh in.

Molly Wood: Yeah, also really good charts.

Kimberly Adams: Yes. Excellent charts.

Molly Wood: Yeah, it's really, you know, this sort of makes me want to go back to our interview about modern monetary theory. And listen to that again, like this, because this is, this is almost exactly that, right? Invest huge amounts of money with the idea--and in this case, it's not strictly modern monetary theory, because it's not new money being created. Although some of it may be down the road, depending on what passes and how it all ends up shaking out. But the theory here is essentially the same, which is that if you invest trillions of dollars in trying to make your country better, you will get more trillions in return. That's the, that is the promise here, right, is that you'll get jobs as a result, you'll get economic growth that wasn't possible because broadband didn't exist in some areas. Now, people can start businesses, you will revitalize towns that only have McDonald's to work in better paying \$9.25 because people can have opportunity in other parts of the country that have so far been left behind. Like there is an economic theory behind what's happening here. And I urge you to go back and listen to that episode, because this is that. Yeah, re-listen, ideally. But, you know, you might be new, and if so, welcome. I am going in a totally different direction with my news fix today, because I just think that this is fascinating. As of today, evidently, Congress has created a new mandate for carmakers, which is find some technology to stop drunk driving, to keep drunk people from driving cars. And this is a part of the infrastructure package. So, you know, now we're starting to find out that there are all these things in the infrastructure package that we didn't pay attention to at first, because it's really big, and it's like a trillion dollars. So it's kind of hard to get through all of the little parts of it. In fact, I got an interesting email today about how one overlooked piece is that micro transit is a big part of this, trying to figure out the, the kind of last mile part of transportation that causes so many problems for people with disabilities, or is unnecessarily polluting because you take a car like, a mile instead of a scooter or mass transit. Anyway, drunk driving and stopping drunk driving is a huge chunk of this. And that is, I just think, very interesting that Congress has essentially said, figure out a technological solution to this because carmakers haven't for a long time. And then also, I personally think it is interesting because it points to one, the kind of like, profoundly, unexpectedly slow, I don't think it's that unexpected, but the very slow pace of autonomous driving rollout, like self-driving cars were supposed to solve this problem. But also a thing that I suspect to be true but can't prove, which is that people are using these semi autonomous features, like auto steer and the adaptive cruise control, to drive drunk more often. This is purely anecdotal. But I know that people have done it and have even said so. And I think that like, because cars are so good, and they monitor your behavior so much that people feel more confident driving them when they're buzzed or drunk. And so I wonder if that is, I'm just throwing this out there, like as a, I wonder if this is part of the reason that apparently drunk driving accidents have really been on the rise.

Kimberly Adams: And I, you know, substance abuse in general has been on the rise in the pandemic.

Molly Wood: Yeah.

Kimberly Adams: This is definitely, you know, some of this technology already exists. They didn't really specify which ones but, it's, it's definitely something that's good to be looking into.

Molly Wood: It's super interesting. They said the most likely system is infrared cameras that monitor driver behavior, which is already being installed by, you know, GM, BMW and Nissan, apparently. I just think it's really interesting. Just as a little like, a tech and infrastructure story, and also, yes, everyone has completely forgotten how to drive or no longer cares about people around them. I think there may be, I think there may be a meta story here in everyone no longer cares about people around them, as evidenced by driving and the treatment of other people at work, but yeah.

Kimberly Adams: And lots of bad decisions being made when people are in the grips of substance abuse for sure.

Molly Wood: Very true. All right. Let's get to the mailbag, your turn to talk.

Kimberly Adams: Yeah!

Molly Wood: Alright, as you know, Kai has thoughts about labeling. I think other people do too, probably not just Kai, but we're laying on him because he's not here. And we just talked about it with Derick, though he also had, you know, the great reshuffle and the reset and this and that. So we asked you to send us your ideas. And here are a few of the ones that we received.

Kara: Hi, this is Kara from outside Pittsburgh, Pennsylvania. And I thought a better name for the great R would be the big bail. Thanks. Have a good one.

Kimberly Adams: We also received the, the big bye-bye from Debbie on the YouTube live stream last week, the great realization there's something out there from Kate, and the great awakening from Bonnie in Illinois.

Molly Wood: Oh, I like that, I like we have some hopeful ones, we have the don't let the door hit you version. All right, now to a voice memo we got after last week's deep dive on economics as a field of study and why it's so hard for economists to agree.

Heather: Hi, my name is Heather and I'm calling from Tyson, Virginia and I just listened to your episode on what's up with economics. And the point I really took away is that that's what I'm going to teach my children to do when they are reading anything, is to go back to what is the person who's writing this trying to get across? And what do you think that their intention is in writing? And I think that that's a lesson that goes beyond economics, and can apply to anything in life. So great job, keep up the good work, I really enjoyed the podcast.

Kimberly Adams: Such a good point.

Molly Wood: You know, sometimes in life you have this moment where you're like, we have done something, we have had impact and it will make the world better. And this is one of those moments. Heather, please teach your children to do that. And that will make the world better.

Kimberly Adams: It reminds me of that teach your children well song. What is that? I'm not gonna sing it.

Molly Wood: Must have a code that you can live by! Okay, Simon and Garfunkel. Yay. So good. We are going to leave you with today's answer to the make me smart question, which is what is something you thought--so many options after today--what is something new that you later found out you were wrong about?

Jessica: This is Jessica from Chicagoland. Something I thought I knew that it turns out I was wrong about, I'm not a dog person. But I finally after 18 months, we have our pandemic puppy and this was all for my husband and my middle son. But it turns out I love this little fluff ball more than anybody and don't want to be parted from him. And the other added bonus is while I'm out walking Otto right now, I get to catch up with you guys and never miss an episode. Thanks for making me smart.

Kimberly Adams: I have so many people who got pandemic pets and they're, they went from like, not really being animal people to I will die for this creature. Like, I have a friend who used to be afraid of big dogs who literally found herself tackling a large dog in a dog park that came after her little dog.

Molly Wood: Oh, yeah. Yeah. Sitara Nieves, actually, is one of those people who was like, I don't want a dog, I'm not interested in a puppy, I don't want a dog, and now every time you talk to her she's like, with the puppy, the puppy is right there. Yep, that's how they get you. That's how they get you.

Kimberly Adams: Don't forget to send us your answer to the make me smart question. Consider calling us and leaving a voice message at our number 508-82-SMART. We really appreciate it. You can also send us a voice memo. Don't worry, Kai will be back tomorrow. I walked into him this morning and I was like, Kai in 3D!

Kimberly Adams: Slowly go by.

Molly Wood: Oh, man.

Kimberly Adams: Make Me Smart is directed and produced by Marissa Cabrera. Our intern is Grace Rubin. Tony Wagner writes our newsletters.

Molly Wood: Also before you email me, Crosby, Stills, Nash And Young. I always mix them up. That's who it is, it's not Simon and Garfunkel Crosby, Stills Nash and Young don't email, just discard your draft. Today's program was engineered by Lianna Squillace, with mixing by Emma.

Ben Tolliday and Daniel Ramirez composed our theme music. The senior producer is Bridget Bodnar. Donna Tam's the Interim Director of on demand. Marketplace's vice president and general manager is Neil Scarborough.

Drew: Hey everyone, it's Drew. We're planning some special surprises for Molly before she leaves and we'd love your help. Send us your goodbye wishes for Molly so we can share them with her on her last week. You can email us with your note or voice memo attachment at makemesmart@marketplace.org. Just put "goodbye note for Molly" in the subject line, or leave us a voice message. Our number is 508-827-6278. That's 508-UB-SMART. Thanks for your help.