

WE ARE ETH - Episode 50

Susan Kish, Holiday Special with our lovely podcast host

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[00:00:00] **Susan Kish:** We're forced into questions about how will this new science or this new technology, whether it's around the biosciences or whether it's around AI or whether it's around next generation, whatever you call it, or if it's around space, how are they going to affect us going forward? And these are questions we have to ask.

And if you could ask them and also hear from the people who are dealing with these every day and get their stories at the same time, I think that's a double, triple whammy that makes it, how would you miss it?

[00:00:35] **Viktoria Österdahl:** In this episode, I'm talking with the host of the We Are ETH podcast, Susan Kish. Yes, she's the host with the boast, but did you know she's also an entrepreneur, a strategist, an advisor and an executive.

This is a special episode of the We Are ETH podcast. My name is Victoria Österdahl, and I'm usually one of the producers. Today, we put our host Susan in the seat of the guest and explore the podcast from her perspective. Susan,

how does it feel to be sitting in the other chair, as it were?

[00:01:19] **Susan Kish:** It does feel a little weird, right? I don't have a clipboard, right? I don't have notes I need to follow. Yes. And I know that you have a clock, not me.

[00:01:28] **Viktoria Österdahl:** That is correct. No pressure there at all to keep time. Um, Did you know that we've done about 50 of these by now?

[00:01:36] **Susan Kish:** Seriously? That's a lot.

[00:01:38] **Viktoria Österdahl:** It is a lot.

[00:01:39] **Susan Kish:** But you know, they're really fun, so I would not have noticed that. It's not like 50, oh gosh, what a drag. It's like, oh, that's cool.

[00:01:47] **Viktoria Österdahl:** We're going to talk a little bit about the, the diversity of, of the podcasts. But I,

[00:01:52] **Susan Kish:** you may not quiz me.

[00:01:55] **Viktoria Österdahl:** I have a few questions lined up for you.

Um. I also want our listeners to get to know you because you've led such a fascinating life. And I think it really comes through in how conversant you are in so many of the topics that come up in the podcast and the great questions that you ask our guests.

[00:02:15] **Susan Kish:** Oh man, I'm blushing.

[00:02:18] **Viktoria Österdahl:** Tell us, tell us a little bit, um, about your career, which, um, I guess can best be described as non linear?

[00:02:27] **Susan Kish:** Oh, well, that's very

kind. Um, I think it really has three phases, right? Graduated from college and went right to work on Wall Street. I was a commercial and investment banker. I was at Chase and UBS and I was a banker for about 20 years. Um, and I loved being a banker, right? I really enjoyed it. I was trained there.

It was a great career. And I was on the global credit committee. I ran structured finance on a global basis for UBS. And that really was what brought me to Zurich, right? Second phase, I'd probably say was sort of as an entrepreneur, started companies, sold companies, did IPOs, closed companies, you know, the whole entrepreneurial journey.

And, um, I had been an In what's now called an intrapreneur at UBS, I'd started a series of businesses, so I was, uh, sort of prepared to be an entrepreneur, but it still is different. Alright. And the third phase is, I think, Would be best described as an executive consultant phase, and that's, um, working with clients or working at clients on areas ranging from a lot of strategy work and also in this one niche that I seem to have developed, which is starting convenings and conferences around energy.

And the energy transition climate. And that's really where I spent the vast majority of my time these days.

[00:04:01] **Viktoria Österdahl:** Yeah. And tell us a little bit, how does ETH fit into that story?

[00:04:06] **Susan Kish:** Ah.

[00:04:07] **Viktoria Österdahl:** Because when you came...

[00:04:08] **Susan Kish:** talk about non linear.

[00:04:09] **Viktoria Österdahl:** Right! Um, it, it was when you, when you came to Switzerland and you were working with UBS and you were looking for bandwidth.

Yeah. What, what's, what's, what's the story? Fill me in.

[00:04:20] **Susan Kish:** So, um, I left the bank in 2000, just after UBS and SBG (Swiss Bank Corporation) merged. I had been on maternity leave. I came back to a very different institution, stayed for another year, year and a half. And then I left and started the first thing I did, which was the E-Trade licensee in Switzerland.

Uh, we raised what I thought was a vast amount of money, 20 million, but the day we were to close, the license holder and the licensee, that's E-Trade, the guy who held the license for license for E-Trade in Switzerland and E-Trade in California, got into litigation. So I went to my funders and I said, I can't close.

But that journey to raise money had been really hard. And I wasn't used to that as an investment banker, right? You knew who to call, you knew banks. So it became really clear that in this world of, that was internet 1. 0, that raising money was difficult because you couldn't, who do you call, right?

Nobody really knew what a venture investor was. And there was this thing called First Tuesday, where people would meet on the First Tuesday of the month. And if you were... you were about to stop.

[00:05:36] **Viktoria Österdahl:** Yeah, correct me if I'm wrong. You actually started the First Tuesdays. Is that correct?

[00:05:40] **Susan Kish:** I started the First Tuesdays in Zurich.

[00:05:41] **Viktoria Österdahl:** Aha, okay.

[00:05:43] **Susan Kish:** So I came out of London. Right. And a friend told me about it. Yeah. Classmate. And he said, you should come. And I thought, Okay. Sure, I'll, you know, I'll fly to London and go to one of these. And it was great. I bumped into investors who I had known peripherally, it was a really buzzy place. You got a email, a text message that said, we're going to be meeting here.

It was all very, you know, edgy. I like it. And, uh, so I came back to Zurich and I said, I want to do it here. And we had McKinsey, the Swiss Stock Exchange, and I forget the third partner, oh, Apex, a big PE firm. And they underwrote it. And we started it here. And it just exploded. All of a sudden I'd get a thousand people with like one email.

It was great. And of course, because it was around technology, the ETH was engaged. And so I started to meet with people. We did an early event there, sort of a shark tank event. I remember doing it in the auditorium there and just started to connect with the ETH. The ETH wasn't really that supportive of spin-outs at that time or technology transfer or the whole thing.

But I remember McKinsey was just starting to do a competition on campus that's now very well established. There were a lot of ties. So when, in 2010, we moved back to the U. S., I stayed in touch, right? Part of it was I was at Bloomberg at the time, and I was pushing Bloomberg to go, you know, you should recruit at this place,

it's called ETH. And they sort of were, but I, you know, helped foster that connection.

[00:07:17] **Viktorija Österdahl:** ETwhat?!

[00:07:18] **Susan Kish:** Exactly. Really? I've never heard of that one. Are you sure it's not MIT? And um, uh, and I just stayed in contact because part of it was when you, I'd lived in Switzerland for 15 years. And I had developed a real appreciation of some of the great Institutions, some of the strengths and weaknesses, obviously, of a place. And ETH, I just found it frustrating that nobody knew who the heck they were. So, I was very delighted to help them when they did a few events in the U. S. And that developed into something broader. Um, It just didn't feel right.

[00:07:59] **Viktorija Österdahl:** And do you remember when we approached you specifically for the We Are ETH podcast?

I mean, that was you'd done a few events for us as a moderator, as a facilitator. I worked with you on some of them. Um, I mean, for me, it was, it was, and you had some podcast experience as well. Um, so for me, It was such a no brainer that you would be the perfect fit for the We Are ETH podcast, uh, as our host, but, um, do you recall?

[00:08:31] **Susan Kish:** Oh, I totally recall.

[00:08:33] **Viktorija Österdahl:** Yeah?

[00:08:35] **Susan Kish:** Because it was a summer day, and I had gone with my son and his girlfriend to the beach on Cape Cod for the day. And, but we had a call at like 4.30 your time, which would have been 10. 30 in the morning. Cape Cod. And I was thinking, man, I am so cool, right? I'm just going to be having this call from the beach and you know, backwards.

And then all of a sudden there's like no reception on the beach. And it's five minutes before the call. So I'm dashing down the beach, up all the stairs, because there are these huge dunes in Cape Cod, and then dash out to the parking lot. And it's a really hot day. And there's one tree. in the parking lot.

So I dash over to that one tree which provides a teeny amount of shade and I look at my phone and go, whew, because what is that bandwidth? And then, and then I remember we talking about it and thinking that would be really fun. It's something I can do. I thoroughly enjoy these conversations. I like the areas and you know, maybe through those stories we can help get that recognition of a great institution, because an institution is just an institution.

It's the people that make it pop. And if we can tell the story of the people and people hear it, I think that's going to make a difference.

[00:09:57] **Viktorija Österdahl:** A great story. And, um, I think it's our privilege, um, to hear so many great stories through the We Are ETH podcast with, with everybody that we speak to. Um, I want to talk a little bit about the podcast if I, if I may.

What is it about it that you love?

[00:10:16] **Susan Kish:** Well, I love the, you know, this is probably an overused phrase but I really like the diversity of people and experience and areas they're involved in. Mm. And as an individual, I, every time I do this podcast. You know, I prep for one of these podcasts. It forces me to learn something.

And I am, as you know, when I go down these rabbit holes, I'm seriously curious about these topics. Whether it's about how you put a magnet into the veins and it follows you so you can do better surgery, or whether it's about sort of the next generation of challenges around women's health and getting the data together, or whether it's about a guy whose career was really on the corporate side, and then he said, you know, I'm going to do something different, you know? So I think that's one big thing, is it allows me to, for lack of a better term, indulge in that curiosity. And the second thing is, what I invariably find is, not probably at the beginning of the conversation, but as the conversation goes on, you get these amazing stories.

Like the woman, um, I think it's Maya Bundt who does the cybersecurity talking about, you know, baking cookies effectively for her friends. So they would go out with her to the forest to do the research.

[00:11:36] **Viktorija Österdahl:** I remember. Yeah.

[00:11:37] **Susan Kish:** Right. She is one tough lady, right? She's the chairman of the cybersecurity commission for the entire country as Switzerland. It just was this great. Anecdote.

[00:11:47] **Viktorija Österdahl:** Anecdote. Yeah.

[00:11:47] **Susan Kish:** And it makes, it helps humanize, makes us real. And everybody has a story like that. And so I think that's, that's the second thing is helping or allowing those stories to emerge and I love that.

[00:12:04] **Viktoria Österdahl:** Yeah, it really is a a wonderful thing and use the expression rabbit holes, we've we talk a lot about rabbit holes with with with Susan I mean as much as I love a good rabbit hole, we sometimes have to stop you.

Um, when you're going a little bit too far, but, um, do you have any favorite rabbit holes that come to mind? I mean, maybe that's a bit unfair asking you to choose one of your favorite children, but, um,

[00:12:30] **Susan Kish:** yeah, it's totally unfair.

[00:12:31] **Viktoria Österdahl:** A couple

[00:12:31] **Susan Kish:** totally totally unfair.

[00:12:33] **Viktoria Österdahl:** A couple that stand out.

[00:12:35] **Susan Kish:** Um, I remember talking to the architect...

[00:12:39] **Viktoria Österdahl:** yes, is it Mulan?

[00:12:41] **Susan Kish:** It's Mulan. It's Mulan. And the rabbit hole of how she decided to move to Switzerland, which is basically, she went to a library in China, and she found an interesting book on architecture. And she looked at the book and where the architects were, and, They were all in Switzerland. So she said, I'm going to go to Switzerland.

She didn't speak the language. He never been outside of China. I just thought that was so brave and so courageous and so directed and so inspiring, right? That basically says, You know, with focus, and hard work, and a little bit of hope, and a whole lot of optimism, you can do things, even if they seem so far apart.

[00:13:26] **Viktoria Österdahl:** Yeah.

[00:13:27] **Susan Kish:** So, I, I remember that rabbit hole really powerfully. Yeah. Right?

[00:13:31] **Viktoria Österdahl:** That's a great episode.

[00:13:32] **Susan Kish:** It really was. That was a great story. And I think some of the scientific ones around, you know, there was one around delivering drugs in a different kind of fashion, um, that was with, um, the gentleman who's also a decathlon,

[00:13:51] **Viktorija Österdahl:** Luca Di Tizio,

[00:13:52] **Susan Kish:** Genau, genau, see, um, was really interesting because it is a classic challenge, right?

How do you effectively deliver medication or health? Supplements or whatever so that the body can really use it at the right time in the right way. And so this whole concept about changing the frame of reference by which you deliver that. I thought that was also, that was another rabbit hole.

[00:14:20] **Viktorija Österdahl:** Mm hmm. At the end of the podcast you have, the set of questions that you like to ask each of the guests. Mm hmm. Were there any of the answers to those questions that you found particularly inspiring that, um, led you to maybe, uh, pick up a book or, or listen to a podcast, um, or, or be curious about something that they'd, uh, commented on?

[00:14:46] **Susan Kish:** Yeah, I remember there were some who would say, there were several who wanted to be engineers or, uh, Fighter pilots, or race car drivers, or, you know, things that, they're not a

stereotype, but they're sort of classic.

[00:15:05] **Viktorija Österdahl:** Right. In response to the question, what would you have wanted to be, um, when you were, when you were, when you were little, what did you want to be when you grew up?

[00:15:11] **Susan Kish:** Exactly.

[00:15:12] **Viktorija Österdahl:** Got it.

[00:15:13] **Susan Kish:** Um, I remember the ones that were, they wanted to be a chef, right? I just remember thinking that that was, wow, how did you figure that out when you were that young? Wow. Um. And in terms of books, yes, I have. There was, um, most of the folks, I think they feel that they have to be very serious.

So the descriptions, the books they recommend are non fiction or biographies or histories, right? Or something very scientific or they just read the classics, right? Um, which, I'm very impressed. I don't just read the classics, you know? I read other things. But there have been some who had, um, there's one who had a bunch of science fiction novels.

And I wrote them all.

[00:16:00] **Viktorija Österdahl:** Joe Paradiso, no?

[00:16:01] **Susan Kish:** Yes, exactly. And some of those were great. The good news was I had actually read a bunch of them, but there were other ones that I hadn't. So I popped out, wrote them down on my Goodreads list, and you know, I think I've read one or two.

[00:16:13] **Viktorija Österdahl:** What about, I was Everybody loves a good behind the scenes story.

I haven't asked you about this, but something you want to share with us, uh, come to mind when, uh,

[00:16:24] **Susan Kish:** Are you talking about the construction that went on in my house? Or the time the dog decided to bark?

[00:16:28] **Viktorija Österdahl:** Well, you've done, you've, let's put it this way, you've, you've done some recordings in some quirky places. And, uh, that's not always apparent because we haven't been filming these all the time. So, can you, can you share?

[00:16:42] **Susan Kish:** So... what, when we started the podcast. Um, we did the first few recordings in the bowels of the main ETH business, building, right? And I mean, seriously, like the bowels, right? I had no idea these rooms existed.

They looked like they were built for the atomic war, right? And the room itself had walls that I swear were this thick, right? They just were, it was not a warm and pleasant, fuzzy, this was not fuzzy. Not warm, not fuzzy, not comfortable.

[00:17:10] **Viktorija Österdahl:** You mean not like the beautiful studio that we're in now?

[00:17:13] **Susan Kish:** No, Ellie Media has done a lovely job here. Um, uh, and they were very reluctant, those original engineers, to do this concept of remote webcasting or radio recording podcasting, right? It was like, you know, you'd have to physically be here. And I live in Boston, and we were trying to get guests from around the world. So you need to make a leap of faith that you could actually record remote podcasts. Right? But once we did, and once we had the equipment, it was opened up both for guests and for me to travel. And the reality is I have traveled during podcasts. So I have, I have done them in hotel rooms where I stacked like six boxes of, you know, put them on the upside, flipped over ice bucket, right. To get over, or, uh, you know, rated a kitchen at a friend's house and put four pans on top of each other to get the right angle. Um, and that, I think that's a wonderful, um, sort of analogy, right? For what we're trying to do. The stories come through, you don't have to physically be in the same place. It's I, I'm thrilled that we're here.

But the concept of telling the stories and the concept of collapsing distance is different than it was even 10 years ago. Yeah. And I think that's a lovely thing. Is that

what you meant by behind the scenes? Oh, and there were, there was a time I was at my father in law's apartment, right? And I did it on the top of a grand piano with...

[00:18:47] **Viktoria Österdahl:** no way! Yeah, I had a, it was a grand piano and I sort of closed it and then I put a bunch of books and yeah. Oh, do we have a picture of that

one?

[00:18:55] **Susan Kish:** I think we do at some place

[00:18:56] **Viktoria Österdahl:** Ah, you must send it to me. We'll get it out to you. Who's the dream guest? What makes a great podcast?

[00:19:04] **Susan Kish:** Well, I'm not going to say a person because that's, that's not right.

[00:19:09] **Viktoria Österdahl:** But if, if I'm, so I'm thinking, you know, we work really hard to get you the best guests.

[00:19:16] **Susan Kish:** And you do.

[00:19:17] **Viktoria Österdahl:** And there's so many amazing people coming out of ETH, connected with ETH, that actually it's not a problem that we have finding wonderful guests for you.

[00:19:26] **Susan Kish:** We've already done 50 and it feels like we've just started.

[00:19:30] **Viktoria Österdahl:** But um, is there, is there, you know, a secret sauce to doing a good podcast? And, and how much is it about the person who's, who you're talking to?

[00:19:41] **Susan Kish:** So I think a great guest. is somebody who's had a journey.

[00:19:48] **Viktoria Österdahl:** The J word.

[00:19:49] **Susan Kish:** The J word. Ooh, I like that. Um, meaning they've been open and have probably done a few things over their lives. They're probably resilient. They've probably taken some turns they didn't anticipate. And through it all, they are, They're still curious. They're still trying. They're still learning. They're still have stuff they want to do. And they are sufficiently comfortable in themselves that they're comfortable to talk about themselves as much as what they do.

There's this great anecdote. I don't know if it still is true in the U S where they'd say, if you lived in New York, your first question was, what do you do? And if you lived in LA, your first question was what car do you drive? And the analogy here would be.

We're interested in what car you drive, and we're interested in what you do, but we're also interested in you.

Right? Guess where it's challenging are those for whom they've had talking points prepared for them. And where the answers are, I wouldn't say wrote, but rehearsed. Because it's very difficult to have an authentic conversation in that case, you were very careful not to tell me what we were going to ask, right?

But I knew that you were going to ask me things I didn't anticipate. Yeah. And that, that level of spontaneity forces a more authentic, deep conversation. Yes. Does that make sense?

[00:21:30] **Viktoria Österdahl:** It does absolutely make sense, and what we are trying to do, of course, through these authentic, deep conversations is illustrate, um, the great things that people have done based, uh, on their ETH experience. How do you think we can help? Tell the story of ETH and make the ETH, um, acronym have the same reach as the MIT one. Um, it's a, it's a big ask, isn't it?

[00:21:59] **Susan Kish:** It's a big ask. And I don't think, that's probably a bad analogy that I brought up earlier between those two institutions, because they're really different. Um, and they have different resources.

[00:22:09] **Viktoria Österdahl:** You, you know both of them very well, don't you?

[00:22:11] **Susan Kish:** Yes, I do. I was a fellow at the MIT Media Lab, still am um, I have a lot of friends who are professors there, uh, students who I've known through the years there. It's a great campus, fabulous institution, similar roots, right? Started right at sort of second half of the, the MIT was started closely after the Civil War. ETH was started about the same time when all of a sudden you guys were building railroads around the country and industrializing,

[00:22:40] **Viktoria Österdahl:** tunnels through mountains.

[00:22:44] **Susan Kish:** You needed a lot of engineers really fast and industrialists, which was his new concept, right?

How you apply science, how do you translate that into the world? Getting back to your question, I think the stories of ETH are going to be around the foundation of what the institution is, which is those basic questions of research and science. The folks who. I've talked to, when they talk about their time at ETH, they tend to talk about three things.

One is nobody ever in all 50 has said their time at ETH was easy, like no one has ever said that.

[00:23:24] **Viktorija Österdahl:** That's right.

[00:23:25] **Susan Kish:** Right?

[00:23:25] **Viktorija Österdahl:** Yeah.

[00:23:26] **Susan Kish:** They'll use words like it, you know, it built me or it made me resilient or sometimes they'll even say it was tough, right? But nobody says it was easy. What they also say is it gave them Uh, foundation or they'll say it gave me a framework or they gave me a sort of a way to approach a problem or to understand an issue. Right? And many of them will also say it forced them to look outside of their predetermined discipline, right? So if they were looking to be a chemist, it forced them to work with physicists because they were trying to think through, how do I build a three dimensional wall that's in fabric and you can compose it, but then you build it back up and then you, you know, and then you ship it off to Mexico or wherever it was that she was doing that display, right? Um, and I think that, Thinking beyond your, having a really solid box, and then carefully thinking beyond it, and being open to thinking beyond it, that seemed to be a second theme that people would bring up.

[00:24:34] **Viktorija Österdahl:** If, um, we could sum it up in a few words, why should people listen to the We Are ETH podcast?

[00:24:39] **Susan Kish:** Oh, because everybody loves a great story. Everybody loves a great story, and these are great stories, right? And these are great stories that are anchored in the challenges that the world is going to face. They anchored around, um, biodiversity and, you know, our concerns that we're coming up to the next, what do you call it when, um, Uh, the next great event that will reduce the number of species and force the world into a real challenge around that. We are forced into issues of philosophy around equality and diversity, right? We're forced into questions about how will this new science or this new technology, whether it's around the biosciences or whether it's around AI or whether it's around next generation, whatever you call it, or if it's around space, how are they going to affect us going forward?

And these are questions we have to ask. And if you can ask them and also hear from the people who are dealing with these every day and get their stories at the same time, I think that's a Double, triple whammy that makes it, how would you miss it?

[00:25:56] **Viktorija Österdahl:** Excellent answer to a very important question. Um, I feel like we should be playing that at the end after we've requested people to follow us and subscribe and like our podcast.

[00:26:07] **Susan Kish:** Well, you could also say it really crisply, which I did not do, which is, if you're curious about yourself. about your future and about the world, then you got to listen.

[00:26:19] **Viktorija Österdahl:** I like it. Crisp and clear. Um, Susan, it's the festive season.

[00:26:25] **Susan Kish:** I see holidays are here.

[00:26:28] **Viktorija Österdahl:** Um, we're going to release this episode around Christmas time. And you and I share a Nordic connection, don't we?

[00:26:37] **Susan Kish:** We do.

[00:26:37] **Viktorija Österdahl:** That relates to this time of year.

[00:26:40] **Susan Kish:** We do. Because every year, when I was a little girl, my mother, my mother's paramother was Swedish. And they always had a party on little Christmas Eve. And it was a julbord, smorgasbord, a Christmas smorgasbord. So when we moved back to the U S 10 years ago, we started to do a little Christmas Eve party. And my husband was like, you know, what is this little Christmas Eve? We go through Sweden. They're going like, there is no little Chris. What are you talking about? And then. Just and so last year I sent the invitation out and he said don't call it little Christmas Eve anymore Okay, cuz nobody's telling you it actually exists.

Just call it a Christmas smorgasbord. So I went. All right, mom. It's okay I'm still serving lots of herring in every imaginable way and oodles and oodles of salmon Like every way I can imagine it'll be great and a bazillion cookies, right? Right, and then my husband comes home one day. He says, you know, I talked to this guy, he's a professor at Harvard, and he said there in Norway they have a tradition, the Little Christmas Eve, or Eve Eve, and I went, okay, this year we'll call

it the Little Christmas Eve again.

[00:27:53] **Viktorija Österdahl:** We talked a little bit about the books that some of our guests mentioned. What books should Santa be putting in our stockings this year, do you think?

[00:28:05] **Susan Kish:** A really good question.

There are some really beautiful books about data visualization and graphics. Oh, that come out and I'm always looking for them because we have oodles of data and we have lots of insight and I understand all the challenges for it. But it often takes putting them into a, a graph or an image or a layout for me to figure out what that means or what I should do as a result of that. So. New books around that, right? There are a couple of guys who I know are publishing new ones. Um, I do a lot of work on climate and the energy transition.

[00:28:49] **Viktorija Österdahl:** Yes.

[00:28:50] **Susan Kish:** A lot of time on that. So I'm always on the lookout for authors who are thinking and writing thoughtfully about that. And one of the big challenges for that is we have a lot of technologies at the early stage, but getting them to scale to actually global impact. Yeah. Traditionally, I majored in history and science at college, and they tell you it takes anywhere from 20 to 40 years from a lab to scale, and often longer.

I'm not sure we have that much time, so I'm fascinated by the question of how do you compress that time? How do you get to scale faster? How do you get to global impact faster? So I love books around that. And the third topic is probably, um, there's a new novel by [Brandon Sanderson](#), um, who writes these great fantasy science fiction novels.

And he's finally coming out with his new book. And my kids have already said, Mom, it's published December 4th. So I am sure I will get a request to get the, you know, the audio book and a couple copies of the hard copy. Right. So those would probably be my three on my list.

[00:30:01] **Viktorija Österdahl:** Excellent recommendations. I hope everybody's been taking notes. That's our Christmas shopping sorted. Um, Susan, this really was a great conversation. Thank you so much.

[00:30:13] **Susan Kish:** Victoria, I love talking to you. Always will. So thank you for inviting me.

[00:30:18] **Viktorija Österdahl:** I'm Victoria Osterdahl and this is the We Are ETH series. Telling the story of the alumni and friends of ETH, the Swiss Federal Institute of Technology in Zurich.

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I'd like to thank my colleagues and producers at Ellie Media and Susan for playing along for this special episode of the We Are ETH podcast. And thank you, our listeners, for joining us. Because it's Christmas, I wish you happy, restful holidays.