THE WEXNER FOUNDATION

Celebrating YOU: 4 "Generations" of Change Leaders

Remarks by all Directors of the Wexner Graduate Fellowship/Davidson Scholars Program 1988-2024

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Larry Moses

It's such a pleasure to celebrate with you this evening. I have known many of you for a very long time, and others I've not yet met. The leadership you exercise in Jewish life is incalculable, and it is humbling. For me, to have played a role in building this community has been the privilege of a lifetime, and a dream come true.

In 1987 Rabbi Corson invited me to join the newly forming Wexner Foundation to become Director of a yet to be created fellowship program, to be funded by someone unknown to me, Leslie Wexner. Rabbi Corson had convened a group of advisors who had spent many months conceptualizing a program. They were luminaries of our fields, bonded by a vision of elevating Jewish professional leaders in North American Jewish life. I came to Columbus to be interviewed by this imposing group. Across the table, chairing my interview, was a person I had never met – Professor Robert Chazan, of blessed memory. Even the first Director of this yet to be created fellowship first had to measure up to Bob. And I accepted the position in no small part because of Bob's warmth and wisdom, and the opportunity to work closely with him. I lovingly remember Bob this evening. From the very beginning, he was an exceptional partner, and a driving force in the development of this program. I miss him very much, and feel his presence tonight.

And I regret that Moshe Corson could not remain with us this evening. Were it not for him, I would not have found my way to this work, and to these past decades of connection to this wonderful community. My gratitude to Moshe is deep — as it is to all my professional colleagues in the foundation — and poignantly, this evening, to Elka, Or, and Stef who each in their own way made the fellowship better and stronger. I applaud you, my dear colleagues.

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Back to 1987. I had led three organizations at that point but had never had the opportunity to create an organization or a major program from the ground up. The idea of developing a Jewish professional fellowship, deeply pluralistic, conceptualized by leaders of their fields, and generously pre-funded by a visionary philanthropist... was simply intoxicating. All I had to do was convince my wife Susan to relocate from Washington, DC to Columbus, Ohio. Susan eventually agreed, and we each ended up pursuing wonderful careers, raising a family, and loving Columbus, where we still gratefully reside. Susan sends her love to this alumni community, as do our daughters who sort of grew up among you.

Let me touch upon some critical factors in taking the concept of a Jewish professional fellowship into the real world. Original designs notwithstanding, in retrospect, the most essential elements that shaped it were discovered along the way, in the lived experience. These lessons were often generated from and by you,

the fellows themselves, and our relationship with you.

Because we sought to create, fund and staff the fellowship, the Wexner Foundation was launched as an operating foundation as opposed to a more conventional grant making foundation. Yet in the early years you could count the number of our professional staff on one hand.

Many models were considered in defining the fellowship itself. Throughout, we addressed core questions such as who should be recruited, on what basis, at what stage of their development, how many each year, in which training programs, and to what ends. And of course, how could we, the Foundation, add value?

One of the central challenges we tackled in the early years was defining leadership and building a pedagogy or an approach that would benefit emerging Jewish leaders. For this we turned to Ron Heifetz, then a promising scholar at Harvard's Kennedy School, and over time to his co-

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author and teaching partner, Marty Linsky. Grounded in the adaptive leadership framework, Ron's teaching methodology was unconventional and controversial. To some, it was difficult, even disturbing, and it was probably the riskiest aspect of the fellowship in our earliest years. We stayed the course, believing the approach would pay off in the end. I like to think we pioneered forms of leadership development that eventually became widely endorsed and used. Looking back, the approach we took gave us the conceptual framework and common language we needed to rightfully call ourselves a leadership program. That was critical, simply critical.

Although the design of the fellowship was well conceptualized, it soon became clear that beyond all program planning and curriculum ideas, this fellowship's distinctiveness would come from the dynamics of the relationships between fellows themselves - cohort-based learning, enduring peer networking, a culture of open-ness and mutual respect, creating safe space and, to put it all together, the opportunity to build a unique and authentic fellowship community. Partnering with and empowering fellows, striving to give fellows a sense of ownership and agency, became significant but complex goals. Moving from our beginnings as a more staff- directed and top-down learning program, toward what was then an emerging partnership model, took time, takes time, but it was a most important direction even as the early years unfolded.

From the beginning, the matter of gender weighed on the Foundation, though it may not have always been apparent. We were deliberate about the inclusion of women on our committees, on our staff, on our institute faculties, and in the fellowship classes themselves. This too was a learning and growing process often fueled by the voices of fellows themselves. We made some progress. There was much more to be done.

We also strived for a wide-ranging Jewish diversity. Religious diversity was embodied in choosing rabbinic fellows from different seminaries, and

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this contributed to a disproportionate number of rabbis in the program, that then influenced the culture of the fellowship. In Class I... (by the way, I need to fess up. I'm the one responsible for the Roman Numerals. I'm sorry. This apology is only 37 years too late). In Class 1 we had fourteen fellows and ten were rabbinic fellows – over 70% of the class. We evened it out a bit over time, but having such large numbers of rabbinical students in each class clearly deepened the spiritual life of this community, and its encounters with pluralism.

A different question: were we trying to lift these professional fields as a whole or rather simply impacting a small number of gifted individuals whose broader relationships with their field colleagues were fundamentally up to them. I think each of you might respond in your own way. For me, I hoped we were being field builders, and that the fellowship would strengthen not only the individuals in it, but the larger professional fields in which they practiced. I always worried about those who applied and were not given fellowships, for they too are precious to all of us. Were we cultivating a type of elitism that was not entirely healthy in Jewish life? Is that inevitable when training leaders? These are open questions. I believe that the inclusion of Jewish studies and cantorial fellows, and later of field fellowships, were in part an effort to broaden ourselves, and broaden the opportunity.

In creating the program we were clearly influenced by the world around us – an era in which accredited graduate training was the normative path into these fields, when large rabbinical seminaries and their movements dominated the spiritual landscape, when gender equality across Jewish professional life struggled for air, and when Jewish foundations had not yet emerged as a powerful force in the Jewish community.

It was also a time when Leslie Wexner's call to cultivate Jewish leaders was near-prophetic, and he led by example.

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Along the way we were lifted by other leaders and foundations - the Davidsons and the Jim Joseph Foundation, first among them, in championing the importance of Jewish professional leaders, and bolstering these programs. It is gratifying that our colleagues from these two foundations are with us this evening. I so enjoyed reminiscing with Darin McKeever this afternoon.

Like most stories, ours will be told over time, and our deeds will speak louder than our words. But I end up where I began: what a privilege it has been to be a part of this program, and how wonderful it feels to celebrate it. In the end, we have practiced

what we preached. Change is inevitable.

Assumptions of yesterday cannot build tomorrow. We practice humility. We adapt to new challenges. It is as it should be. I share my love for you - the members of this community. My heart is filled. What a sweet moment this is...

Rabbi Elka Abrahamson

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Less than a month after stepping into my position as Director of the Wexner Graduate Fellowship in 2000, I attended the Summer Institute with classes 10, 11, 12 and 13. I joined Larry and Cindy as the Foundation's small but mighty professional team.

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Al Gore and Joe Liberman, zichrono l'vracha, were 2 weeks into the presidential campaign and during the Beit Café, together with a small group of fellows I orchestrated a prank convincing the Fellowship that Senator Joe and Hadassah Liberman, stepfather and mother of Ethan Tucker, class 10, would be visiting prior to the opening act. Fellows buzzed with excitement as Ethan Tucker and Noam Pianko entered dressed as the Veep candidate and his wife. A fellow or two even whispered "Is that's them?" Thus began my tenure as Fellowship Director.

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We had survived Y2K and would endure the controversial election hanging on chads in Florida; a victory handed to George Bush by Florida's secretary of state in December. The Yankees beat the Mets in the world series and the Los Angeles Rams won the super bowl.

We learned from the 2000 National Jewish Population Study that our numbers were shrinking and more of us were older. Our birthrates were falling and the intermarriage rate rising...to 47%. There were 5.2 million Jews in the US most not engaged in communal or religious pursuits. Good news was that most attended a Passover seder and celebrated Chanukah, Jewish education was booming, and many Jews considered being Jewish important and felt strong ties to Israel. Birthright Israel was just launched, well timed it seemed. And by 2005, Encounter was founded by two Wexner Alumni, Miriam Margles and Melissa Weintraub, as a different kind of Israel experience.

When recruiting for class 14 of the Fellowship guided by my rock of a predecessor and mentor Larry Moses, the number of institutions from which our candidates came was predictable including HUC, JTS, YU and RRC. But that predictability would shift during the aughts. I remember clearly a phone call from Rabbi Avi Weiss about a new Yeshiva preparing to accept its first class of Rabbinic students.

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My next call was to Professor Bob Chazan, z"l. As he always did, Bob had an answer or the right questions to lead me to sound conclusions. His lengthy tenure as chair defined the role, influenced this Fellowship and guided my leadership. How we miss him.

Late fall of my inaugural year Karen Collum gave me heads up that large envelopes were about to pour into our offices. Applications arrived piled high in postal service buckets, anxious would-be grad students calling to find out if we had received their paperwork. That on top of hundreds of individual reference letters stacked on a conference table. Each committee member was shipped a heavy box of copied paperwork to be read prior to interview

Thus began my journey to creating a Foundation website and online application process, a journey met with some resistance and skepticism. Could we possibly trust the internet? Linda Smith, I recall so clearly, could not even believe I was emailing her questions from my office. She got up from her chair, walked over to my desk and said, "Why are you sending me emails...I'm right here. Just give me a holler." Change, we teach, is hard but by the following year, applications were submitted online and among them candidates from YCT.

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Nothing prepared us for what was about to unfold in our world. On a beautiful September morning, I was sipping coffee across from Julie Roth in a Manhattan Starbucks. While we focused on her experience at JTS, the first plane slammed into the world trade center a few miles away. Gripped by fear, security became the focus of the nation. The TSA was established. Travel changed and Jews drew comparisons between the terror of 9/11 to the perpetual state of fear Israel endured and wondered if more Americans, more in the world, would now understand what terrorism does to the psyche of a nation.

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The US invaded Afghanistan a month later. In April of 2002, Elie Wiesel addressed 100,000 people gathered on the mall of Washington DC during the second intifada, a rally supporting Israel's right to defend itself against a relentless barrage of terror. America went to war with Iraq seeking the downfall of Hussein, his reign of terror and his weapons of mass destruction.

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We took on what would become a familiar mantra during too many unforeseen crises and turmoil of the last 25 years: the work we do expands in importance and urgency in response to a chaos, disasters and violence. Community building, purposeful living, and Torah, the Jewish wisdom we transmit when the world around us darkens, is ever more significant. In our VUCA world, this is what our People craved.

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To deliver Torah to the unengaged aspiring Jewish professional leaders imagined that Jewish meaning- making could best be delivered in newly designed places and spaces. You would build community far beyond existing legacy or mainstream organizations. Reviewing hundreds of essays expressing visions one finds a lengthy list of boundary busting visions, newly imagined gateways designed to welcome a

hungry next generation into Jewish engagement. Thus began a communal obsession with the illusive 20s and 30s. Jewish belonging was redefined unburdened by formal membership, by buildings or by your parents or grandparents.

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You pushed against being confined to this box or that one. Denominational affiliation was more fluid as was identity itself. Some of you may remember an exercise during an orientation at Stowe (a hotel I found on...the internet! The facilitator asked a question and participants respond moving along a yes/no continuum. Simple. The practice question was "are you male or female?" and one fellow took a place in the middle of that line on the floor. A tense conversation ensued as you might imagine but a new reality of our day was boldly revealed.

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Perhaps you remember your bold imagined communities from your essays? In many ways prophetic, emerging Jewish professionals in the early 2000s envisioned Jewish justice organizations, minyanim without walls or movement attachments, immersive experiences, and rigorous egalitarian Jewish

learning in North America. Essays favored relational Judaism, immersive Judaism within intimate spaces over larger institutions. Synagogues would look and function differently from the generation before, filled with lay leaders who were knowledgeable and capable.

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Meaning would take root on urban Jewish farms or in service in Ghana or Mexico. Avodah, founded by Wexner Alum David Rosenn was established. Kehilat Hadar, founded by Wexner Alumni was up and running as was Moshe House. Hazon was born and so was The Foundation for Jewish Camp, the dream of Wexner Heritage Alumni. PEJE was blossoming and Hillel International was experiencing a renaissance. PJ Library was launched in 2005. Family Foundations were pouring funds into innovative programs and projects making massive investments in our next gen. Young Jewish professionals were energized, entrepreneurial and activated. The selection committee heard about the next best thing over and over. I recall many interviews when after you left the room someone would say, "I don't get it." We were dazzled and curious. We were cautious and at times, confused.

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The Wexner Foundation contributed to many new efforts and, with Les and Abigail's urging, opened conversations with partners to reflect the collaborative and Adaptive Leadership spirit we hoped would permeate our ecosystem. A partnership with William Davidson, of blessed memory, was established with a Les and Bill handshake and, with details worked out by Foundation staff, the Davidson Scholars era of the Wexner Graduate Fellowship began and not only continues but is flourishing.

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What drew me to the position in the year 2020 has kept me at The Wexner Foundation for almost 25 years, (now in a position I never imagined for myself):

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What has kept me at Wexner, most of all, is intentional conversations, hard ones sometimes, among remarkable people exercising transformative leadership to strengthen the Jewish People across differences, differences that could be insurmountable in any other settings.

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Our professional leadership development programs are animated by an understanding that leadership is part skill and part art, best developed with likeminded peers willing to walk at your side.

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It was this feature of the Fellowship, the power of the cohort, the singular importance of emotional intelligence that I double downed when Fellowship Director. It was a dream job and I embraced the opportunity to sit among you, among remarkable dreamers. Thank you.

Or Mars

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When I took the baton from Elka in 2006, she invited me to come up to Summer Institute just reacquaint myself with the program before I officially got started. Less than a month before, the Second Lebanon War had just ended, and the Jewish world was shaken.

There was a curriculum already set for the Summer Institute (it was an Institute about Money) but first the fellows had to talk about the situation at hand. The fellows started the Institute with an impromptu mini-Open Space program for which people volunteered to lead conversations about the War and its aftermath.

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From that first minute it became clear to me that I was being entrusted with a special program...a Fellowship that was planful while remaining flexible for the real-life messy needs of the world and real people.

While Winter Institutes were based on a leadership curriculum determined and planned by the Foundation, Summer Institutes were chosen and planned by the fellows. And the topics that emerged could be seen as a mini- sociological study of what was on Jewish leaders' minds and the Jewish communal agenda, in general.

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The topics ping-ponged from the hyper-practical to the world of ideas and then back. One year "Money" (practical) the next "Olam Haba" (not so practical) then next "The Jewish Family" the next "Beyond Belief" and after that "Israel."

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I came into the fellowship with an institute on "Money" - Relevant in 2006 as it is relevant in 2025 - We were (and are) in a time of wealth creation, with the number of billionaires soaring to new heights and with significant power - as we saw by scanning the audience at the recent Presidential Inauguration.

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As we know, technological innovation, globalization, and other forces allowed a small elite to collect gargantuan fortunes. This came along with deepening inequalities that continue to exacerbate.

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This was very much on the mind of fellows and Jewish professionals hoping to avert or

manage crisis in the community, to address social issues that inevitably resulted from the economic crash in 2008 – and to do so based on Jewish values of tzedek and chesed.

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There was a growing engagement of younger Jewish philanthropists and their desire to create meaningful, sustainable change in both the Jewish community and the world at large with a new focus on social justice and community-building, and evolving attitudes toward Israel and the global Jewish community.

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And there was a growing concern that when wealth passed from the Boomers to the Millennials that the commitment to the Jewish community might not be also passed down.

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In addition to economic concerns, the environment was heating up as an issue. This was the time that an Inconvenient Truth was released as a movie. Climate Change was becoming real even if we didn't want to believe it.

Environmental action, food justice and community organizing were becoming leitmotifs in Fellowship application essays.

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There was an Institute on the Jewish Family – These years saw quick changes in how families were thought of in America and in the Jewish world. More diverse definitions of family were gaining acceptance.

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And in, 2007, that The Jewish Theological Seminary (JTS) began accepting openly gay rabbinical students. In 2015, the U.S. Supreme legalized same-sex marriage nationwide.

The role of women in the family also continued to evolve. More women than ever before entered the workforce, trending until the point that 70% of Jewish professionals identify as female, impacting how we see families and how we see leaders even in the field of Jewish professionals.

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The definition of what it meant to be a family changed and the Jewish community was part of that. Fellows asked, how do we honor, contend with and serve the changing needs of the Jewish family structure. How to hold onto what is precious about Jewish values while remaining nimble in an everchanging world?

There was also an institute on Authority and Gender. At this time gender roles, historically associated with certain forms of authority, began to be increasingly questioned and redefined. This period was marked by critical debates over the intersection of gender and power. Soon we would have women running for president representing major political parties. At the Wexner Foundation we already had a female president, who brought a sensitivity (and a willingness to fight) for all the other societal changes regarding gender, equality and authority.

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And there was an Institute on Israel. In 2010 a diverse committee planned a thoughtful and painful Institute on Israel. Among fellows there has been persistent collective hope that difficult conversations would always find the perfect balance of diversity of thought and civility. Fellows wanted a little spice in their institutes, but not too much. The feedback was either "we didn't really get into it; people were too respectful" or "that really escalated quickly and totally went off the rails."

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If part of leadership is raising the heat in a way that provides productive discomfort, the Institute about Israel (and every subsequent conversation) is proof the goal productive discomfort is a moving target, islands of fleeting successes among a stream of confusion and complexities. The committee knew they were holding on to the third rail and there were moments of "why can't we all just get a long" as well as "I have to question your loyalties and whether we are in the same community." They were brave and their success could be found in their willingness to "go there".

50 (Bob and Shaul)

A few notes of gratitude for our chairs and our partners. I was blessed to work with two amazing faculty chairs of the Fellowship Program. First, the terrific Prof. Bob Chazan the founding chair who was then succeeded by the amazing Prof. Shaul Kelner who assumed this responsibility with Classes 25 and 26 through the end of the program. Such esteemed scholars who honored the humanity of every applicant wanting to join this Fellowship.

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Throughout my tenure as director, we have been blessed with partners. As Elka noted, we had a special connection with the William Davidson Foundation. Through their commitment to the fields of Jewish Education and Professional Leadership the Wexner Fellows in those career areas also became known as Davidson Scholars. And there is more happening and more

to come with the new Wexner Davidson Fellows. Working with the Davidson Foundation is a pleasure, we are thrilled that Darrin McKeever and our own alum Shana Kantor are here to represent.

52 (Ruthie and WFF)

In 2012, we formed a partnership with the Jim Joseph Foundation through which we were inspired to think bigger and think towards the future. Our partnership with the Jim Joseph Foundation helped us in so many ways including allowing us to increase our academic stipends, the creation of the Mentoring Program, and most significantly, we were able to hire Ruthie Warshenbrot, to lead the creation of the Wexner Field Fellows – first as a pilot embedded within the Graduate Fellowship and then as a full-fledged program soon to welcome its 9th class! As of now we have over 100 fellows and alumni who have participated in the Field Fellows program. We are so grateful to Ruthie for guiding this program so expertly. And we are forever indebted to the Jim Joseph Foundation for increasing value in the Jewish world through this partnership. It has been a particular joy to work with Steven Green for so many years who had such a deep understanding of the Wexner Foundation while serving as our point person on this partnership. We are also thrilled to be joined by Jenna Hanauer, who is our new guide at JJF.

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I love this fellowship – for all that it has given to me as a fellow and an alum, for the professional joy and satisfaction I felt serving as its director, and for the absolute good that has had on the Jewish world. And with this in mind, handing it over to Stef Zelkind after 9 years, felt like an inspired and highly responsible move. It was.

Stefanie Zelkind

I arrived in March of 2016, just in time to participate in Fellowship/Davidson Scholar interviews. As a Fellow from Class 16, I deeply understood what this program meant to each chosen participant. At the time, new trends were emerging in Jewish professional training, reshaping the roles professionals would take on. Many senior executives were preparing for retirement, raising concerns about a diminishing pipeline of leaders to replace them. Alternative training opportunities were expanding including part-time graduate education, executive education, and new pathways for professionals to pursue advanced degrees or certificates.

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Alongside these changes, we faced a serious challenge: declining student enrollment in the very programs Wexner and Davidson supported. Across the field, there were urgent conversations about how to attract a new generation of rabbis, Jewish professional leaders, cantors, educators, and Jewish studies scholars. Together, Larry, Or, Elka, and I asked some tough but necessary questions about a program we loved: Was it still serving Jewish professionals in the best way possible? With all the shifts in the Jewish world, was it still relevant? The leadership pipeline was shrinking, and Leading Edge, a new organization, was working to address it.

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My tenure coincided with a period of deep turmoil, when the word unprecedented seemed to define the news cycle. Donald Trump's election stunned the world. The #MeToo movement took hold, sparking essential and overdue conversations. A record number of women were elected to Congress. Jewish organizations were being held accountable for past policies and expected to make immediate changes to protect our community.

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The SRE Network was created. Brett Kavanaugh was confirmed to the Supreme Court, and soon after, Roe v. Wade was overturned after nearly 50 years. Our alum Sheila Katz stepped up to lead a legacy organization fighting against that decision. In 2018, the devastating attack at Tree of Life synagogue where 11 Jews who were gathered for Shabbat were murdered.

Our sense of security as Jews in America was shattered. Hate was on the rise. Then, in May 2020, we witnessed another defining moment: the murder of George Floyd. It shook many in America and forced a reckoning with what it meant to be Black in this country. Say their names became a rallying cry for justice. Jewish organizations engaged in their own soul-searching about Jews of Color, representation, privilege and about whether our communities were truly welcoming.

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And yet, in the midst of all this darkness, there were moments of hope. When a Thai soccer team was miraculously rescued from a cave after an 18-day ordeal, the world was captivated, longing for a reminder of what redemption looked like. And let's not forget Ted Lasso, Hamilton...all of us yearning to

Be in the room where it happens, and Amanda Gorman will tell you that there is always light if only we are brave enough to see it, if only we're brave enough to be it.

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And Bernie Sander's mitten.

SLIDE 56

Aspiring Jewish professionals, eager to confront injustice and navigate an increasingly divided country, had more options than ever before. Legacy programs were now competing with flexible, customized alternatives. Labels were increasingly meaningless, identities were fluid, preferred personal pronouns were becoming standard, and land acknowledgments opened conferences, sporting events, and gatherings within the Jewish world. At the same time, the political left and right were pulling further apart, and the center disappearing.

But two events, completely unforeseen, shaped my years with the Fellowship/Scholars Program more than anything else.

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First, COVID-19. It defined so much of my time in this role. What began as a moment of potential unity quickly exposed deep divisions. Whether or not to wear a mask became a political statement. But the virus itself didn't discriminate. The world shut down. We stayed home.

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I faced the challenge of shifting our institutes online, a noble but imperfect substitute for Sanibel or Stowe. I was sure we would be able to gather safely by the summer of 2020. Then by the winter of 2021. But the uncertainty dragged on. Ultimately, I had to make the difficult decision to skip onboarding a new class. SLIDE 59

The class that just graduated, our final Wexner Graduate Fellow/Davidson Scholar cohort gathered in Columbus last August.

Despite it being their last Institute, for some, it was the first time the entire class was together in person.

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And then, October 7. A sickening nightmare. A horrific massacre. We have lived with broken hearts while leading to hold our People together. It lingers with us. The Jewish world and then the entire world turned its attention to Israel and Gaza, responding in ways that have both united and divided us.

There is no need to go into detail. We all know the many ways this has redefined our lives as leaders. The rise in antisemitism. The difficult conversations about Israel. The evolving understanding of Peoplehood. In our final cohorts, these conversations were front and center.

Now, in my role as Director of Alumni for our Professional Programs, I step into a growing network that already includes Wexner Field Fellows and, in a few years, will also include Wexner Davidson Fellows.

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I embrace the opportunity to foster thoughtful dialogue, facilitate skill-building, support career planning, mentorship, and outstanding leadership learning. I am deeply grateful to be in this position at The Foundation to continue responding to your needs and to be guided by your insights.

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In an era of division, blame, and echo chambers, our network has been and must continue to be a space for intentional conversation, support, and radical listening. Our leadership is, as it always has been, on the line.

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And we are on the line together, knowing how exhausting these times are. Yes, this work is challenging, but above all, it is a blessing.

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I close with gratitude for your blessings for my continued healing. I feel them deeply.