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REPORT



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# » BOARD OF TRUSTEES AND SENIOR STAFF



From left to right:

Azriel Novick, Marvin Schick, Lauren K. Merkin, Miriam K. Warshaviak, Alan R. Feld, Rachel Mohl Abrahams, Eli Silver, Lief D. Rosenblatt, Mem Bernstein, Arthur W. Fried, Henry Taub, Yossi Prager, Joel Einleger, Ruth R. Wisse, David Tadmor, Leah Nadich Meir, George Rohr, Dani Danieli, Avital Darmon, Meir Buzaglo, Evan David Feinsilver

Not shown:

Michael S. Berger, Deena K. Fuchs, Eli Kannai, David Rozenson

## » OUR MISSION

**A**VI CHAI is a private foundation established in 1984 which functions in the United States and in Israel.

Eventually AVI CHAI intends to function in all regions with major Jewish populations.

Whereas we are committed to the perpetuation of the Jewish people, Judaism, and the centrality of the State of Israel to the Jewish people, the objectives of AVI CHAI are simply stated:

- To encourage those of the Jewish faith towards greater commitment to Jewish observance and lifestyle by increasing their understanding, appreciation and practice of Jewish traditions, customs and laws.
- To encourage mutual understanding and sensitivity among Jews of different religious backgrounds and commitments to observance.

These objectives are rooted in the two most sacred of Biblical covenants: as to the first objective, God's covenant with Israel through Moses; as to the second objective, God's covenant with Abraham.

AVI CHAI adheres to the philosophy of Rav Avraham Yitzhak HaCohen Kook zt"l, Chief Rabbi of Israel from 1921-1935, in interpreting these covenants and in drawing guidance concerning criteria for projects designed to further AVI CHAI's objectives.

God's covenant through Moses was with a nation, the expression of which was a communal commitment to commandments, to the performance of 613

mitzvot. Rav Kook says that this Sinai covenant is an aspect of free will. The observance of the commandments involves a voluntary decision of adherence.

The covenant with Abraham is a covenant based on a family, a tribe, an ethnic identity and legacy. Abraham was the originator of that family, the patriarch. Rav Kook says that anyone who is Jewish and feels linked to the Jewish people through a common fate is included. That is enough to qualify for the ethnic solidarity which is encompassed by the covenant with Abraham.

With the foregoing as background, AVI CHAI has adopted the following guidelines for its own operations:

*Priority will be given to projects which further both objectives. In no case will a project be funded which furthers one objective at the expense of another.*

*AVI CHAI will work within the full spectrum of the Jewish people in the interest of furthering its dual objectives.*

*Support will only be given to programs or institutions which express a positive attitude towards the State of Israel and which do not reject the value of secular education.*

*The Foundation will only sponsor projects which rely on teaching and enlightenment.*

*Funding will be provided mainly to innovative programs which AVI CHAI develops itself or in concert with others.*

*The Foundation will not fund deficits nor will it fund capital projects except through loans to Jewish day schools.*

*Grant requests will only be considered in response to a proposal submitted at our initiative.*

*Allocations will be made as grants which conform with the guidelines for tax-exemption under the U.S. Internal Revenue Code.*



*“And you shall teach them diligently  
to your children”*  
(Deuteronomy 6, 7)

For generations, nothing more was required of Jewish parents than this biblical injunction to ensure their children were educated Jewishly. Education was always a *sine qua non* and it has, like the Sabbath, preserved the Jewish People over the ages.

One classic interpretation of the verse “*and you shall teach them diligently to your children*” is provided by the unparalleled biblical commentator Rashi. His comment on the word *diligently* is as fresh today as the day he first explained it. Rashi indicates that when asked about our Judaism, we should be able to reply unhesitatingly, to be sharp and exact in our response, as well as in our understanding, of who we are, and for what we stand. Today, Jews must be capable of not only understanding but, as one of our Trustees, Lief Dov Rosenblatt noted—“Being capable of explaining in eloquent and convincing terms the treasures embedded in Jewish thought, history, and law.”

*Jewish  
Treasures*

Today, Jewish day schools in North America continue the necessary task of educating Jewish youth, and they do so under daunting financial challenges. For the past seven years, AVI CHAI has concentrated its financial and intellectual resources in North America to support many of the essentials needed for successful Jewish day school education. They include training educators, preparing curricular materials, providing library books, and enhancing the physical plant.

The challenge is not simple, and even with the Foundation’s recently enhanced resources, which I will describe below, our Trustees realize it will take a significant number of committed Jewish philanthropists to move the cause of Jewish education to the apex of the community’s philanthropic agenda, the place we believe it must be. We are working towards that goal, and in doing so, seek to inspire others to understand and support the vital importance of the mission.

*Jewish  
Education at  
the Apex*

*Enhanced  
Jewish  
Commitment*

In Israel, the Foundation views its mission as fostering an enhanced commitment to the Jewish People by encouraging mutual understanding, new leadership, and Jewish study. These goals are pursued by the Foundation's support of a series of programs and institutions that share the Trustees' vision.

The categorizing of AVI CHAI's Israel-centered projects as—mutual understanding, leadership, and study—was an initiative of our trustee Avital Darmon, who suggested a new conceptual framework for presenting our programmatic initiatives to the public that would provide a clearer sense of how we view the effort we are engaged in; *“the perpetuation of the Jewish People, Judaism and the centrality of the State of Israel to the Jewish People”*<sup>1</sup>

Even a cursory reading of the Foundation's financial statements for the last two years will disclose a significant increase in its capital. The testamentary plan of AVI CHAI's sole benefactor, Zalman C. Bernstein z”l provided for his interest in Sanford C. Bernstein and Co. to be set aside for philanthropy. In the autumn of 2000, the firm he founded in 1967 was sold to Alliance Capital Management. That portion of the sale proceeds received in cash has been distributed to several philanthropic foundations, the principal beneficiary being AVI CHAI.

*Enhanced  
Resources*

These enhanced resources heighten the AVI CHAI Trustees' awareness of the role they have been elected to fulfill in shepherding a philanthropic trust, the ultimate beneficiaries of which are presently the Jewish communities of North America and Israel. In carrying out their fiduciary responsibility, the Trustees believe that detailed periodic reports are important to enable you, the beneficiaries, to understand how our income and assets are being deployed. This report provides a great degree of detail that will hopefully help readers understand the nature of the Foundation's current operations and how it seeks to pursue its mission.

<sup>1</sup> Taken from AVI CHAI's Mission Statement

*The Role of  
Foundation  
Trustees*

From AVI CHAI's earliest days, its founding Trustees envisaged a new philanthropic model that emphasized an active and involved role for each of its Trustees. AVI CHAI set out to become "a trustee-driven foundation." More clearly defined, it is the unique working relationships between our staff and each of the eleven Trustees. Every Foundation project, large or small, has a trustee assigned to it. We apportion responsibility amongst the Trustees enabling them to interact in a constructive and positive way with our grantees. Given the rich and varied professional backgrounds of our Trustees, we find that the effectiveness of AVI CHAI's funding is enhanced due to their pro-active involvement.

AVI CHAI believes in being "a long-term investor" in many of the projects it initiates as well as projects that it develops in cooperation with third sector "entrepreneurs." In its earliest years, AVI CHAI had a policy of learning and experimenting and would make only three- and perhaps four-year grants to charitable institutions or specific projects. However, as the AVI CHAI Trustees have gained more experience and confidence, they understand that long-term multi-year support is often essential to assure the viability of institutions they consider of primary importance to achieving the Foundation's goals.

*"Three years  
and out"—a  
philanthropic  
fallacy*

The "three- or four-year and out" rule, which many philanthropic foundations believe enables them to pursue fresh new initiatives and to avoid becoming "stale," can have a pernicious effect. AVI CHAI's experience in Israel has demonstrated the severe deficiencies of this philanthropic rule, because it requires the leadership of institutions created with philanthropic support to scurry about continually, in an endless effort, to seek new funders, not only to broaden their programmatic base, but also for their mere survival. It behooves philanthropic trustees to consider whether long-term support might be equally as enriching and enhancing, were their foundations, like AVI CHAI, to develop constructive working relationships with the beneficiary organizations.

*The Founder's  
Vision*

AVI CHAI believes that spending the Foundation's capital, as well as its income, is an important goal—the issues of today should be addressed by those who are capable of providing meaningful multi-year support. The needs of the Jewish people 20, 40 and even 100 years from now, can be addressed by philanthropists fortunate enough to possess significant resources at that time. It was the desire of the late Mr. Bernstein that his original goals and vision should be pursued with rigor during the lives of those who helped shape the Foundation's mission statement, and that the vast bulk of the resources he entrusted to them should be spent wisely during their lifetimes.

*New Trustees  
and New  
Directions*

The trustee group was expanded during the period covered by this report to include George Rohr and David Tadmor. George was recruited because of his personal sense of the importance of Jewish philanthropy and his unique understanding of philanthropy in the Former Soviet Union (FSU). AVI CHAI, from its very beginnings, intended to expand to Jewish population centers beyond North America and Israel. The FSU seemed the next logical step. In considering what AVI CHAI might do in that part of the world, we approached the question in much the same way as we did in North America. We were fortunate then to have had Dr. Marvin Schick advising and guiding AVI CHAI towards its present field of Jewish education. We are now pursuing in the FSU, with the same degree of due diligence, under Dr. Schick's guidance, detailed research and analysis by a new member of staff, David Rozenson, who has been in Moscow gathering data for the past nine months. David's research will determine whether we can develop, with a high degree of assuredness, an appropriate niche for the Foundation's philanthropic activities there.

David Tadmor provides a new and expanded perspective in Israel for AVI CHAI, due to his experience in the world of business and finance, as a lawyer and former senior public official. We are pleased with the latest additions to our active trustee group.

*A Chief  
Educational  
Technology  
Officer*

During the past few years, AVI CHAI has been presented with a series of initiatives employing technology in Jewish education including Internet-based learning, the use of satellite technology, and teacher training on line. These areas are complicated—they can provide either a philanthropic vein of pure gold or a dangerous minefield for the unwary philanthropist. In order to enhance AVI CHAI’s opportunities in these areas, as well as its chances for philanthropic success in the deployment of its resources in support of educational technology, I led a frustrating and often complicated search to find a Chief Educational Technology Officer—a multifaceted professional with a unique skill set. Fortunately, AVI CHAI has found Eli Kannai, not only a proven professional with expertise in both technology and its use in education, but an individual who also shares the Foundation’s goals and whose Jewish literacy, yearnings, and abilities are appropriate to the task.

*A New Home  
in Jerusalem:  
Beit AVI CHAI*

In the late ‘90s, before his untimely death, Mr. Bernstein and I considered several sites for a permanent home in Jerusalem for AVI CHAI’s staff, and more importantly a facility for its programmatic activities. It is never easy to find a site and to create a distinguished public building in Israel’s capital, but today, excavations of rich rose-colored stone are proceeding at a depth of 12 meters, and the design effort of Ada Karmi-Melamede is taking its final shape. My prior experience with Ada Karmi-Melamede in the development of two significant projects, Israel’s Supreme Court building and the Open University’s campus in Ra’anana, leads me to believe that she has once again designed a distinguished public building and an appropriate facility for the Foundation. To ensure not only that the “container” will be elegant, but that its contents will serve to further the Foundation’s mission, we have recruited Professor Avigdor Shinan, of the Hebrew University, to guide the development of programmatic initiatives at Beit AVI CHAI. Ideally, the building project will rise steadily over the next three years from the excavations on King George Street, between the Yeshurun Synagogue and the Jewish Agency, two well-known Jerusalem landmarks that have witnessed many exciting moments in modern Jewish history.

This note is being penned at a time of trial and tension for the Jewish people in Israel and in the Diaspora. The commitment of AVI CHAI to its programs in Israel, to its new facility, and to the People of Israel is unshaken. We will go forward with the understanding that the return to Zion, beginning with the First Aliya in 1882, 120 years ago, will continue, strengthened by the firm resolve of the Jewish People in Israel and throughout the world.

A handwritten signature in black ink, appearing to read 'Arthur W. Fried'. The signature is fluid and cursive, with a prominent initial 'A'.

Arthur W. Fried, *Chairman*



# PROJECTS IN NORTH AMERICA

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Yossi Prager, Executive Director—North America

**A**VI CHAI's principal goal in North America is to encourage Jews to become more deeply involved with Jewish learning and observance. Based on research showing Jewish day schools to be the most effective vehicle for nurturing Jewish commitment, our primary effort in the past eight years has been to encourage the growing Jewish Day School movement. This report describes AVI CHAI's many programs to enhance and promote day schools as well as initiatives in other areas of Jewish education.

Most recently, we have begun to expand our agenda in two directions. First, given the success of the birthright israel program in attracting college students and young adults for an educational trip to Israel, AVI CHAI is supporting three programs to provide follow-up experiences for the participants upon their return to North America. Second, recognizing the power of overnight summer camping in the development of passionate Jewish commitments, we have begun to establish a programmatic agenda in the field of camping.

AVI CHAI means "My father lives." These words hold new resonance after 9/11 in the United States and countless terror attacks in Israel that have caused so many of us to re-focus on our family and spiritual priorities. Ultimately, AVI CHAI's goal is to enable our children to practice and draw meaning from the culture, values and rich traditions that our forbearers have bequeathed to us. Our children deserve no less.

## DAY SCHOOL EDUCATION

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Through our day school programs, we seek to enhance the quality of day schools, expand the circle of families enrolling children in day schools and promote the concept of day school education to the broader Jewish community.

## ENHANCING THE QUALITY OF DAY SCHOOLS

### NEW PROGRAMS (SINCE 1999):

#### *BabagaNewz:*

This monthly magazine, teachers' guide, website and book club focused on Jewish values is designed to supplement the curriculum for 4th-7th grade day and supplementary school students. In 2001/02, *BabagaNewz's* inaugural year, the magazine was distributed to over 23,000 students in more than 600 schools that subscribed to *BabagaNewz*. This project was initiated and is funded by AVI CHAI, and is published in partnership with Jewish Family & Life!, a non-profit based in Boston. (See page 20 for sample *BabagaNewz* covers.)

*BabagaNewz* seeks to Jewishly educate and inspire students by presenting contemporary life—current events, compelling personalities, Israel and science—through a Jewish lens. In September, the magazine showed how the acting methods employed by Jim Carrey and Daniel Radcliffe ("Harry Potter") can be used to improve ourselves during the Days of Awe; at Passover, it explored the crisis of the Jewish community in Argentina through the lens of responsibility; and for Hanukah it celebrated the initiative of Ali Spizman, a middle school student who took the writing of thank-you notes to a whole new level.

We are now conducting a survey of teachers and students to ascertain how *BabagaNewz* is being received and used. In particular, we want to ensure that the Teachers' Guide enables faculty in both day and supplementary schools to build lessons around the articles in the magazine. Ultimately, the success of the venture will be measured not just by subscribers and revenues but by the ways in which *BabagaNewz* influences the thinking of young Jews throughout the continent.

### Developing Performance Goals for Jewish Studies at Day Schools:

The quality and intensity of Jewish studies varies considerably among day schools. As a result, there is a wide disparity in the Judaic skills and knowledge achieved by students in different schools. To take just one example, students in some day schools develop the ability to sight-read and comprehend a passage of *Chumash* (Bible) as early as third grade, while students in other schools may not have developed this skill by the end of eighth grade. A few of the Jewish high schools study Jewish texts only in translation. While the intensity and expectations are generally higher among Orthodox schools than non-Orthodox, outcomes vary dramatically even within each stream of schools.

The disparity among schools is a reflection of the absence of performance goals for Jewish studies—a striking omission in schools that clearly define for themselves and parents what children will achieve in math, science and reading. AVI CHAI has agreed to support an effort by Dr. Steven Brown of the Melton Research Center for Jewish Education of The Jewish Theological Seminary to organize a group of educators representing Solomon Schechter, Community and Reform schools to develop performance goals for Jewish studies within these schools. The process will be iterative, as proposed goals are developed and reviewed by larger circles of educators and administrators in an effort to produce benchmarks that are both ambitious and realistic.

At this early stage—only one substantive group meeting has been held—we cannot yet say whether Dr. Brown's effort will bear fruit.

### Edah Jewish Teachers' Corps:

The media has covered extensively the difficulties faced by public schools in attracting qualified teachers. Jewish day schools, which generally offer lower salaries than public schools, face the same challenge in recruiting general studies teachers. For Jewish studies, the problem is even more acute, at least outside of the haredi schools, because Jewish studies teachers must be drawn from a smaller pool—committed and passionate Jews with strong textual skills and knowledge.

In the long term, it is unlikely that the problem can be addressed without significant increases in teacher salaries and benefits. However, AVI CHAI has joined with Edah, a non-profit established to promote Modern Orthodoxy, to ease the immediate problem by appealing to the idealism of young college graduates and asking them to commit to one or two years of teaching Jewish studies in day schools before continuing on to their careers. The Edah program will be modeled on Teach for America, an organization that annually recruits a corps of 1,500 recent college graduates to teach for two years in public schools serving underprivileged children throughout the United States. Although the Teach for America participants commit for only a two-year stint, 60% of teachers placed through Teach for America continued on for careers in education. We hope that at least some of the Edah participants will be similarly motivated to make careers in Jewish education.

The inaugural corps of participants for Edah's program will be recruited during 2002/03, to begin teaching in September 2003. Participants will be paid a regular salary by their day schools and will receive special training and mentoring through the program. We hope to attract 18 participants for the inaugural cohort and expand the program significantly over time.

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*...ease the  
immediate problem  
by appealing to  
the idealism  
of young  
college graduates.*

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### Enhancing Immigrant Schools in New York City:

The immigration from the Soviet Union that began in the 1960s produced a group of new day schools with the mission to Jewishly inspire and educate children from immigrant families. As the population of immigrants has changed—most recently, the majority of the immigrants are Bukharians from the central Asian republics of the former Soviet Union—the student bodies of the schools have correspondingly changed. However, there is an unfortunate constant: the schools operate under daunting financial constraints because the parents are generally unable to pay more than \$1,000-2,000 annually in tuition.

The financial challenges limit the schools' ability to achieve their Jewish mission (their *raison d'être*) and also prevent the schools from having a high-quality secular program, a necessity for recruitment of immigrant families who correctly view education as the key to their successful integration into American society. As a result, only a small percentage of immigrant families enroll their students in day schools. Most of the immigrant day school students are in the New York area, where there are approximately 4,000 immigrant students in 30 day schools.

AVI CHAI is currently developing a plan for enhancing the educational quality and appeal of a group of immigrant schools. To guide us in this effort, we have engaged Rabbi Yoel Kramer, a distinguished day school principal and teacher trainer, who is helping us to craft a program that will respond to the special needs of these schools.

### Virtual Resource Center of the Lookstein Center at Bar-Ilan University:

Recognizing the power of the internet to connect educators and share information, AVI CHAI is supporting the Virtual Resource Center that is maintained by The Lookstein Center at Bar-Ilan University. The Resource Center is composed of two parts, an existing interactive educators' forum

and a curricular resource library that is still being developed. Currently, AVI CHAI's support is targeted for the interactive educators' forum, which includes listserves, a help desk and other features. Information about the offerings of the Virtual Resource Center can be found at [www.lookstein.org](http://www.lookstein.org).

In the future, AVI CHAI plans to invest more heavily in the fields of educational technology and distance learning, which have the potential to be enormously useful to educators and schools. As noted in the Chairman's message, we have recruited Eli Kannai, an executive with significant experience in various uses of technology to advance educational aims. We expect Eli's input to help AVI CHAI invest wisely in a range of projects.

### ONGOING PROGRAMS

(DESCRIBED IN GREATER DETAIL IN AVI CHAI'S 1999 REPORT):

#### AVI CHAI Bookshelf Program for Jewish High Schools:

Now in its third year, this program provides \$5,000 each year to eligible Jewish high schools for the purchase of books, audiovisual materials and software for their libraries. At least half of the money must be used to purchase Judaic materials. To facilitate the integration of the new materials into the classroom curriculum, the school committees selecting the materials include teachers and administrators as well as the school librarian. Since the program's inception in 1999, 140 high schools have participated.

#### Building Loan Program:

AVI CHAI has committed \$50 million to provide interest-free loans to day schools for construction and renovation. The maximum loan is \$1 million for new construction and \$500,000 for renovation. Loans, which must be secured by a letter of credit from an acceptable financial institution, are repayable after a six-month grace period in 20 quarterly installments over five years. As of the end of 2001, we have made 29 loans totaling \$27,745,000.

***AVI CHAI plans to invest more heavily in the fields of educational technology and distance learning.***

### Grant Program to Enhance Jewish Commitment at Jewish High Schools:

In 1999, AVI CHAI began making grants to Community and Solomon Schechter high schools for *Shabbatonim* (weekend retreats) and accompanying activities that are intended to promote Shabbat observance and Judaic commitment. Twelve schools received funding through this program in its first two years, and AVI CHAI commissioned an independent evaluation of the *Shabbatonim*. Based on the positive evaluation report, AVI CHAI now intends to expand this grant program.

### Hebrew Curriculum for Jewish High Schools:

As noted above, there are no standard performance goals across day schools, leading to dramatically varied educational outcomes. This is especially true for Hebrew language study. AVI CHAI is funding an effort by Hilla Kobliner and her colleagues at Hebrew University, in partnership with the Bureau of Jewish Education of Boston, to develop a Hebrew language and literature curriculum for grades 7-12 in day schools. The initial units of the curriculum, which has been named NETA (*Noar LeTovat Halvrit*), are being piloted during 2001/02 at 13 schools.

### Jewish Day Schools for the 21st Century (JDS21):

A program of Hebrew Union College, JDS21 seeks to enhance the Judaic components of Reform and Community day schools. Now in its second phase, involving eight schools, the program uses text study to engage the full school community in articulating the school's Jewish mission and implementing programmatic initiatives to express that mission.

### Pardes Educators Program:

In an effort to prepare teachers for a career in Jewish day school education, especially in the upper grades at Community schools, the Pardes Institute for Jewish Studies has created the Pardes Educators Program. The course of study includes two years of Jewish studies at Pardes, a Masters in Jewish Education from the Hebrew University, an *ulpan*, and supervised teaching in North America. There are currently 28 fellows enrolled in the first two cohorts of the program.

The first graduates, all of whom have committed to at least three years of day school teaching in North America, enter the field in September 2003.

### Partnership for Excellence in Jewish Education (PEJE):

AVI CHAI joined a collaboration of 12 (now 13) major philanthropists and foundations to provide start-up funding to new day schools and promote quality day school education within the Jewish community. Information about PEJE, its grant recipients and its funding programs can be obtained at [www.peje.org](http://www.peje.org).

### Principals Training—Harvard University:

Over the past five years, we have sponsored approximately 110 principals or aspiring principals to attend one of the ten-day summer institutes offered by The Principals' Center at Harvard University. For the past two years, AVI CHAI has also sponsored a follow-up conference designed specifically for alumni of the institutes who are currently day school administrators. We are planning other follow-up activities as well.

### Principals Training—Jewish Theological Seminary (JTS):

JTS is now recruiting a third cohort for its 15-month program to train educational leaders to lead the growing number of non-Orthodox day schools. The program consists of four-week sessions in each of two summers and retreats during the intervening year. Of the 27 fellows from the first two cohorts, 13 are principals/heads of school and another eight are assistant principals or department heads. Six are Jewish educators outside of day schools.

### Principals Training—Lookstein Center:

Over the past three years, AVI CHAI partially sponsored a total of 58 North American day school principals and aspiring principals to attend the 16-day summer training seminar provided by The Lookstein Center at Bar-Ilan University.

### Principals Training—Yeshiva University:

Yeshiva University is now recruiting its second cohort of fellows for a training program that was structurally modeled on the JTS program described above. The first cohort attracted primarily teachers with administrative



aspirations, rather than experienced administrators readying themselves to become heads of school. Of the 12 fellows, three are now assistant principals, while eight are coordinators or department heads.

### Tal Am:

The Bronfman Jewish Education Center in Montreal has created an integrated Jewish studies curriculum for first grade that is currently used in 175 day schools from all streams of Jewish life. AVI CHAI is supporting the effort to develop units for second and third grade as well.

## EXPANDING THE CIRCLE OF FAMILIES ENROLLING IN DAY SCHOOLS

### NEW PROGRAMS:

#### Melton Mini-School for Preschool Parents:

If the Jewish community hopes to persuade larger numbers of parents to send their children to Jewish day schools, we must help parents to appreciate the value of the Jewish education that their children will receive. Toward this end, AVI CHAI approached the Florence Melton Adult Mini-School with the suggestion that they create a special version of their basic two-year adult-education curriculum for parents of children in Jewishly-sponsored pre-schools. The hope is that parents who themselves participate in adult Jewish education will then choose a day school education for their children.

Melton currently enrolls approximately 5,000 adults in its mini-schools, which are located in 60 cities across the United States. In a competitive process among its mini-schools, Melton has selected Portland, South Palm Beach (Boca Raton) and St. Louis to be the first three pilot sites for the pre-school program. Curriculum development and recruitment is now underway, and Melton hopes to have between 30 and 45 participants in each of these three sites when the program begins in September 2002.

*We must help parents to appreciate the value of the Jewish education that their children will receive.*

### Day School Scholarships for Immigrant Children in Miami:

As a rule, AVI CHAI sees itself as charged with developing long-term strategies, not with meeting emergency needs. However, we made an exception when we learned that the deteriorating economic and social situation in Argentina had led Jewish families to immigrate to South Florida, where they could not afford day school tuition. AVI CHAI offered the local schools a matching grant of up to \$1 million over three years to support the Jewish education of these children. The grant and matching funds (which must be raised by the local community or the schools) cover day school tuition for 100 students for three years plus affiliated services (e.g. initial assessment/placement and English as a Second Language).

While AVI CHAI's motivation for initiating this program was the situation in Argentina, the tuition subsidy is available to any child from a family that has immigrated to the United States in the past two years and is now transferring to a South Florida day school.

### ONGOING PROGRAMS:

#### AVI CHAI Voucher Program:

In order to test the impact of a voucher program on day school enrollment—and ultimately draw support within the Jewish community for government vouchers—AVI CHAI initiated a voucher program in Atlanta and Cleveland in the spring of 1997. Available to the incoming classes of September 1997 and 1998, AVI CHAI offered a four-year voucher of \$12,000 (\$3,000 per year) to students in public or private school who transfer to any of the local day schools, entering in grades 2-8. Over the two years, we recruited a total of 213 students (151 in Atlanta and 62 in Cleveland). We are conducting ongoing research to measure student retention in the schools as well as the impact of the schooling on the families' Jewish involvements.

### Marketing Grants and Assistance to New High Schools:

New Jewish high schools are eligible for a three-part program of funding, customizable advertising templates and marketing training. The program is intended to enhance the ability of new high schools to market themselves and recruit students. For this program, a high school is “new” from the time it first hires its principal (even before it opens) until the graduation of its first class.

### Judaic Preparatory Tracks at High Schools:

Now in its sixth year, this program provides funding to high schools that enroll students who have had limited Jewish educational background during their elementary school years. The students participate in a separate educational “*mechina*” program to help them catch up to their peers in Jewish studies. Research conducted for AVI CHAI by Dr. Marvin Schick (just published) confirms the value of the day school experience and the preparatory tracks to the participating students.

### Judaic Preparatory Track Starter Libraries:

Each student participating in an AVI CHAI-funded preparatory track receives as a gift a small Jewish library consisting of eleven Jewish texts and references.

## PROMOTING DAY SCHOOL EDUCATION TO THE BROADER COMMUNITY

### NEW PROGRAMS:

#### Partnership with the American Jewish Committee:

In December 1999, the American Jewish Committee issued an extraordinary statement asserting the importance of Jewish education and the need to raise communal funds to support it. Recognizing that AVI CHAI and key leaders at the American Jewish Committee now share the common objective of moving Jewish education to the top of the communal agenda, we established a partnership designed to achieve our mutual goal. As an initial step in working together, our two organizations placed a joint ad

publicizing the AJC statement and the newly forged partnership. After convening a small symposium of laypeople and professionals to help advise us on how we might best capitalize on our new partnership, we have embarked on an advocacy campaign to bring communal attention to the needs of the field of Jewish education. Our first step was the publication of Professor Jack Wertheimer’s research, “*Talking Dollars and Sense About Jewish Education*.” We have received many requests for copies and have now distributed more than 15,000 pieces.

### Publications:

An integral element of AVI CHAI’s advocacy program is the commissioning and distribution of brochures and reports that shed light on the issues pertaining to day schools. In addition to Dr. Wertheimer’s paper, we recently published a report by Dr. Marvin Schick titled “The Effectiveness of Preparatory Tracks on Jewish Day Schools,” and a brochure on our building loan program, which we hope will serve as a model for other philanthropists.

## BEYOND DAY SCHOOLS

### JEWISH EDUCATION AND LEADERSHIP TRAINING ON COLLEGE CAMPUSES

### NEW PROGRAMS:

#### Netivot:

Netivot is a Jewish education and leadership training program of Harvard Hillel that is now recruiting its third cohort of students. It seeks to attract 25 students annually for a yearlong experience including a three-week educational trip to Israel, follow-up retreats and field-work projects that give students a chance to put theory into action. AVI CHAI supports the costs of the staffing and retreats for this program.



### Jewish Learning Initiative for Campuses in North America:

A partnership among the Orthodox Union, Hillel and the Religious Zionist Forum, JLI has thus far placed educator-couples on three campuses (Brandeis, Yale and UCLA) to provide religious support to Orthodox students as well as educational programming for the broader Jewish community on campus. AVI CHAI is funding the couple at UCLA.

### ONGOING PROGRAM:

#### AVI CHAI Fellowship:

In 1997, AVI CHAI initiated, in partnership with Hillel, a Washington, DC area Jewish education program for marginally affiliated students from four local campuses. The program provides the students with weekly classes and an educational trip to Israel.

### BIRTHRIGHT ISRAEL FOLLOW-UP

The birthright israel program provides free educational trips to Israel to thousands of college students and young adults. Even in these dangerous hours for Israel, in December 2001 and January 2002, birthright brought 6,000 Jews to Israel, 3,100 from North America.

While AVI CHAI is not a funder of the birthright israel program, we recognized an opportunity to address a need that the birthright organization did not initially view as within its purview: follow-up with participants upon their return to North America. The research has shown that participants' Jewish identities have been sparked by their Israel trips, and our goal is to develop follow-up efforts to fan the sparks into enduring flames.

We have undertaken three programs toward this end:

#### The AVI CHAI Bookshelf:

In August 2001, AVI CHAI opened a website targeted at alumni of the birthright israel program ([www.avichai.birthrightisrael.com](http://www.avichai.birthrightisrael.com)). It can also be

accessed through the main birthright israel website ([www.birthrightisrael.com](http://www.birthrightisrael.com)). The site offers each alumnus two free books and a periodical subscription from a list of 180 books and 14 periodicals that were carefully selected by AVI CHAI. In addition to the free book offer and the book descriptions, the site contains articles, columns and online discussions. Like a magazine, the content of the site changes every two weeks. Each "issue" of the site is focused on a theme (e.g. The Rise of the State of Israel; Spirituality and Community).

To date, almost 4,000 alumni have placed book and periodical orders. While we are pleased with the numbers of book orders (and with research results indicating that the alumni are reading the books), readership of the articles and columns is low. We are considering whether and how to revise (and perhaps reconceive) the site. (See page 21 for the AVI CHAI Bookshelf homepage.)

#### Hillel She'arim Program:

Many of the birthright participants are college students, which led AVI CHAI to develop a program with Hillel involving the placement of regional educators in three cities with significant numbers of birthright participants on campuses: Baltimore, Los Angeles and San Francisco. As things have turned out, there have been fewer birthright participants in general as a result of the situation in Israel, and fewer of the students who participate are doing so through Hillel trips. Thus, the regional educators are drawing fewer participants for their educational programs than Hillel and AVI CHAI expected.

#### Partners in Torah:

Torah Umesorah's Partners in Torah program matches beginners with volunteer mentors for weekly Torah study, often by telephone. Torah Umesorah promotes the program to birthright participants at the Jerusalem "mega-event," and students have been responsive. As of the end of 2001, over 300 birthright alumni had enrolled in the Partners in Torah program.

## SUMMER CAMPING

As our Trustees considered the scope of AVI CHAI's agenda, they came to view summer camping as an important area for significant investment. By providing an encompassing Jewish environment, camps powerfully promote interest in, and passion for, Jewish literacy and living—especially to the vast majority of American Jewish youth who will never attend day schools. Even day schoolers benefit from summer camps, as the informal educational components and joyous Jewish environment supplement the education they receive during the year.

Recognizing that neither our staff nor Trustees had expertise in the camping field, we decided to begin our work by commissioning a research effort to review what already exists in the field of camping (community-sponsored and private), including an analysis of what has succeeded and failed. The research was conducted by researchers at Brandeis University, led by Drs. Len Saxe and Amy Sales, who visited a representative sample of 18 Jewish camps and two Christian camps in three regions of the country. They also developed a database of Jewish camps. The research report is being prepared for publication as a book.

In the view of our Trustees, four of the research findings were most critical:

- a) 82,000 Jewish children attended overnight summer camps during the summer of 2000. Counting only those camps with at least some stated Jewish mission—religious movement, Zionist, JCC and not-for-profit Jewish camps—the number of campers drops to 50,000.
- b) Camps are full. The researchers reported average occupancy rates of 92% or higher across the camp groups they studied, and some camps even have waiting lists. With their current success at filling beds, camp owners and directors may have little reason to invest creative energy in enhancing their programs, especially given a concern that Judaic

enhancements could alienate some campers or their parents.

- c) Camps are hierarchical, with camp directors defining the camp's mission and setting the overall tone. As a result, initiatives at camps will not be successful unless supported by the camp directors. The research showed a wide range of Jewish backgrounds and interests among the directors.
- d) There is a desperate need for counselors, especially those with strong Jewish backgrounds. Increasingly, camps are recruiting foreign counselors and, in some cases, are hiring non-Jewish counselors and specialists.

AVI CHAI is currently developing a series of programs to address the needs identified in the report, beginning with the training of directors and the recruitment/retention/training of Jewishly-committed counselors. We are also continuing a pilot project begun in 1999 at Camp Sternberg, an Orthodox, Federation-affiliated, New York camp. Sternberg, and now its brother-camp, Mogen Avrohom, recruit a group of non-observant public school children and then fully integrate them into camp life. The Jewish growth—and joy—of the children who participated in this program during its first two summers have reinforced our sense of the value of summer camping.

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*Camps powerfully  
promote interest in  
and passion for Jewish  
literacy and living.*

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## MISCELLANEOUS

### Advanced Talmudic Studies Program for Women at Yeshiva University:

Concerned about growing tensions within the Orthodox community due to the paucity of opportunities in North America for advanced Talmud study for women, AVI CHAI is supporting a post-collegiate Talmud program for women at Yeshiva University. The first two cohorts of women—a total of 16 first-rate students—devote themselves to full-time study of Talmud and *halacha*. The third cohort is now being recruited.



### **Longitudinal Teen Study:**

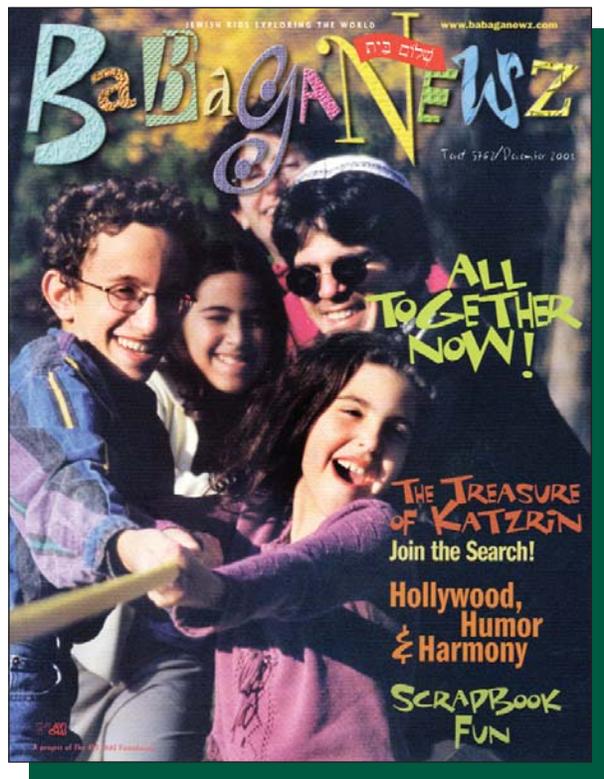
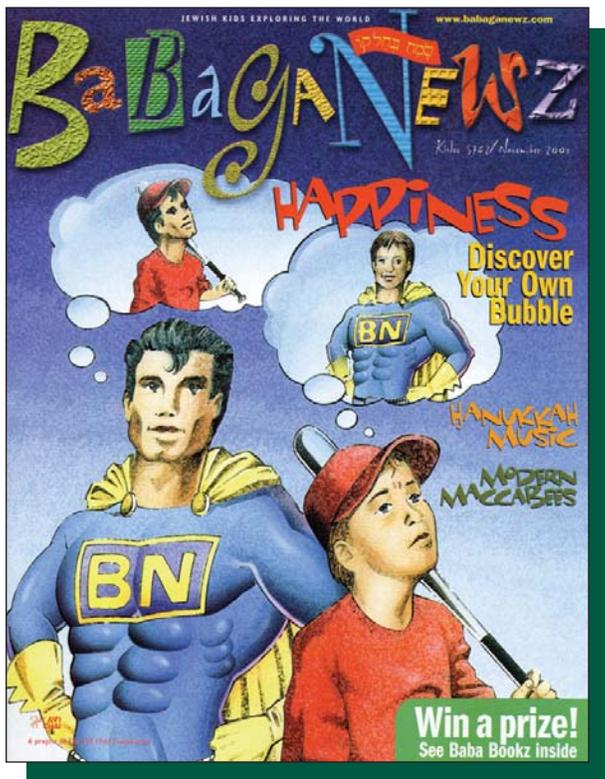
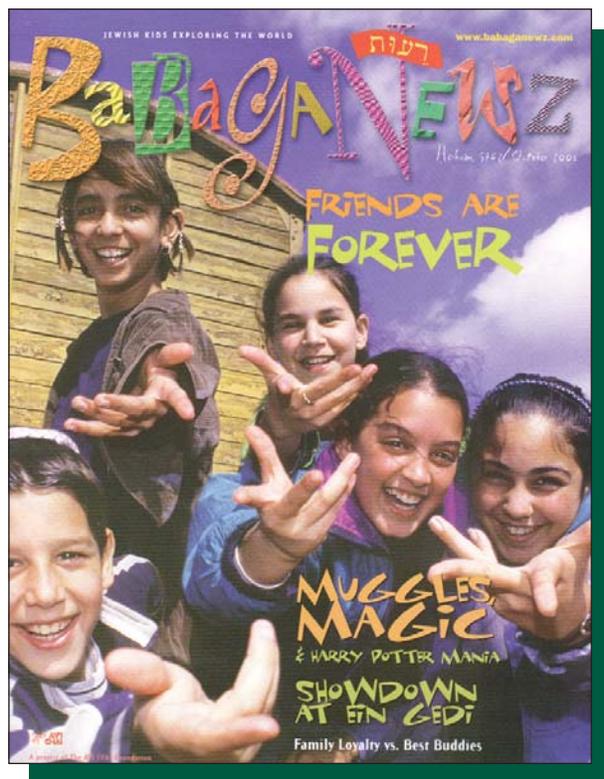
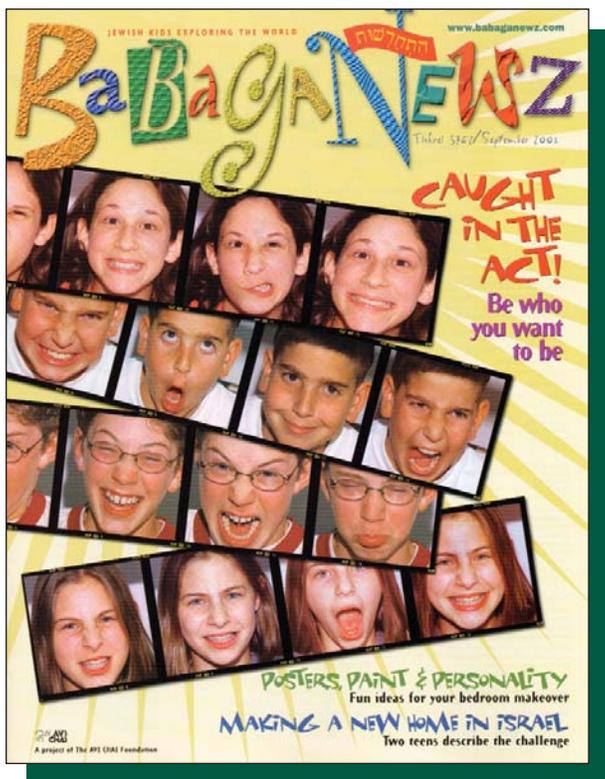
The Ratner Center for the Study of Conservative Judaism at the Jewish Theological Seminary is conducting an ongoing longitudinal study of a group of Conservative Jewish teens who are now in their early years of college. AVI CHAI supported the second phase of this research, which was conducted in 1999, four years after the initial survey.

### **Media Study Groups:**

We are supporting two parallel Torah study groups for media professionals, with the goal of stimulating the Jewish lives of media makers and causing a “trickle-down effect” leading to more positive portrayals of Judaism in the media.

### **National Jewish Population Study 2000:**

AVI CHAI is a funder of NJPS 2000, a national demographic study of the Jewish community that has been commissioned by the United Jewish Communities. In addition to our participation in the basic study, we expect to commission further analyses and possibly follow-up interviews to further study issues related to Jewish education.





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Links

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אבי  
חיי

BROWSE THE STACKS

**An AVI CHAI Gift of Knowledge**

The AVI CHAI Foundation is giving birthright israel alumni a gift -- two books and a periodical subscription. Learn about this gift and why it's being given.

**Free Newspapers and magazines too!**

AVI CHAI also offers birthright israel alumni a year's subscription to a Jewish periodical. Check it out!

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**The Stacks**

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BOOKS TO TAKE YOU THROUGH ISRAEL

You travel to Israel. The energy level is high. And so is the passion. People care deeply about "the issues." They speak their minds. You are confused and a bit overwhelmed. "Where do I stand?" you might ask yourself. Read on for some answers... [\[more\]](#)

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**> FICTION IN FOCUS**

**> NOTABLE NONFICTION**

**> SCANNING THE SHELF**

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**FROM THE EDITOR'S DESK**

Living in Israel had been a life-long dream ever since I learned of the Jewish State in religious school and came home demanding to know why we weren't living there. "When I grow up," I declared to my parents, "I am going to live in Israel." **And so I did.**

**IT'S A SPIRITUAL THING**

A radical concept: All people are created in the image of God. **What does this mean to you?**

**ISRAEL INSIGHTS**

Israel says Jerusalem is its capitol and must remain undivided whereas the Palestinians disagree. **How does each side justify its position?**

**ON MY MIND**

WEDDINGS, HEBREW, AND HISTORY IN THE MAKING. Read about this bride's break with tradition and how **her grandmother made history.**

**WELCOME**

Welcome to the AVI CHAI Bookshelf, where birthright israel alumni can get the gift of knowledge -- **free books & periodicals** and exciting articles & discussions.

**IN THE NEXT ISSUE**

In this issue's Fiction in Focus, a newcomer brings with her a burst of spiritual energy. Our next issue will be chock-full of articles and books shedding light on **spirituality, community and Jewish life.**

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# >> PROJECTS IN ISRAEL

Eli Silver, Executive Director—Israel

## ENCOURAGING MUTUAL UNDERSTANDING

**A**VI CHAI's primary mission in Israel is the fostering of mutual understanding between Jews of varying commitments to Jewish tradition. This focus remains clear, even as the Israeli-Palestinian conflict and the disturbances that erupted in October 2000 have dominated—understandably—the public agenda. In the face of horrific terror and growing anti-Israel hostility around the world, many Israeli Jews, not surprisingly, lay claim to an enhanced sense of unity. We do not doubt, however, that the troubling ills that splinter Israeli Jewish society remain. Ignorance and intolerance of “the other” still exist, and the capacity to resolve conflicts, with sensitivity to all sides, is sorely deficient. Religious-secular relations have been relegated to the “back pages,” but the need to address these tensions remains as current as ever. AVI CHAI's goal: to contribute to the development of a culture of civil discourse—in which Israeli Jews, committed to a Jewish and democratic state, debate respectfully the nature and destiny of the Jewish people.

## NEW PROJECTS (SINCE 1999):

In consonance with our primary mission, most of AVI CHAI's new projects during the past two years aim to promote mutual understanding among Israeli Jews. Five new programs were developed and/or funded since 1999 that address this mission. Our emphasis continues to be directed at developing a common language of discourse, based on shared Jewish and democratic values.

Three new projects focus specifically on the religious and haredi public. Two—Yesodot and Merchavim—explore the religious basis of democracy and citizenship in order to encourage the religious and haredi public to embrace the democratic and civic foundations of the Jewish state. A third—The Haredi Center for Technological Studies—aims to diminish haredi insulation from general Israeli society by providing professional training for haredim and placing graduates in heterogeneous work places.

Two other projects target a wider spectrum of Israeli society and seek to nurture reconciliation by articulating and exploring the common bonds shared by Israeli Jews. One ambitious new project, The Forum for National Responsibility, reflects a broad-based effort to develop a national consensus on the vision and principles that should guide the Jewish state. Another new program, ICOMOS, more modestly encourages a diverse group of young adults to discover together their shared Jewish heritage via the study and preservation of a Diaspora Jewish community.

### Yesodot:

Promotes democracy education within state religious schools. Yesodot was established in 1996 out of concern that the religious Zionist community views *halacha* (Jewish law) and democracy as incompatible. Yesodot's founders argued that this community needs to reexamine its convictions and develop alternative

assumptions, grounded in *halacha*, that endorse democracy, tolerance, and pluralism. Yesodot's work is focused exclusively on the school system, which it views as a vital arena for promoting its mission. Initially, Yesodot offered year-long courses for principals on the relationship between democratic values and classical Jewish thought. The success of these courses led Yesodot's leadership to expand subsequent courses to include other school staff—vice-principals, grade heads, advisors, and regional supervisors. Since its inception, over 500 school personnel have participated in Yesodot's courses. In addition, Yesodot began in 2000/01 to work with selected schools on "translating" its approach to school life and the classroom. During 2001/02, Yesodot works with 13 schools on a variety of programs, from the development of curriculum to new models of student participation and governance. Yesodot's newest effort, begun in the fall of 2001, is a pilot seminar on Judaism and democracy for faculty at a religious teacher training school. If successful, Yesodot plans to enlarge its reach to additional teacher training seminaries. AVI CHAI's support for Yesodot during its first years of existence was indirect: Yesodot opened initially as a branch of Beit Morasha of Jerusalem, AVI CHAI's longest standing grant partner in Israel (see page 26). AVI CHAI became a significant direct funder in 2001, after it was decided to establish Yesodot as an independent institution.

*Israeli society, comprising radically diverse communities, must develop a common language of citizenship to ensure its vitality.*

### Merchavim:

An organization that promotes the value of "shared citizenship" in Israeli society. AVI CHAI supports specifically the effort to develop educational materials for haredi schools, which is part of a broader endeavor to develop curriculum on shared citizenship for all of the major educational streams in Israel. Merchavim's work is predicated on the conviction that Israeli society, comprising radically diverse communities, must develop a common language of citizenship to ensure its vitality. Each community, however, should develop its understanding of citizenship using its own cultural lan-

guage and values. AVI CHAI's support enables a Merchavim-sponsored group of haredi rabbis and educators to develop school texts related to citizenship for teachers and students in the haredi school system. The texts are expected to be completed during 2001/02 and piloted in selected schools for boys and girls.

### Haredi Center for Technological Studies:

A program to promote the integration of haredim in heterogeneous work settings. AVI CHAI provides scholarships to over 90 students at the Haredi Center for Technological Studies (HCTS), one of the leading institutions of professional training for haredim.

AVI CHAI's support developed after the Foundation commissioned a survey of HCTS male graduates which determined that 70% of HCTS high-tech graduates end up in non-haredi work settings, where they develop a positive

working relationship with their secular peers. Indeed, for some haredi and secular co-workers, the experience of working together develops beyond mere civility to a relationship of mutual respect. AVI CHAI's grant to HCTS is intended for scholarships to male students who cannot afford the full cost of tuition and who study in fields most likely to lead to heterogeneous work settings (computers, architecture, accounting and construction). Students sign a contract in which it is stipulated that the scholarship is initially a loan, which becomes a grant once the student graduates from HCTS and completes one year of work.

### Forum for National Responsibility:

A broad-based effort to develop and disseminate a new national vision for Israel as a Jewish and democratic state. At the initiative of a leading public figure, and with the assistance of the Rabin Center for Israel Studies, an impressive group of sixty Israeli leaders from politics, education, media and other fields—"The Forum for National Responsibility"—convened to articulate and disseminate an updated vision for Israel, based on Israel's Declaration of Independence. Forum members represent some of the best and

brightest leaders in Israel, from across the Jewish spectrum. Driven by a concern that Israeli society is becoming increasingly fragmented, these leaders gather together bi-weekly, on a volunteer basis, to shape a vision of Israel that can encompass all sectors of Israel's Jewish population. The Forum's first significant achievement was the drafting of a new national vision, entitled the Kinneret Covenant, in 2001. This covenant outlines a number of general principles, which affirm Israel as the national home of the Jewish people, a Jewish and democratic state, and a state that respects the rights of its Arab minority, seeks out peace, and embraces its population's cultural diversity. AVI CHAI's support is directed to enlarging the circle of leaders who accept the Kinneret Covenant and to its dissemination to the general public. The Forum also hopes to mobilize a broad group of individuals to become involved in translating the Covenant into operative goals.

### ICOMOS:

A program to promote awareness of the common Jewish heritage shared by secular and religious Israelis, via the study and preservation of Jewish historical sites. At the initiative of Trustee David Tadmor, AVI CHAI developed, in partnership with the Israeli branch of the International Council on Monuments and Sites (ICOMOS), a pilot program that brings together religious and secular university students to study and preserve a Jewish historical site in Turkey. This pilot represents an attempt to nurture mutual understanding among Israeli Jews by focusing on what unites them, not what divides them. The experience of studying a Diaspora Jewish community—far from Israel's highly politicized Jewish life—and working together to record its cultural assets is designed to enable participants of diverse backgrounds to discover their common Jewish cultural heritage. The pilot program involves a diverse group of twenty students, recruited from various departments and universities in Israel, who will spend three summer weeks studying and recording the Jewish community of Izmir, Turkey. A series of four preparatory

sessions, each lasting two days, are planned prior to the summer, to train the students in the skills required to undertake physical and historical research, and to build relationships and encourage dialogue between the participants. If successful, the pilot would become a model for additional groups, as part of an accredited university course, which would study other pre-Holocaust Jewish communities in the Mediterranean area.

### ONGOING PROJECTS

(DESCRIBED IN GREATER DETAIL IN THE 1999 ANNUAL REPORT):

#### Tzav Pius:

A multi-faceted effort to encourage mutual understanding among Israeli Jews. Tzav Pius includes a public campaign, featured in various media, that calls for affirmation of the principles: "We respect Jewish tradition; we safeguard democracy." Tzav Pius also initiates and supports a wide variety of educational and community-related projects. (See page 30 for a recent Tzav Pius television ad campaign.)

#### Keshet School:

Now kindergarten through tenth grade, with plans to develop through high school. Keshet's mission is to build a school community based on an equal balance of religious and secular students and staff, committed to learning about and respecting diverse approaches to Jewish life. AVI CHAI provides support primarily for curriculum development and staff in-service.

#### AVI CHAI Prize:

An annual prize given to an individual or individuals who have made a significant, ongoing contribution to fostering understanding and sensitivity among Israeli Jews of different backgrounds and commitments to religious observance. The 5761 Prize, the ninth awarded by AVI CHAI, was given to Professor Ruth Gavison and Rabbi Yakov Medan for their collaborative work in developing a proposed "Foundation for a New Covenant between Religious and Secular Jews in Israel."

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### Eretz Acheret:

A bi-monthly magazine that focuses on diverse perspectives regarding Jewish culture and contemporary Israeli life. Since the magazine's debut in the fall of 2000, AVI CHAI has been one of its significant funders. *Eretz Acheret* provides often unconventional, but always in-depth perspectives on the Israeli-Jewish experience. The six issues published so far have received rave reviews from critics and the magazine's growing readership.

## ENCOURAGING A NEW JEWISH LEADERSHIP

The multiple challenges facing Israeli Jewish society call for a new generation of Jewish leaders: literate in Jewish culture, respectful of Jewish diversity, and capable of engaging others in a thoughtful dialogue about Jewish life in the State of Israel. AVI CHAI continues to view with singular importance the development of such leaders who will guide and influence the various communities to which they belong. Over the years, we have targeted various populations—from across the religious-secular spectrum—in an effort to develop leaders whose language is based on profound Jewish knowledge and an equally profound respect of others.

### NEW PROJECTS:

One of the most exciting recent developments in AVI CHAI's work has been the flourishing of secular and joint secular-religious *mechinot* (pre-army "preparatory" programs for high school graduates). AVI CHAI supported individual *mechinot* in the past, but as the phenomenon spread, and their powerful educational value became evident, we concluded that these institutions warrant a broader philanthropic effort.

### Pre-army Mechinot:

The Foundation supports six pre-army *mechinot* that target either secular or religious and secular participants together. These *mechinot*, part of a growing movement of such institutions around the country, provide an intensive year-long educational program for post-high school youth that combines the study of Judaism and Zionism with community service, leadership development, and preparatory army training. AVI CHAI believes the *mechinot* represent powerful opportunities for high school graduates to grapple with issues of Jewish and Israeli identity, develop as young leaders, and prepare for the manifold challenges that Israel faces as a Jewish and democratic state. After four years of supporting individual *mechinot*, the AVI CHAI Board decided in October 2001 to embark on a more concerted effort to encourage the growth and viability of secular and joint secular-religious *mechinot*. The Foundation approved a set of criteria by which *mechinot* can qualify for AVI CHAI support: at least eight weekly study hours devoted to Judaism and Zionism; faculty from diverse backgrounds; a program of community service; and a viable financial base. Currently, AVI CHAI supports six *mechinot* that meet these criteria—Upper Galilee, Kfar Adumim, Nachshon, Argaman, Aderet, and Beit Israel—with a total of about 220 young people enrolled. The Foundation is exploring whether other *mechinot* qualify for an AVI CHAI grant. We also intend to examine ways to encourage the growth of additional *mechinot*—currently, demand far outstrips the available space.

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*The multiple challenges facing Israeli Jewish society call for a new generation of Jewish leaders.*

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### ONGOING PROJECTS:

#### Beit Morasha of Jerusalem:

Prepares religious men and women for communal and educational leadership roles. Its educational program integrates both yeshiva and academic approaches to Jewish scholarship so as to develop graduates capable of forging a common language and understanding between the secular and religious worlds. AVI CHAI has been Beit Morasha's primary funder since its founding.

### Tzohar:

Orthodox rabbis dedicated to revitalizing the role of the rabbinate in Israeli society by engaging in a meaningful dialogue with the secular world. Tzohar began with *halachic* (in accordance with Jewish law) weddings adapted for secular couples. Four years ago, they added a program to train young community rabbis to serve the entire spectrum of Jewish residents in their communities. AVI CHAI is Tzohar's sole funder.

### Kolot:

A year-long program focused on the study of Jewish texts for leaders in business, media, and other professions. Most Kolot "fellows" choose to continue their studies for at least a second year. AVI CHAI is a founding supporter of Kolot.

### MiMizrach Shemesh:

A new community leadership project that aspires to promote Judaism's social values in Israeli society, especially via the study and celebration of the *Mizrachi* (Eastern) Jewish heritage. AVI CHAI is a founding supporter of MiMizrach Shemesh, which also benefits from the support of Alliance Israelite Universelle.

### Moreshet Sepharad:

A two-year educational program, implemented by Beit Morasha, that builds on the rich heritage of Sephardic Jewish culture to develop a cadre of community rabbis who are respectful of Israeli diversity and capable of working with the broad spectrum of Israeli society. AVI CHAI is Moreshet Sepharad's sole funder.

### Talmudic Institute for Women:

A three-year program of advanced Jewish learning at MaTaN in Jerusalem intended to develop a cadre of outstanding female scholars in Talmud and *halacha*. AVI CHAI is a founding supporter of the Talmudic Institute.

## ENCOURAGING JEWISH STUDY

The alienation of secular Israelis from Jewish culture and study continues to preoccupy the Foundation. A healthy Jewish society depends on all of its various communities to engage in the development of its cultural life. Tragically, a significant part of secular Israel has abandoned Jewish study to the religious. AVI CHAI aspires to encourage Jewish literacy among secular Israeli Jews so that they can become active and knowledgeable partners in the shaping of Jewish life in Israel. The Foundation continues to focus on three primary areas of support: (1) enhancing Jewish studies in the state (secular) school system; (2) encouraging Jewish study programs for secular adults, primarily in informal frameworks; and (3) promoting Jewish culture in the media, especially television. During the past two years, no new projects were funded in these areas. Instead, we invested considerable effort in working with our partners to ensure the healthy development of the programs described below, each of which is viewed as an important, potentially high-impact project.

### ONGOING PROGRAMS:

#### Revivim:

A teacher training program at the Hebrew University of Jerusalem that seeks to revitalize Jewish studies in state high schools. The four-year program recruits exceptional students and provides them with an intensive academic and educational training, at the end of which they receive a Masters degree in Jewish studies and are committed to teach at least four years in state high schools. AVI CHAI supports the first cohort; a second began in 2001/02. A total of four are planned for the initial pilot phase.

*A significant part of secular Israel has abandoned Jewish study to the religious.*

## **The Center for Jewish Education in the Public School System:**

A group of high schools associated with the Shalom Hartman Institute via: a year-long enrichment program for principals; a three-year program for training teachers in Jewish studies instruction; and pedagogic support for the teachers in developing and teaching Jewish studies curricula in their schools. AVI CHAI supported the first cohort of 30 schools and continues to fund ongoing pedagogic assistance for those schools.

## **YAHALOM:**

Promotes parent-child study and discussions of topics related to Jewish sources, within the framework of state elementary schools. YAHALOM began as a program of after-school sessions for parents and children in schools with significant immigrant populations and now comprises similar programs for “veteran” school populations as well as learning communities of ten families who meet monthly. AVI CHAI is the primary funder of YAHALOM.

## **Parshat HaShavuah:**

A curriculum in state junior high schools that introduces students to the weekly Torah portion. The program enables students to become familiar with perspectives relating to Jewish tradition and culture and acquainted with texts from the classical “Jewish bookshelf,” while raising issues relevant to the students’ own world. The project, piloted in Jerusalem in partnership with the Jerusalem Educational Authority, has expanded to additional areas of the country. AVI CHAI supports teacher training for schools outside Jerusalem that adopt the program.

## **Mivchar:**

A multi-disciplinary curriculum on Jewish culture for state junior high schools. The curriculum was developed by the Center of Educational Technology, in partnership with the Ministry of Education, and with AVI CHAI as the primary funder. The curriculum features two year-long programs: “Israel and the Nations—via the Story of Jacob and Esau,” and “Social Responsibility—via the Story of Ruth the Moabite.”

The materials are supported by a library and database for teachers available on a dedicated Internet site. During 2001/02, the program is being taught in 200 classrooms across the country. AVI CHAI now supports teacher training and marketing efforts.

## **Elul Learning Communities:**

A program implemented by Beit Midrash Elul, in which facilitators and coordinators receive intensive training at Elul and accept responsibility to establish learning communities devoted to the study of classic Jewish and modern texts in their home communities. AVI CHAI is a major supporter of Elul’s activities.

## **Alma Hebrew College:**

A liberal arts center in Tel Aviv for the study of Hebrew culture and contemporary Jewish identity. Alma’s programs include an academic track in cooperation with the Open University and a range of educational activities for the general public. AVI CHAI is a major supporter of Alma.

## **AVI CHAI Siddur:**

A user-friendly and readable *siddur* published in two volumes for the home and Shabbat, for Israelis with little or no background in its contents or prayer. The *siddur* is now in its fourth printing and has sold over 13,000 copies.

## **AVI CHAI and the Media:**

An ongoing effort to encourage the development and broadcast of new television programs related to Jewish culture. During 2001, the Foundation piloted a project in which a select group of people in the field of film and television were invited to submit proposals for developing a television series—either drama, documentary, or talk-show. Unfortunately, the results were disappointing and did not warrant supporting the production of any of the efforts. At this point, we are reconsidering how best to promote our goal of generating widespread impact in the field. In the meantime, AVI CHAI continues to register more discrete successes. The Foundation supports two highly successful television programs—“The Room,” which features well-known personalities discussing an Israeli/Jewish text, and

“Someone Spoke,” a talk show for youth that addresses Israeli-Jewish concerns from diverse perspectives. The Foundation also sponsored a youth competition for “best film on Jewish themes” at two film festivals.

## RESEARCH AND STUDY

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AVI CHAI’s long-standing tradition of basing philanthropic initiatives on research and study continues to guide our work. Occasionally, we commission an in-depth research study, such as the Guttman 2000 survey. Even more frequently, we engage partners in a year-long exploration of an idea of potential interest to determine whether it warrants AVI CHAI support.

### Guttman 2000:

AVI CHAI funded a follow-up to the comprehensive 1993 Guttman study, “Beliefs, Observances and Social Interaction Among Israeli Jews.”

### Study Grants:

The Foundation is funding feasibility studies to explore (a) possible educational frameworks for the population of *masorti* (traditional) Jews in Israel; (b) appropriate educational programs for Russian-speaking *olim* (new immigrants), and (c) the potential relevance of a systematic two-year program of Jewish study for Israeli adults, developed originally for the Diaspora by The Florence Melton Adult Mini-School. We hope to have more to report about these explorations in the next Annual Report.

## OTHER

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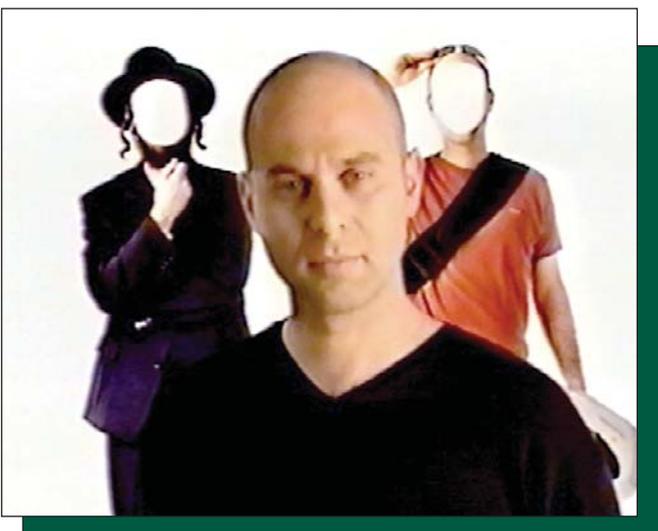
### Sabbaticals:

An annual program of supporting professionals engaged in the Foundation’s fields of interest, in order to advance their professional and personal development. During 5761 (2001/02), the Foundation funds sabbaticals for four professionals. During 5760, three qualified and received sabbatical support.



דעות קדומות-לא  
דעות שונות-למה לא?

צד  
פיקס  
מכבדים את המסורת, שומרים על הדמוקרטיה



# >> FINANCIAL HIGHLIGHTS

## *Consolidated Statements of Financial Position*

	December 31		
	2001	2000	1999
<b>ASSETS</b>			
Cash and cash equivalents	\$71,295,198	\$36,811,420	\$26,626,405
Investments, at market value:			
Money Market Funds (Cost, 2001-\$15,000,000)	14,802,923	0	0
Bonds and notes (cost, 2001-\$234,499,864; 2000-\$313,822,320; 1999-\$99,342,007)	238,634,764	318,740,481	99,917,325
Global equities (cost, 2001-\$58,115,555; 2000-\$31,082,599; 1999-\$26,148,629)	55,164,289	30,790,457	29,577,964
Limited Partnerships & Hedge Funds (cost, 2001-\$81,662,929; 2000-\$52,877,173; 1999-\$17,491,318)	91,731,436	59,748,348	19,112,353
Property and equipment, net (including Beit AVI CHAI under construction)	3,226,516	1,501,313	287,134
Other assets	662,462	704,101	769,558
<b>TOTAL ASSETS</b>	<b>\$475,517,588</b>	<b>\$448,296,120</b>	<b>\$176,290,739</b>
<b>LIABILITIES AND CAPITAL</b>			
Investment purchases not settled	\$24,930,000	\$8,248,000	\$0
Other payables	470,798	195,633	145,259
Capital	450,116,790	439,852,487	176,145,480
<b>TOTAL LIABILITIES &amp; CAPITAL</b>	<b>\$475,517,588</b>	<b>\$448,296,120</b>	<b>\$176,290,739</b>

# » FINANCIAL HIGHLIGHTS

## *Consolidated Statements of Activities*

	December 31		
	2001	2000	1999
<b>REVENUE</b>			
Contributions	\$19,874,148	\$267,969,375	\$46,236,997
Net realized gain on sale of investments	2,335,943	5,241,256	7,549,618
Net unrealized gain (loss) on investments	(990,145)	5,589,961	(6,531,332)
Interest income	14,019,253	5,618,206	3,843,732
Dividend income	1,032,859	589,906	890,700
Foreign exchange gain	205,419	306,777	241,012
Other income	29,246	308,405	0
<b>TOTAL REVENUE</b>	<b>\$36,506,723</b>	<b>\$285,623,886</b>	<b>\$52,230,727</b>
<b>EXPENSES</b>			
Program grants, projects & related expenses	\$23,104,583	\$19,418,357	\$12,824,279
Administrative expenses			
Salaries, payroll taxes & employee benefits	1,749,729	1,414,748	1,257,478
Rent (including annual land lease payment for Beit AVI CHAI)	444,264	199,178	145,939
U.S. federal & state taxes	314,585	251,110	232,576
Depreciation	108,650	108,147	79,307
Travel & lodging	104,101	88,818	79,846
Professional fees	90,917	118,285	145,012
Telephone	58,250	46,902	50,448
Consultants & temporary staff	54,536	53,107	68,994
Postage	38,006	29,754	28,069
Insurance	29,027	26,274	24,753
Other	145,772	162,199	136,393
<b>TOTAL EXPENSES</b>	<b>\$26,242,420</b>	<b>\$21,916,879</b>	<b>\$15,073,094</b>
<b>INCREASE IN CAPITAL</b>	<b>\$10,264,303</b>	<b>\$263,707,007</b>	<b>\$37,157,633</b>
<b>CAPITAL AT BEGINNING OF YEAR</b>	<b>\$439,852,487</b>	<b>\$176,145,480</b>	<b>\$138,987,847</b>
<b>CAPITAL AT END OF YEAR</b>	<b>\$450,116,790</b>	<b>\$439,852,487</b>	<b>\$176,145,480</b>

# » FINANCIAL HIGHLIGHTS

## *Schedule of 2000-2001 Grant Activity—North America*

	Grants Approved @ 12/31/99	Additional Approvals in 2000-2001*	Payments in 2000-2001	Balance @ 12/31/01
<b>JEWISH DAY SCHOOL EDUCATION</b>				
ENHANCING THE QUALITY OF DAY SCHOOLS				
AVI CHAI Bookshelf Program for				
Jewish High Schools	\$1,000,000	\$1,750,000	\$1,150,000	\$1,600,000
<i>Babaganewz</i>	179,000	4,354,000	1,510,000	3,023,000
Building Loan Program**	20,450,000	25,000,000	15,557,000	29,893,000
Developing Performance Goals for				
Jewish Studies at Day Schools		31,000	15,000	16,000
Edah: Jewish Teachers' Corp.		1,700,000		1,700,000
Enhancing Immigrant Schools in New York City		25,000	12,000	13,000
Grant Program to Enhance Jewish				
Commitment at Jewish High Schools	237,000		178,000	59,000
Hebrew Language and Literature Curriculum				
for Jewish High Schools	195,000	500,000	492,000	203,000
Jewish Day Schools for the 21st Century—				
Hebrew Union College	462,000	13,000	222,000	253,000
Pardes Educators Program		3,478,000	648,000	2,830,000
Partnership For Excellence in Jewish Education	900,000	1,500,000	600,000	1,800,000
Principals Training:				
Harvard University	100,000	630,000	320,000	410,000
Jewish Theological Seminary	245,000	448,000	370,000	323,000
Lookstein Center at Bar-Ilan University	40,000	125,000	80,000	85,000
Yeshiva University	600,000	715,000	435,000	880,000
Research of Educational Technology for				
Day Schools	50,000	(21,000)	29,000	0
Tal Am Curriculum Project	684,000	1,000,000	30,000	1,654,000
The Great Books Foundation	116,000	(2,000)	114,000	0
Virtual Resource Center of the Lookstein Center				
at Bar-Ilan University		620,000	470,000	150,000
EXPANDING THE CIRCLE OF FAMILIES ENROLLING				
IN DAY SCHOOLS				
AVI CHAI Voucher Program	2,164,000		964,000	1,200,000
AVI CHAI Voucher Program Evaluation	149,000		33,000	116,000
Day School Scholarship for Immigrant				
Children in Miami		1,000,000		1,000,000
Judaic Preparatory Track Grants:				
High Schools	41,000	2,351,000	1,192,000	1,200,000
Middle Schools	250,000	188,000	438,000	0
Judaic Preparatory Track Starter Libraries	150,000	369,000	459,000	60,000
Marketing Grants and Assistance to				
New High Schools				
High School Generic Ads Templates	100,000	(28,000)	72,000	0
Marketing Seminar—ISM		90,000	25,000	65,000
New High School Marketing Grants	\$68,000	\$754,000	\$422,000	\$400,000

\* Net of grant cancellations

\*\* Grant payments are net of loans repaid

# » FINANCIAL HIGHLIGHTS

## *Schedule of 2000-2001 Grant Activity—North America*

*(continued)*

	Grants Approved @ 12/31/99	Additional Approvals in 2000-2001*	Payments in 2000-2001	Balance @ 12/31/01
Melton Mini-School for Preschool Parents		430,000	45,000	385,000
Nechomas Yisroel	72,000	124,000	196,000	0
<b>PROMOTING DAY SCHOOL EDUCATION TO THE BROADER COMMUNITY</b>				
Marketing AVI CHAI's Message	295,000	1,000,000	180,000	1,115,000
American Jewish Committee		9,000	9,000	0
Publications	44,000	(19,000)	25,000	0
Other Programs	174,000	(150,000)		24,000
<b>BEYOND DAY SCHOOLS</b>				
<b>JEWISH EDUCATION AND LEADERSHIP TRAINING ON COLLEGE CAMPUSES</b>				
AVI CHAI Fellowship	420,000	1,066,000	335,000	1,151,000
Jewish Learning Initiative for Campuses in North America		200,000	50,000	150,000
Netivot Program—Harvard University		766,000	620,000	146,000
<b>BIRTHRIGHT ISRAEL FOLLOW-UP</b>				
AVI CHAI Bookshelf		2,500,000	563,000	1,937,000
Hillel She'arim Program		900,000	200,000	700,000
Partners in Torah		180,000	45,000	135,000
<b>SUMMER CAMPING</b>				
Camp Sternberg—Alot Program	70,000	91,000	161,000	0
Jewish Summer Camp Research:				
Camp Ramah	15,000	(9,000)	6,000	0
Cohen Center of Modern Jewish Studies	175,000		157,000	18,000
<b>MISCELLANEOUS</b>				
Advanced Talmudic Studies Program For Women at Yeshiva University		1,755,000	586,000	1,169,000
Apple & Honey Film Production—"The Acorn"	5,000	(5,000)		0
Longitudinal Teen Study—Jewish Theological Seminary	54,000	4,000	58,000	0
Media Study Groups	22,000	90,000	45,000	67,000
National Jewish Population Study 2000	100,000		100,000	0
National Jewish Population Study 2000— Follow-Up Study		25,000	12,000	13,000
Research on Programs in Russia		300,000	100,000	200,000
Small Grants Initiative		62,000	43,000	19,000
Special Grants:				
Drisha Institute	48,000		48,000	0
Hebrew Academy of West Queens	24,000		24,000	0
Torah Day School	20,000		20,000	0
Torah Seminars for Women—Orthodox Union	25,000	38,000	63,000	0
Related Expenses		668,000	668,000	0
<b>GRANTS TOTAL</b>	<b>\$29,743,000</b>	<b>\$56,615,000</b>	<b>\$30,196,000</b>	<b>\$56,162,000</b>

\* Net of grant cancellations

\*\* Grant payments are net of loans repaid

# » FINANCIAL HIGHLIGHTS

## *Schedule of 2000-2001 Grant Activity—Israel*

	Grants Approved @ 12/31/99	Additional Approvals in 2000-2001*	Payments in 2000-2001	Balance @ 12/31/01
<b>ENCOURAGING MUTUAL UNDERSTANDING:</b>				
AVI CHAI Prize	\$82,000	\$48,000	\$130,000	\$0
BINA	18,000		18,000	0
Eretz Acheret	150,000	280,000	240,000	190,000
Forum for National Responsibility		100,000		100,000
Haredi Center for Technological Studies		360,000	30,000	330,000
ICOMOS		92,000		92,000
Keshet School	212,000	795,000	639,000	368,000
Likrat—Center for Educational Technology	32,000	18,000	50,000	0
Machon Ahavat Emet	30,000	152,000	182,000	0
Masa Acher	2,000		2,000	0
Merchavim		90,000	70,000	20,000
Tzav Pius	1,973,000	2,937,000	2,987,000	1,923,000
Yesodot		300,000		300,000
<b>ENCOURAGING A NEW JEWISH LEADERSHIP:</b>				
Beit Morasha of Jerusalem	262,000	2,500,000	887,000	1,875,000
Kolot	425,000	766,000	671,000	520,000
MiMizrach Shemesh	29,000	545,000	244,000	330,000
Moreshet Sepharad	206,000	449,000	427,000	228,000
Pre-Army Mechinot	31,000	447,000	104,000	374,000
Talmudic Institute for Women	206,000	963,000	584,000	585,000
Tzohar	452,000	1,624,000	1,512,000	564,000
<b>ENCOURAGING JEWISH STUDY:</b>				
Alma Hebrew College	200,000	437,000	477,000	160,000
AVI CHAI and the Media	865,000		112,000	753,000
AVI CHAI Siddur	40,000	50,000	29,000	61,000
Elul Learning Communities	25,000	1,250,000	470,000	805,000
Hamasul—Oranim Teachers College	83,000		83,000	0
IDF Project	92,000	274,000	366,000	0
Masorati Schools		50,000	20,000	30,000
Melton Adult Mini-School		108,000	52,000	56,000
Mivchar	37,000	161,000	118,000	80,000
New Jewish Library		230,000		230,000
Parshat HaShavuah	66,000	25,000	58,000	33,000
Revivim	3,000,000		551,000	2,449,000
The Center for Jewish Education in the Public School System	52,000	140,000	140,000	52,000
YAHALOM	220,000	707,000	597,000	330,000

\* Net of grant cancellations

# >> FINANCIAL HIGHLIGHTS

## *Schedule of 2000-2001 Grant Activity—Israel*

*(continued)*

	<b>Grants Approved @ 12/31/99</b>	<b>Additional Approvals in 2000-2001*</b>	<b>Payments in 2000-2001</b>	<b>Balance @ 12/31/01</b>
<b>RESEARCH AND STUDY:</b>				
Bar-Ilan University—Research on Judaism and Society	\$10,000	\$300,000	\$20,000	\$290,000
Guttman 2000	105,000	65,000	102,000	68,000
Jerusalem Institute for Israel Affairs	26,000	(26,000)		0
Research Olim Programs		60,000	8,000	52,000
Secular Judaism in Israel—Van Leer	9,000	(9,000)		0
<b>OTHER:</b>				
AYALA Center in Bar-Ilan University	10,000	30,000	40,000	0
Sabbaticals	90,000	230,000	103,000	217,000
Miscellaneous Grants and Related Expenses		345,000	203,000	142,000
<b>GRANTS TOTAL</b>	<b>\$9,040,000</b>	<b>\$16,893,000</b>	<b>\$12,326,000</b>	<b>\$13,607,000</b>

\* Net of grant cancellations

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