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ANNUAL
REPORT



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BOARD OF TRUSTEES AND SENIOR STAFF



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Not Shown: Michael S. Berger, Sarah Kass

OUR MISSION

AVI 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'1, 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.

CHAIRMAN'S MESSAGE

This shortened form of on-line reporting will reveal to the reader that we have only highlighted those programs and projects that were initiated in 2004. In the 2005 Annual Report, we will return to the format of outlining and discussing all of the major activities in North America, Israel and the Former Soviet Union.

Harnessing technology

2004 was a year in which AVI CHAI began in earnest to harness technology and the powerful force of the Internet by developing Judaic content that would be widely available. One effort is the Lexicon of Judaic subjects that the foundation is developing, utilizing the expertise and talent of Israel's Center for Educational Technology. We hope that the full 300-term Lexicon will be available by the summer of 2008. However, access to the site will be encouraged once there is a critical mass of 50 terms and subjects online. We continue to work both in North America and Israel to make the most of the Internet as both a vehicle for sharing content and communication.

Best practices


I commented last year on the Best Practices Audit conducted by Professor Harvey Dale. He submitted his report and recommended strongly that administrative, investments and financial responsibilities be devolved from their concentration solely in the hands of the Chairman, and be shared with other members of the Trustee group. We have started in that direction with the creation of an Investment Committee, Audit Committee and Finance Committee. In addition, at Prof. Dale's recommendation, we have appointed our Controller, Azriel Novick, as CFO. Prof. Dale's review was a worthwhile exercise for a private foundation and should be considered by other foundations' trustees.

Beit AVI CHAI

The construction of Beit AVI CHAI (BAC) will soon be “topped out.” The interior work and stone-cladding should be complete a year from now, and the expected move-in date is projected to be the autumn of 2006. Professor Avigdor Shinan has intensified his activities in coming to grips with the substance of the Jewish cultural programming being planned for BAC. He and his colleagues, working closely with the Israeli Trustees, and ultimately with a small Steering Committee, will develop programmatic activities that ideally will be of interest to a broad cross-section of the community in Jerusalem and beyond.

An unbearable loss

Notwithstanding all the progress, in retrospect, 2004 was a year of bitter sadness for everyone associated with AVI CHAI for we lost a wonderful friend and colleague, Joy Rochwarger Balsam z”l, a remarkable young woman who had a zest for life and an unbridled commitment to the foundation’s goals and mission. She was with AVI CHAI for only a few years but everything about her endeared her to the staff and Trustees. For the past 18 months, her absence has been palpably felt every time we gather for a staff or Trustee meeting, for Joy invariably made a positive contribution to our deliberations. For me the loss is particularly acute, as Joy had come back to America, many years after her *aliyah*, to seek a husband, whom I found for her. He made her happy, and she in turn enriched his life in a myriad of ways. May her memory be for a blessing.



Arthur W. Fried, Chairman

PROJECTS IN NORTH AMERICA

Yossi Prager, Executive Director—North America

2004 capped off three years of growth in AVI CHAI's North American agenda. By the end of 2004, AVI CHAI had ongoing funding commitments to 46 projects. Our total North American programmatic expenses (measured by qualifying expenditures less administrative overhead) for 2004 totaled \$30,047,306. The next report, for 2005, will report on the consequences of a process of reflection and refinement, a necessary pause after significant growth.

DAY SCHOOLS

MATCH: Matching First-Time Donors to Jewish Education

The successful launch of this program, in partnership with the Jewish Funders Network ("JFN"), was one of the highlights of 2004 for AVI CHAI. We, like so many others committed to Jewish education, have been struggling with how to attract greater investment in this important field. In 1999, AVI CHAI Trustee Samuel ("Buddy") Silberman ז"ל (of blessed memory) proposed an approach involving matching grants to funders making a first-time Jewish education grant to an institution of their choice. By offering funders leverage, we would seek to attract them to make a first gift, which might then be followed by other gifts. While AVI CHAI's Trustees were intrigued by the

concept, at the time we identified a variety of logistical and programmatic obstacles to the implementation of the program.

In 2004, we perceived that Mr. Silberman's idea could be effectively implemented in partnership with JFN, an association of 800 individuals, families and foundations committed to advancing the quality and growth of Jewish philanthropy in both Jewish and universal endeavors. JFN had an existing membership base with many members who would be targets for the matching grants, and JFN could both administer the program and develop member education and follow-up related to the program. JFN readily agreed to the concept and worked with us to develop the details.

The proposal approved by AVI CHAI's Board was for a two-year, \$1 million matching grants program open to existing JFN members as well as new members who join for the purposes of the program. The program criteria contained two eligibility categories: 1) JFN members who had never made a Jewish education grant before, and 2) members who had funded Jewish education before but are prepared to exceed their previous maximum grant for a Jewish education cause by at least 500% (e.g. from \$10,000 to \$50,000).

The program offered to match gifts to Jewish education ranging from a minimum of \$25,000 to a maximum of \$50,000 on a 1:1 basis. Gifts could be for both programmatic and general operating expenses, but not capital projects. The program was announced at the JFN conference in March 2005, and applications were distributed in August. The first deadline for applications was November 15th (subsequent deadlines were planned for late spring and twice the following year).

To our surprise and delight, we received 101 applications with requests for nearly \$3.9 million dollars by the first deadline. Of those, 89 were eligible for matching grants totaling \$3.5 million. The educational institutions receiving support are denominationally and geographically diverse. Grantee organizations can be found in 20 different U.S. states and two Canadian provinces. Of the matched donors, 45% said this was their first gift to Jewish education, while 55% had given to Jewish education in the past and were now increasing their past largest gift by at least 500%. Only 10 had been JFN members before the program.

75% of the applicants were for gifts to day schools. We had expected that few first time Jewish education contributors would choose to give to day schools. As it turned out, the day school field—encouraged by the Boston-based Partnership for Excellence in Jewish Education (PEJE)—seized the opportunity represented by the program and energetically lobbied prospective donors. Most of the applicants had previous involvement with the schools they chose to support, as parents, grandparents, alumni or parents of alumni. Many had previously given modestly to the schools. According to many of the donors interviewed, the program helped change their self-perception: they now recognize their capability of giving more significantly to the schools.

In response to the unexpected number of eligible applicants, AVI CHAI approved an additional \$2.4 million, to match all of the eligible donors. JFN will now be tracking the donors to ascertain how many will become repeat givers.

Given the extraordinary success of the program, AVI CHAI is now recruiting philanthropic partners to join in offering the program again. For the new effort, branded MATCH, matching funds will be

available only for day school gifts, and the match will be 1:2 (\$25,000 in matching funds for a \$50,000 gift). The other program criteria will be similar to the initial program. Now that the program is day school-focused, MATCH will be operated as a partnership of JFN and PEJE.

AVI CHAI hopes to announce the next round of MATCH in September, with an application deadline in January. The size of the program will depend upon the number of philanthropic investors in the program.

Chinuch.org

Chinuch.org was launched in 2001 by *Torah Umesorah* as an online version of their Creative Learning Pavilion, a traveling collection of thousands of pages of curricular material submitted by teachers and categorized for use by other teachers. Over time, educators around the world have contributed 11,000 pages of material.

Chinuch.org now includes 3,000 files, including lesson plans, tests, worksheets and other resources for grades K-8, as well as for high school and adult learning. It also features moderated forums for teachers and administrators, a searchable network of educators who have agreed to assist other teachers, and a quarterly newsletter. The site reaches about 5,000 registered users, mostly from North America but also from Israel, England and France, and logs about 16,000 visits a month. More than 140,000 files have been downloaded since August 2002.

AVI CHAI has made an 18-month grant to: 1) help upgrade the website technologically by improving the registration process, search interface and downloading system, and 2) enhance the site pedagogically by enabling a more rigorous screening of submitted materials.

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SUMMER CAMPING

Building Loan Program for Overnight Camps

When AVI CHAI began exploring the possibility of adding the field of overnight summer camping to its programmatic agenda, we engaged Professors Leonard Saxe and Amy Sales from the Cohen Center for Modern Jewish Studies at Brandeis University to conduct comprehensive research of overnight Jewish summer camps in the United States. The 2002 report was published in summary form by AVI CHAI under the title *Limmud by the Lake*, and the full report was published in book form by AVI CHAI and in full by the University Press of New England.

One of the report's key recommendations was to expand camp capacity to accommodate more campers, a natural response to so many Jewish camps being full. The situation at the camps has changed a bit, as camp enrollments have softened in recent years because of the economic downturn. However, most Jewish camps weathered the storm well, and the industry now predicts that the aggregate demand for camp beds will accelerate again in the coming years.

In an effort to stimulate and facilitate camp expansion, AVI CHAI has initiated an interest-free loan program for construction and renovation of overnight summer camps, similar to the longstanding AVI CHAI loan program for day school construction. The total loan pool will be \$25 million, and the maximum loan per project is \$1 million. At this pilot stage, loans will be made only to camps within the Ramah, Union of Reform Judaism and Young Judaea systems. As AVI CHAI gains a greater understanding of the other Jewish camps and gains experience with the loan program, the Foundation may extend the program to additional camps.

The loan program is available for construction projects that directly enable larger enrollments (e.g., additional bunks or dining rooms), as well as projects that keep the camps competitive by upgrading current facilities and adding new kinds of activities (e.g., a computer lab or climbing tower). To qualify for

a loan, a camp must have a minimum of 175 campers per summer (250 to borrow a full \$1 million) and must secure a letter of credit to back the loan. Loans are repayable in twenty equal quarterly installments, following a six-month grace period.

The camping loan program was announced in early 2005, and we hope that eligible camps will begin to take advantage of the offer.

Lekhu Lakhem: JCCA Judaic Enrichment Program for Summer Camp Directors

The Brandeis University camping research reported that most camps function very hierarchically, with the director setting the tone and tenor for both programming and overall ambience. In particular, the quality of the Jewish components of the camp—ranging from formal education to Shabbat celebration to Israel programming—depends on the importance placed on them by camp directors. For this reason, the researchers recommended that efforts to deepen a camp's Jewishness begin with training and professional development for camp directors. The Jewish Community Center Associations ("JCCA") shared the researchers' view and developed a camp director enrichment program that AVI CHAI has agreed to fund.

JCC overnight camps account for 36 of the approximately 115 non-profit Jewish camps in North America, and they collectively enroll 18,000 children each summer (an additional 80,000 children attend JCC day camps). For many of the JCC overnight campers, especially post-bar/bat mitzvah, the summer may provide their most intensive exposure to Jewish life and ritual. In addition to the campers, 4,000 teens and college students work in JCCA overnight camps, many of them returning to the camps in which they previously spent many summers as campers.

JCC camps function as independent organizations that vary widely in their commitment to, and interpretation of, Jewish education for their campers. In an effort to begin increasing the Jewish intensity of the camps, the JCCA, sponsored by the Mandel

Foundation, created a Center for Jewish Education (CJE). Dr. Alvin Mars, a rabbi with years of experience as a camp director at the Brandeis-Bardin Institute and Camp Ramah in California, was hired as the Director of the CJE.

Dr. Mars has developed a three-prong approach: 1) Judaic enrichment and professional development for directors; 2) the introduction of a new Judaic curriculum; and 3) a training program in the use of the curriculum for counselors. AVI CHAI is funding the component for directors, which has the ultimate goals of persuading participants to see themselves as Jewish educators and giving them the tools for overseeing a richer Jewish program.

The program is composed of a series of five retreat seminars and a two-week Israel trip over the course of two years. In addition to the seminars, the program provides participants with mentors with whom they study Jewish texts twice monthly and who will help translate the learning into action. The program began in November 2004, with 14 participants, and will continue through December 2006.

ISRAEL EDUCATION AND ADVOCACY

Israel HighWay E-letter

AVI CHAI generally supports projects only at our own initiative, and we do not fund unsolicited proposals. A rare exception was made for *Israel HighWay*, an e-letter for high school students prepared by the Jerusalem Center for Public Affairs and distributed by the Conference of Presidents of Major American Jewish Organizations.

Israel HighWay is a companion to two earlier e-mail newsletters: the *Daily Alert*, a digest of news stories dealing with Israel and related matters, and *Campus Beat*, a weekly newsletter for college students providing news and commentary, including Israel-related events on campuses throughout the country. *Israel HighWay* is based on *Campus Beat* but targeted to Jewish high school students in day schools, supplementary schools, JCCs and other settings.

The lead story each week, titled “Issue of the Week,” is an article about a current topic related to Israel, accompanied by links to relevant resources. Each issue includes an additional 12–14 articles, most reprinted from the press or the Internet. The articles are grouped under headers that remain constant from week to week: In This Week’s News, Activists, Peace Process, Trips to Israel, Opinions and Entertainment and Sports. Most issues contain at least one article by a high school or college student. After considerable preparation, *Israel HighWay* was launched on September 9, 1994. Anyone interested can subscribe via <http://www.israelhighway.org/>.

The primary challenge in assessing the impact reach of the *Israel HighWay* is ascertaining the size of the readership. As of early 2005, approximately half of the 913 email addresses to which the e-letter is sent are redistribution points, which then circulate *Israel HighWay* to members or students. This makes measuring the number of ultimate recipients hard to measure. It is even more difficult to measure the number who open the email (and presumably read it). Based on the best estimates available, it seemed that approximately 1,200–1,500 recipients were opening the e-letter as of early 2005. We are hoping that this number will grow substantially over the course of the year.

PROJECTS IN ISRAEL

Eli Silver, Executive Director—Israel

ENCOURAGING JEWISH STUDY

AVI CHAI LEXICON OF JEWISH CULTURE

As knowledge is increasingly pursued on the Internet, the Foundation has examined the extent to which a basic Jewish reference library in Hebrew exists online. A survey of the Internet reveals that the online availability of basic Jewish texts remains paltry, although slowly improving. Some classical texts are available or are in the process of being digitized and uploaded—for example, the Bible, *Mishnah* and *Talmud* (as part of the AVI CHAI-funded *Mikranet* project). Other references that could be considered essential to a Jewish library remain off-line—such as the *siddur* (prayerbook), Rambam's *Mishneh Torah*, *Shulchan Aruch* and *Zohar*.

The Foundation recently concluded that one contribution to enhancing Jewish study would be the development of an online Jewish lexicon, intended to provide users with clear, useful and interesting information about basic concepts and topics in Judaism. Printed Jewish lexicons of varying quality abound, but no serious Internet version exists. An Internet-based Hebrew lexicon would be a natural and popular destination for anyone seeking information about basic Jewish topics. A web-based lexicon also would allow for the presentation of information in layers: website visitors would access a short definition of any given concept, and then could choose to examine more in-depth explanations, reflections from various multidisciplinary perspectives and a range of links for additional study.

AVI CHAI invited the Center for Educational Technology (CET) to submit a proposal for this project, because of its experience developing the CET Virtual Library, which consists of 7,000 items (articles, pictures, etc.) encompassing ten subjects (such as the social sciences, humanities, math, Israel and Judaism).

CET's Virtual Library contains information on aspects of Jewish culture, but the content is sporadic and lacks lexical definitions.

In June 2004, the Foundation approved CET's proposal, and development work began in October, under the guidance of a steering committee of leading academics and educators. The project, a three-year effort, envisions developing a lexicon of up to 450 entries related to Jewish history, culture and Zionism. Each entry will include: 1) a short definition, comprising 60–100 words; 2) more detailed information that might include pictures, maps, drawings, and audio or video clips; 3) linguistic connections, which track the concept's use in other settings, Jewish and non-Jewish; and 4) further enrichment, including hyperlinks, which lead the interested reader to related information drawn from literature, science, art and other realms. For Russian speakers, lexical entries will include a link to the corresponding entry in the online Jewish Encyclopedia in Russian.

The lexicon's target audience is broad—students, teachers and the general public interested in learning more about Jewish culture. It is hoped that access to the lexicon eventually will be available via portable personal devices, such as cell phones and PDAs, which are becoming increasingly popular as a gateway to the Internet.

HEBREW CULTURE IN TEL AVIV

The aspiration to leverage AVI CHAI's resources to achieve the broadest impact possible, which inspired the development of *Ma'arag*, has motivated the Foundation to consider another ambitious plan: a city-wide initiative to promote Jewish culture in Tel Aviv, in partnership with the city's Department for Education, Culture and Sport.

“Hebrew Culture in Tel Aviv,” like *Ma’arag*, represents a departure from our usually focused approach to promoting Jewish culture. The project envisions mobilizing multiple systems—the city’s state and state religious schools, informal educational frameworks and cultural institutions—over a multi-year period to embrace “Hebrew culture” as integral to educational and cultural activity. To achieve this grand vision, the Tel Aviv municipality is expected to adopt “Hebrew Culture in Tel Aviv” as its flagship project and direct its financial resources and personnel to reflect that priority. AVI CHAI, in return, is expected to join financially as a matching partner and take an active part in the planning and monitoring of the project’s implementation.

This Tel Aviv initiative is spurred by the conviction that the city represents a target population of great importance to AVI CHAI, due to its central role in the development and animation of contemporary Israeli culture, and its historical significance as the first Hebrew city of modern Israel. In addition, the intention to partner with the Tel Aviv municipality is driven by the desire to explore the potential leverage generated by collaborating with public sector agencies in promoting our agenda.

During 2004, AVI CHAI Trustees and staff held initial discussions with Tel Aviv municipality personnel about this project, but failed to produce a fully realized proposal. The Foundation then elected to support, with matching funds from the municipality, a more concerted effort to develop a detailed multi-year proposal. AVI CHAI also has allocated funds, matched by the municipality, to encourage the development of innovative Jewish culture programs during 2005, in order to foster a local climate that is positively inclined to Hebrew culture.

AVI CHAI Trustees are expected to review Tel Aviv’s proposal in February 2005 and decide whether to

embark on this large-scale, long-term project. If the decision is positive, it will represent a new endeavor for AVI CHAI, fraught with challenges, but laden with potential.

MA’ARAG

One of AVI CHAI Israel’s longstanding goals has been to revitalize the teaching of Jewish studies in *mamlachti* (state non-religious) schools. The moribund state of this field reflects a wider malaise, rooted in the alienation of many secular Israelis from Jewish culture and study. AVI CHAI’s work in *mamlachti* schools is intended to encourage the secular adults of tomorrow to embrace Jewish culture as their own and to become active and knowledgeable partners in the shaping of Israeli Jewish life.

One of AVI CHAI Israel’s longstanding goals has been to revitalize the teaching of Jewish studies in mamlachti (state non-religious) schools.

Over the years, the Foundation’s initiatives in the state school system have focused primarily on two areas of activity: training principals and teachers, and developing curriculum. These efforts have produced important outcomes—upgrading the quality of Jewish studies staff and producing stimulating and engaging curricular materials. Despite accomplishments in these areas, however, the Foundation recently concluded that a more ambitious effort should be attempted, one that seeks to impact school culture—not just a part of a school’s syllabus. This approach would target simultaneously the multiple formal and informal aspects of school life associated with Judaism and Jewish culture (such as a school’s mission, curriculum, and field trips).

Ma’arag (*ma’arag* means “tapestry” in Hebrew) envisions the eventual development of a voluntary group of schools, up to 40 in five years, that represent models of excellence in those areas of school life related to AVI CHAI’s mission. *Ma’arag* schools would (a) provide an outstanding education in Judaism, Zionism and civics, and (b) excel in their

capacity to promote mutual understanding and respect. *Ma'arag* schools would represent models from which other schools would learn, and to which schools would aspire.

Ma'arag seeks to realize its vision by defining standards of excellence (relevant to the above goals), and assisting schools to achieve and maintain those standards, with the help of professional guidance from *Ma'arag* staff, collegial exchanges between schools, and financial support (directed primarily to in-service and supervision). Schools qualifying for *Ma'arag* would encompass a variety of approaches to Jewish life.

Ma'arag operates in partnership with the Ministry of Education's Pedagogical Secretariat, and under the guidance of a steering committee comprising Ministry representatives and other leading educators. During 2004/05, *Ma'arag* has begun a pilot initiative with seven elementary and secondary schools. Pilot work with the schools is intended to refine standards and assess the most effective ways to help schools achieve those standards. Based on progress achieved in 2004/05, the Foundation will consider whether to expand the number of schools involved in *Ma'arag* during a second pilot year in 2005/06.

In addition to the above effort in *mamlachti* schools, AVI CHAI also is exploring the possibility of applying or adapting *Ma'arag* to *mamlachti dati* (state religious) schools. An initial survey, which included school site visits and discussions with Ministry personnel, principals, parents, students and knowledgeable academics, was completed in August 2004. The survey indicates that concerns about an effective education in Judaism, Zionism and civics in state religious schools have sharpened in recent years. These concerns have been heightened by a sense that the religious school system is in crisis, beset by growing disunity and eroding religious commitment. The survey suggests that state religious school leaders represent serious partners for whom excellence in Judaism, Zionism and civics is already the highest priority of the better institutions and constitutes an existential concern of the community's leadership.

The above survey presents an encouraging, albeit preliminary, picture regarding the possibility of AVI CHAI extending *Ma'arag* to the *mamlachti dati* school system. The Foundation intends to explore further this arena before determining whether, and how, AVI CHAI might pursue its mission in state religious schools.

PIRKEI AVOT

The AVI CHAI *Siddur* has sold over 20,000 copies since it was first published in 2000. It represents an unusual effort for the Foundation, which generally is not engaged in publishing, except when producing products arising from AVI CHAI-financed research or conferences. The AVI CHAI *Siddur*, however, indicates that a market exists for developing user-friendly editions of canonical Jewish texts that are otherwise inaccessible to many Israeli Jews.

As a follow-up to the AVI CHAI *Siddur*, the Foundation has decided to develop its own version of Tractate *Avot* from the *Mishnah*, popularly referred to as *Pirkei Avot* or "The Ethics of the Fathers." Like the *Siddur*, *Avot* is one of the most important works in Jewish literature, especially in its contribution to shaping Jewish views of an exemplary way of life. Many of the tractate's verses have become common aphorisms (e.g., "Let the honor of your fellow be as dear to you as your own"), which continue to shape the way in which individuals view their connection to Judaism and their community.

Hundreds of commentaries have been written on *Avot*, from the 3rd century C.E. to the present, and the tractate is mentioned in Jewish and Hebrew literature in thousands of contexts. The commentaries invariably reflect the specific worldviews of their authors (kabbalists, *Chasidim*, etc.), and almost all are impenetrable to most Israeli readers, who are unfamiliar with their style. Fascinating academic research also exists, but is inaccessible to most. Moreover, the vast quantity of material produced makes any effort to sample the rich and diverse perspectives inspired by *Avot* a daunting task.

AVI CHAI's vision is to bring *Pirkei Avot* to every household in Israel and make it a basic text for every Jew. The publication's target audience comprises high school students and their parents, university students, and the general public. *Tractate Avot: An Israeli Edition* will represent a user-friendly and attractively designed publication, accompanied by a commentary written for contemporary Israeli readers by Professor Avigdor Shinan, editor of the AVI CHAI *Siddur*. The commentary would be supplemented by other sections that provide additional perspectives on *Avot*, such as: 1) biographical information on the sages cited in the text; relevant illustrations, such as manuscripts, realia, maps, art and comics; 2) references, when appropriate, to archaeology, numismatics, history and language; 3) excerpts from literary works, primarily modern Hebrew literature; 4) references to similar sayings or proverbs found in Jewish or world literature; 5) excerpts from, and discussion of, one of the traditional commentaries; 6) scholarly notes on the text based on academic research; folk art, humorous passages, slang and other light touches. The multiple perspectives should enable diverse readers to find interest in *Avot* and introduce the work with greater force into Israeli cultural discourse.

Work on the AVI CHAI edition of *Avot* began in the winter of 2004, under the guidance of a steering committee that includes representatives from the general public and rabbinic and academic worlds. *Avot* is expected to be published by the summer of 2006.

IMMIGRANTS FROM THE FORMER SOVIET UNION (FSU)

For over three years, AVI CHAI has been exploring what the Foundation can do to nurture among Russian-speaking *olim* (immigrants) a stronger connection to Israeli Jewish society. One of our first efforts was to encourage AVI CHAI project partners to reach out to *olim*. Apart from several AVI CHAI grant recipients already engaged, our discussions led others to adapt their programs, recruit more vigorously, and initiate new programs.

In addition to the above "in-house" effort, we have continued to explore possible new initiatives. In previous years, AVI CHAI approved three grants targeting *olim*: 1) developing an online version of the Jewish Encyclopedia in Russian (published by The Society for Research on Jewish Communities); 2) adapting Jewish life-cycle materials for *olim* (with *ITIM*); and 3) providing Russian-language courses on Jewish history and culture (with *Yad Ben-Zvi* and the Chase Center for Jewish Studies at the Hebrew University). During 2004, the Foundation funded two new initiatives: 1) developing a community-wide intervention in Upper Nazareth, and 2) broadcasting radio courses on Jewish studies, with Radio *REKA* and the Open University.

Israeli Jewish Identity in Upper Nazareth

The initiative in Upper Nazareth represents our most ambitious undertaking with *olim*, and reflects an effort to explore a community-wide approach to connecting *olim* to Jewish culture and to strengthening relations between *olim* and veteran Israelis.

Upper Nazareth, with more than half of its residents from the FSU, was selected as a first pilot site. An initial community survey examined local *olim* attitudes to Jewish and Israeli identity and the nature of relationships between *olim* and veteran residents. The survey, completed in early 2004, portrayed a complex, often problematic picture, characterized by feelings of anger and alienation between *olim* and veteran residents, but punctuated also by voices for change.

AVI CHAI presented the survey report to local leaders, who expressed great concern about the findings and concluded that there is an urgent need to develop a stronger sense of communal solidarity, based on a shared Israeli Jewish identity. Municipal leaders convened a diverse group of 15 residents—*olim*, veterans, key municipal employees and other locals—to study the survey, discuss its findings and consider how best to address the issues raised. This

group proposed several avenues of activity, which the Foundation has agreed to fund as part of a pilot initiative during 2004/05.

The central axis of work involves convening up to six brainstorming groups to develop a town vision and plan. Each group is intended to have a distinctive identity and voice in the articulation of the town vision and plan—one group comprises municipal leaders, another youth, and the others include educators, neighborhood leaders and representatives of the town's various ethnic communities. The groups plan to analyze the differences separating local cultural groups and to identify the common elements they share. Existing programs on Jewish culture and identity will be surveyed, and directions for future action are to be developed. The groups also plan to engage in the study of Jewish texts, as part of their effort to articulate a shared identity and culture. At the end of one year, with the help of the municipal leadership group and project staff, a vision and covenant for Israeli Jewish life in Upper Nazareth is expected to be formulated, together with a strategic plan of action.

In addition to the above groups, pilot educational programs targeting two key local populations—adolescents and adults aged 30–50—are to be implemented as part of the overall effort to explore needs and interests. Finally, a group of nine local residents has been recruited and is being trained to facilitate programs of Israeli Jewish content.

Since embarking on the initiative in Upper Nazareth, the Foundation has decided to survey two more localities, in the hope of extending our exploration of community-based interventions. *Kiryat Gat*, a southern town with a large number of *olim* and a veteran population primarily of *Mizrachi* origin (unlike Upper Nazareth), is the site of one survey. A preliminary report has been completed and discussions with local leaders are under way to examine the feasibility of follow-up initiatives. A third site to be surveyed and considered has not yet been determined.

Radio REKA

A series of discussions with the Open University, intended to explore ways to capitalize on the university's experience with Russian Jewry, led eventually to a creative partnership with Radio *REKA*, Israel's leading Russian-language radio station. Inspired by Israel Army Radio's successful Broadcast University programs in Jewish studies, the Open University proposed to broadcast two lecture series on radio and gauge the level of interest generated. Their assumption was that radio, a popular medium among FSU *olim* (*REKA* estimates 490,000 listeners), can serve as an effective vehicle for teaching Israeli-Jewish content.

AVI CHAI funded the Open University's pilot proposal, and from March to May 2004, two lecture series were broadcast, "Taking a Look at the Jewish Bookshelf," and "Selected Issues in the History of Zionism and the State of Israel." Each course consisted of 13 weekly lectures, half-hour in length, which aired at 8:30 p.m.

A survey, conducted two months into the broadcasts, found that interest far exceeded expectations.

The Open University staff set a target of 7,500–9,000 regular listeners, and another 15,000–17,000 one-time or occasional listeners for the pilot. Radio *REKA* promoted the lectures with numerous promotional ads, and collaborated with Israel's leading Russian-language newspaper, *Vesti*, to publish the complete text of one of the lectures. *Vesti* also published an enthusiastic review. In addition, the Open University developed a website to support the radio program, making available some of the lectures and providing listeners and other visitors with the opportunity to submit questions to the lecturers.

A survey, conducted two months into the broadcasts, found that interest far exceeded expectations. An estimated 66,000 people listened to at least one program of the series, and some 33,000 listened with some regularity (to an average of three broadcasts). Survey respondents gave high grades to the broadcasts and expressed interest in expanding their knowledge in the subject matter covered.

Given the encouraging results from the pilot, AVI CHAI decided to fund an expanded program to be broadcast over a period of nine months. The radio courses began broadcasting in November 2004 and consist of two extended course series, each comprising 36 to 42 lectures. The topics of the two courses are “Studies in the Jewish Bookshelf” and “Studies in the History of Zionism and the State of Israel in the 20th Century.” By the summer of 2005, AVI CHAI expects to evaluate the success of this expanded program in order to consider whether a basis exists to continue or expand the project.

RESEARCH

Research on Learning Communities

Learning communities devoted to the study of Jewish texts emerged in Israel in the 1990s and have taken hold as a permanent part of Israel’s cultural landscape. AVI CHAI has supported, and continues to support, many of these groups. Indeed, the fostering of informal frameworks of Jewish study for the secular or for joint secular-religious groups represents a key part of AVI CHAI’s agenda in Israel.

Several research studies have examined the phenomenon of learning communities and open *batei midrash*. The research indicates that the phenomenon remains stable but small, attracting about 5,000 participants each year. The studies also provide important data about the characteristics of participants, the types of organizations involved and the short-term impact on the students and their

social circle. The studies did not examine, however, the long-term impact of participation in learning communities and *batei midrash*. Did the experience influence participants’ lives? If so, in what ways? Do participants continue to study? Did they acquire usable skills? Was the impact different on those involved in study for its own sake, compared to those whose study was linked to social action?

To answer these questions, AVI CHAI has commissioned a research study, conducted by a sociologist from the Hebrew University, which will address the above questions. The heart of the study will focus on the reflections and responses of learning community participants who were involved at least three years ago

in a year-long learning community framework. More than 800 “graduates” of various programs are expected to respond to a questionnaire or participate in an in-depth interview. They will be invited to assess, from a variety of perspectives, the impact of the learning community on their lives, their motivation for participating and leaving (if relevant), and the importance they ascribe to their learning community’s ethos and study approach.

This research, which is expected to be completed by the spring of 2005, should help the Foundation, as well as the leaders of learning communities, to assess the influence and success of these groups. In addition, the study also should provide insight into the relative impact of differing approaches and study methods on long-term outcomes.

*Learning
communities have
taken hold as a
permanent part of
Israel’s cultural
landscape.*

FINANCIAL HIGHLIGHTS

Consolidated Statements of Financial Position

	DECEMBER 31	
	2004	2003
ASSETS		
Cash and cash equivalents	\$204,318,731	\$103,460,726
Investments, at market value		
Bonds and notes (cost, 2004-\$101,282,351; 2003-\$138,735,068)	115,638,542	147,677,130
Global equities and mutual funds (cost, 2004-\$72,618,170; 2003-\$82,490,516)	95,964,041	97,664,829
Limited partnerships and hedge funds (cost, 2004-\$147,350,037; 2003-\$141,696,778)	206,601,541	176,726,885
Property and equipment, net (including Beit AVI CHAI under construction)	18,902,661	14,572,102
Other assets	1,617,898	2,826,615
TOTAL ASSETS	\$643,043,414	\$542,928,287
LIABILITIES AND NET ASSETS		
Investment purchases not settled	\$3,999,929	\$3,310,661
Other payables	6,588,897	7,291,696
Capital	632,454,588	532,325,930
TOTAL LIABILITIES AND NET ASSETS	\$643,043,414	\$542,928,287

FINANCIAL HIGHLIGHTS

Consolidated Statements of Activities

	YEAR ENDED DECEMBER 31	
	2004	2003
REVENUE		
Contributions	\$86,000,000	\$11,500,000
Net realized gain on sale of investments	12,258,203	4,785,543
Net unrealized gain (loss) on investments	37,369,153	53,914,516
Interest income	5,314,505	4,824,704
Gain (loss) from limited partnerships	3,734,314	859,677
Dividend income	1,707,312	1,859,790
Foreign exchange gain	29,509	10,913,609
Other income	1,441	6,090
TOTAL REVENUE	\$146,414,437	\$88,663,929
EXPENSES		
Program grants, projects and related expenses	\$41,478,103	\$29,552,421
Administrative expenses		
Salaries, payroll taxes and employee benefits	3,030,820	2,832,088
U.S. federal and state taxes	360,646	95,618
Professional fees	316,892	352,125
Rent	262,574	175,594
Travel and lodging	241,099	236,153
Depreciation	132,766	124,339
Annual report	75,669	65,906
Insurance	74,710	102,057
Telephone	64,366	67,355
Postage	43,868	45,471
Consultants and temporary staff	40,877	40,364
Other	163,389	164,438
TOTAL EXPENSES	\$46,285,779	\$33,853,929
INCREASE IN CAPITAL	\$100,128,658	\$54,810,000
CAPITAL AT BEGINNING OF YEAR	\$532,325,930	\$477,515,930
CAPITAL AT END OF YEAR	\$632,454,588	\$532,325,930

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2004 Grant Activity—North America

	GRANTS APPROVED @12/31/03	ADDITIONAL APPROVALS IN 2004*	PAYMENTS MADE IN 2004	BALANCE @12/31/04
DAY SCHOOLS				
Enhancing Education				
AVI CHAI Bookshelf for Jewish High Schools	\$1,900,000	\$130,000	\$571,000	\$1,459,000
BabagaNewz	1,723,000	6,275,000	2,497,000	5,501,000
Census of Jewish Day Schools	51,000		49,000	2,000
Developing Performance Goals for Jewish Studies at Day Schools	454,000		113,000	341,000
Enhancing Immigrant Schools in New York City	2,371,000		1,502,000	869,000
Hebrew Union College M.A. in Jewish Teaching		90,000	50,000	40,000
Jewish Day Schools for the 21st Century— Hebrew Union College	34,000		34,000	
NETA: Hebrew Language and Literature Curriculum for High Schools	600,000	1,747,000	1,450,000	897,000
Shabbat Enhancement Grants	1,174,000	85,000	291,000	968,000
Tal Am Curriculum Project	1,334,000		934,000	400,000
Virtual Resource Center of the Lookstein Center at Bar-Ilan University	250,000		150,000	100,000
Professional Development				
Chinuch.org		280,000	100,000	180,000
Hebrew Language Program for Jewish Studies Teachers	133,000	193,000	106,000	220,000
Jewish Studies for Community Day School Heads	17,000	550,000	93,000	474,000
Jewish Teacher Corps	1,062,000	(412,000)	250,000	400,000
JSkyway	100,000	564,000	364,000	300,000
Mentoring for Novice Teachers	480,000		341,000	139,000
Pardes Educators Program	3,643,000		600,000	3,043,000
Principals Training:				
Harvard University	345,000	289,000	124,000	510,000
Jewish Theological Seminary		1,117,000		1,117,000
Lookstein Center at Bar-Ilan University	150,000	367,000	255,000	262,000
Teachers College, Columbia University		140,000	120,000	20,000

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2004 Grant Activity—North America (continued)

	GRANTS APPROVED @12/31/03	ADDITIONAL APPROVALS IN 2004*	PAYMENTS MADE IN 2004	BALANCE @12/31/04
Expanding Enrollment				
AVI CHAI Voucher Program	28,000		28,000	
Building Loan Program**	16,678,000		2,850,000	13,828,000
Building Loan Program Realated Costs		425,000	425,000	
Judaic Preparatory Track Grants:				
High Schools	2,165,000	(590,000)	1,350,000	225,000
Starter Libraries	322,000		99,000	223,000
Marketing Grants and Assistance:				
Marketing Seminar: ISM	41,000			41,000
New High School Marketing Grants	205,000	480,000	320,000	365,000
Melton Mini-School for Preschool Parents	118,000	560,000	230,000	448,000
South Florida Day School Scholarships	1,161,000		316,000	845,000
Israel Education and Advocacy				
Israel Studies for Day School Teachers	225,000	703,000	266,000	662,000
Israel HighWay E-letter		112,000	70,000	42,000
Student Israel Advocacy Initiatives				
on Campus–Hillel	100,000	543,000	218,000	425,000
The David Project	400,000		175,000	225,000
Write On For Israel:				
Chicago Jewish News & CFJE		224,000	80,000	144,000
The New York Jewish Week	153,000	400,000	218,000	335,000
Yom Ha'atzma'ut Grants	147,000	408,000	170,000	385,000
BEYOND DAY SCHOOLS				
birthright israel				
birthright israel		12,000,000	7,000,000	5,000,000
AVI CHAI Bookshelf	1,047,000		481,000	566,000
Partners in Torah	101,000	32,000	128,000	5,000
Jewish Education and Leadership Training on College Campuses				
AVI CHAI Fellowship	632,000		298,000	334,000
Netivot Program–Harvard University	345,000		105,000	240,000
Researching Jewish Life on Campus	179,000		96,000	83,000

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2004 Grant Activity—North America (continued)

	GRANTS APPROVED @12/31/03	ADDITIONAL APPROVALS IN 2004*	PAYMENTS MADE IN 2004	BALANCE @12/31/04
Summer Camping				
Alot Program	371,000	1,034,000	285,000	1,120,000
Building Loan Program for Camps		25,000,000		25,000,000
Cornerstone Fellowship	925,000	(100,000)	307,000	518,000
Jewish Agency for Israel	1,289,000	(250,000)	439,000	600,000
Lekhu Lakhem: JCCA Judaic Enrichment Program for Summer Camp Directors		369,000	100,000	269,000
Tze Ul'mad	45,000			45,000
Miscellaneous				
Advanced Talmudic Studies Program for Women—Yeshiva University	2,531,000		1,051,000	1,480,000
Jewish Holiday PR Campaign	1,373,000	(1,373,000)		
Jewish Study Groups for Media Professionals	13,000	135,000	28,000	120,000
Longitudinal Teen Study— Jewish Theological Seminary	20,000		20,000	
Marketing AVI CHAI's Message	383,000		47,000	336,000
MATCH: Matching First-Time Donors to Jewish Education		3,600,000	550,000	3,050,000
Miscellaneous Grants and Related Expenses	74,000	781,000	749,000	106,000
Next Generation Study	476,000		243,000	233,000
GRANTS TOTAL	\$47,368,000	\$55,908,000	\$28,736,000	\$74,540,000

* Net of grant cancellations

** Grant payments are net of loans repaid

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2004 Grant Activity—Israel

	GRANTS APPROVED @12/31/03	ADDITIONAL APPROVALS IN 2004*	PAYMENTS MADE IN 2004	BALANCE @12/31/04
ENCOURAGING JEWISH STUDY				
Jewish Study For Adults				
Alma Hebrew College	\$305,000	\$320,000	\$385,000	\$240,000
AVI CHAI in the Media	1,221,000		194,000	1,027,000
AVI CHAI Lexicon of Jewish Culture		500,000	35,000	465,000
AVI CHAI Siddur	27,000	60,000	2,000	85,000
BaMidbar	250,000	125,000	230,000	145,000
Elul	310,000	295,000	250,000	355,000
Hebrew Culture in Tel Aviv		325,000		325,000
IDF Center for Jewish-Zionist Identity	100,000	450,000	325,000	225,000
Journey to Jewish Heritage	309,000	160,000	214,000	255,000
Laila	25,000		25,000	
Melton Maftehot	220,000		114,000	106,000
Olim Programs:				
General Programs	51,000	60,000	38,000	73,000
Israeli Jewish Identity in Upper Nazareth		115,000	30,000	85,000
ITIM	30,000	335,000	108,000	257,000
Jewish Encyclopedia in Russian	315,000		70,000	245,000
Radio Reka		50,000	15,000	35,000
Survey of Olim		30,000	9,000	21,000
Yad Ben-Zvi Russian Courses	38,000	35,000	53,000	20,000
Pirkei Avot		100,000	5,000	95,000
Piyyut Website	86,000	226,000	156,000	156,000
Psychology in Judaism	95,000		55,000	40,000
Research on Learning Communities		31,000	15,000	16,000
Speaking Poetry	104,000	175,000	154,000	125,000
Jewish Studies in State Schools				
Hartman Jewish Educational Empowerment	800,000		400,000	400,000
Ma'arag		232,000	33,000	199,000
Mikranet	810,000		335,000	475,000
Mivchar	24,000	55,000	61,000	18,000
Morasha	244,000	412,000	295,000	361,000
Parashat HaShavuah	84,000		65,000	19,000
Revivim	3,481,000	(113,000)	384,000	2,984,000
YAHALOM	305,000	329,000	372,000	262,000
Yad Ben-Zvi Bible Curriculum	33,000	17,000	31,000	19,000

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2004 Grant Activity—Israel (continued)

	GRANTS APPROVED @12/31/03	ADDITIONAL APPROVALS IN 2004*	PAYMENTS MADE IN 2004	BALANCE @12/31/04
ENCOURAGING MUTUAL UNDERSTANDING				
AVI CHAI Prize		79,000	79,000	
Eretz Acheret	285,000	639,000	364,000	560,000
Forum for National Responsibility	250,000		200,000	50,000
Gavison-Medan Covenant	149,000	200,000	114,000	235,000
Haredi Center for Technological Studies	150,000	300,000	150,000	300,000
Haredi College of Jerusalem	90,000	180,000	135,000	135,000
Kehillot Sharot	65,000	284,000	244,000	105,000
Keshet School	413,000	537,000	610,000	340,000
Tzav Pius	2,485,000	1,359,000	1,106,000	2,738,000
Yesodot	850,000		225,000	625,000
ENCOURAGING A NEW JEWISH LEADERSHIP				
Beit Morasha of Jerusalem	750,000		469,000	281,000
Kolot	575,000	1,450,000	635,000	1,390,000
MaTaN Talmudic Institute for Women	405,000	(2,000)	218,000	185,000
MiMizrach Shemesh	548,000	470,000	495,000	523,000
Pre-army Mechinot	445,000	487,000	566,000	366,000
Tzohar	676,000	630,000	705,000	601,000
RESEARCH AND STUDY				
Bar-Ilan University—Research on Judaism and Society	210,000		31,000	179,000
Sabbaticals	225,000	115,000	101,000	239,000
OTHER				
Grantee Website Support	116,000		16,000	100,000
Panim		100,000	83,000	17,000
Miscellaneous Grants and Related Expenses	48,000	162,000	194,000	16,000
GRANTS TOTAL	\$18,002,000	\$11,314,000	\$11,198,000	\$18,118,000

* Net of grant cancellations

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2004 Grant Activity—FSU

	GRANTS APPROVED @12/31/03	ADDITIONAL APPROVALS IN 2004*	PAYMENTS MADE IN 2004	BALANCE @12/31/04
birthright Follow-up Coordinator	\$13,000			\$13,000
Children's Books in Russian	233,000		75,000	158,000
Improving General Studies Programs	400,000		152,000	248,000
Jewish Book Festival		247,000	247,000	
Jewish/Israeli Literature & Culture In Popular Venues in Moscow		240,000		240,000
Judaic Enhancement in Jewish and Public Schools	649,000		152,000	497,000
NETA in the FSU		88,000		88,000
Sefer		262,000	262,000	
Summer Camping:				
JDC		431,000	150,000	281,000
Jewish Agency for Israel		318,000		318,000
Or Avner		761,000	349,000	412,000
Tzietz		251,000	83,000	168,000
Related Expenses		74,000	74,000	
GRANTS TOTAL	\$1,295,000	\$2,672,000	\$1,544,000	\$2,423,000

* Net of grant cancellations

PROJECT LISTINGS 2004

PROJECT NAME	TRUSTEE	STAFF
Advanced Talmudic Studies Program for Women	Lauren K. Merkin	Rachel Mohl Abrahams
Alma Hebrew College	Meir Buzaglo	Dani Danieli
Alot Program	Lief D. Rosenblatt	Yossi Prager, Marvin Schick
AVI CHAI Bookshelf	Ruth R. Wisse	Leah Nadich Meir
AVI CHAI Bookshelf for Jewish High Schools	Lauren K. Merkin	Miriam K. Warshaviak
AVI CHAI Fellowship	Ruth R. Wisse	Yossi Prager
AVI CHAI in the Media	Mem Bernstein	Dani Danieli
AVI CHAI Lexicon of Jewish Culture	Mem Bernstein	Eli Kannai, Eli Silver
AVI CHAI Prize	David E. Tadmor	Michal Nakar
AVI CHAI Siddur	Mem Bernstein	Dani Danieli
BabagaNewz	Mem Bernstein	Rachel Mohl Abrahams
BaMidbar	Meir Buzaglo	Karen Weiss
Beit Morasha of Jerusalem	Arthur W. Fried	Eli Silver
birthright israel	Lauren K. Merkin	Leah Nadich Meir
Building Loan Program	Alan R. Feld	Yossi Prager, Marvin Schick
Building Loan Program for Camps	Lief D. Rosenblatt	Joel Einleger
Census of Jewish Day Schools	Arthur W. Fried	Marvin Schick
Chinuch.org	George Rohr	Eli Kannai
Cornerstone Fellowship	Lief D. Rosenblatt	Joel Einleger
Developing Performance Goals for Jewish Studies at Day Schools	Arthur W. Fried	Leah Nadich Meir
Elul	Arthur W. Fried	Karen Weiss
Enhancing Immigrant Schools in New York City	Alan R. Feld, Lauren K. Merkin, George Rohr	Rachel Mohl Abrahams
Eretz Acheret	Avital Darmon	Dani Danieli
Gavison-Medan Covenant	Avital Darmon	Eli Silver
Haredi College of Jerusalem	Meir Buzaglo	Karen Weiss
Hartman Jewish Educational Empowerment	Arthur W. Fried	Eli Silver
Hebrew Culture in Tel Aviv	David E. Tadmor	Eli Silver
Hebrew Language Program for Jewish Studies Teachers	Ruth R. Wisse	Rachel Mohl Abrahams
IDF Center for Jewish-Zionist Identity	Arthur W. Fried	Eli Silver
Israel HighWay E-letter	Mem Bernstein	Leah Nadich Meir
Israel Studies for Day School Teachers	Lief D. Rosenblatt	Leah Nadich Meir
Israeli Jewish Identity in Upper Nazareth	Avital Darmon	Karen Weiss
ITIM: Jewish Life Center for FSU Olim	David E. Tadmor	Karen Weiss
Jewish Agency for Israel	Arthur W. Fried Lief D. Rosenblatt	Joel Einleger
Jewish Encyclopedia in Russian	David E. Tadmor	Eli Kannai, Eli Silver
Jewish Studies for Community Day School Heads	Arthur W. Fried	Michael S. Berger
Jewish Study Groups for Media Professionals	Mem Bernstein	Yossi Prager

PROJECT LISTINGS 2004

PROJECT NAME	TRUSTEE	STAFF
Journey to Jewish Heritage	Meir Buzaglo	Karen Weiss
JSkyway	Arthur W. Fried	Eli Kannai
Judaic Preparatory Track Starter Libraries	Lauren K. Merkin	Miriam K. Warshaviak
Judaic Preparatory Tracks	Lauren K. Merkin	Miriam K. Warshaviak
Kehillot Sharot	Mem Bernstein	Karen Weiss
Keshet School	Mem Bernstein	Eli Silver
Kolot	Avital Darmon	Dani Danieli
Lekhu Lakhem: JCCA Judaic Enrichment Program for Summer Camp Directors	Lief D. Rosenblatt	Galli Aizenman, Joel Einleger
Ma'arag	Avital Darmon	Dani Danieli, Eli Silver
Marketing Grants and Assistance to New High Schools	Mem Bernstein, Lauren K. Merkin	Miriam K. Warshaviak
MaTaN Talmudic Institute for Women	Arthur W. Fried	Eli Silver
MATCH: Matching First-Time Donors to Jewish Education	Lauren K. Merkin	Deena K. Fuchs
Melton Mafttechot	Arthur W. Fried	Karen Weiss
Melton Mini-School for Preschool Parents	Lief D. Rosenblatt	Joel Einleger
Mentoring for Novice Teachers	Lauren K. Merkin	Michael S. Berger
Mikranet	Avital Darmon	Dani Danieli, Eli Kannai
MiMizrach Shemesh	Arthur W. Fried	Karen Weiss
Mivchar	Arthur W. Fried	Karen Weiss
Morasha	David E. Tadmor	Eli Silver
NETA: Hebrew Language and Literature Curriculum for High Schools	George Rohr, Ruth R. Wisse	Leah Nadich Meir
Netivot Program	Ruth R. Wisse	Yossi Prager
Next Generation Study	Arthur W. Fried	Yossi Prager
Panim	David E. Tadmor	Dani Danieli
Parashat HaShavuah	Arthur W. Fried	Dani Danieli
Pardes Educators Program	Arthur W. Fried	Michael S. Berger
Partners in Torah	George Rohr	Yossi Prager
Pirkei Avot	Mem Bernstein	Avigdor Shinan, Karen Weiss
Piyyut Website	Meir Buzaglo	Eli Kannai, Karen Weiss
Pre-army Mechinot	Arthur W. Fried	Dani Danieli, Michal Nakar
Principals Training–Harvard University	Lauren K. Merkin	Rachel Mohl Abrahams, Michael S. Berger
Principals Training–Jewish Theological Seminary	Lauren K. Merkin	Yossi Prager
Principals Training–Lookstein Center	Alan R. Feld	Michael S. Berger
Principals Training–Teachers College	Lauren K. Merkin	Michael S. Berger

PROJECT LISTINGS 2004

PROJECT NAME	TRUSTEE	STAFF
Radio Reka	Avital Darmon	Dani Danieli
Research on Learning Communities	Arthur W. Fried	Karen Weiss
Researching Jewish Life on Campus	Arthur W. Fried	Yossi Prager
Revivim	Arthur W. Fried	Eli Silver
Sabbaticals	Avital Darmon	Michal Nakar, Karen Weiss
Shabbat Enhancement Grants	Lauren K. Merkin, Henry Taub	Miriam K. Warshaviak
South Florida Day School Scholarships	George Rohr	Yossi Prager
Speaking Poetry	Meir Buzaglo	Karen Weiss
Student Israel Advocacy Initiatives on Campus	George Rohr	Yossi Prager
Tal Am Curriculum Project	Lauren K. Merkin	Joel Einleger
Tehuda	Avital Darmon	Dani Danieli
The David Project	Arthur W. Fried	Yossi Prager
Tzav Pius	Mem Bernstein, Arthur W. Fried	Eliraz Ner-Gaon, Aliza Gershon, Efrat Mack Rosenberg
Tze Ul'mad	Lief D. Rosenblatt	Joel Einleger
Tzohar	Arthur W. Fried	Eli Silver
Virtual Resource Center of the Lookstein Center at Bar-Ilan University	Alan R. Feld	Joel Einleger
Write On For Israel	Lief D. Rosenblatt	Yossi Prager
Yad Ben-Zvi Bible Curriculum	Avital Darmon	Dani Danieli
YAHALOM	Avital Darmon	Eli Silver
Yesodot	David E. Tadmor	Eli Silver
Yom Ha'atzma'ut Grants	Lauren K. Merkin	Miriam K. Warshaviak



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