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ANNUAL
REPORT



TABLE OF CONTENTS

BOARD OF TRUSTEES AND SENIOR STAFF	2
OUR MISSION.	3
CHAIRMAN’S MESSAGE	5
PROJECTS IN NORTH AMERICA	9
Fostering Higher Levels of Jewish Literacy	
by Providing Content.	11
by Preparing and Supporting Teachers	14
by Enriching and Developing Leadership.	15
Deepening Religious Purposefulness	16
Promoting Jewish Peoplehood and Israel	19
Strengthening Institutions	21
Inspiring Partners and Successors	22
PROJECTS IN ISRAEL	27
Encouraging Mutual Understanding	28
Encouraging a New Jewish Leadership	31
Encouraging Jewish Study	32
Informal Jewish Study	32
State Schools	35
Mass Media: Television, Internet, and Radio	37
Other	39
Research and Study	39
Beit AVI CHAI	40
PROJECTS IN THE FORMER SOVIET UNION	45
Encouraging Jewish Study and Involvement	
for Unaffiliated Jews in the FSU	46
Enhancing the Field of Academic	
Jewish Studies in the FSU	49
Programs for Jewish Day Schools in the FSU	51
Enrichment Seminars for Jewish Youth Counselors	
and Summer Camping Programs	53
FINANCIAL HIGHLIGHTS	57
Consolidated Statements of Financial Position	57
Consolidated Statements of Financial Activities	58
AVI CHAI Schedule of 2007 Grant Activity—North America ...	59
AVI CHAI Schedule of 2007 Grant Activity—Israel	62
AVI CHAI Schedule of 2007 Grant Activity—FSU	64
INDEX	65

BOARD OF TRUSTEES AND SENIOR STAFF



From left to right:

Bottom Row: Meir Buzaglo, Avital Darmon, George Rohr, Mem Bernstein, Arthur W. Fried, Lauren K. Merkin, Alan Feld, Lief D. Rosenblatt

Middle Row: Aliza Corb, David E. Tadmor, David Rozenson, Eli Silver, Yossi Prager, Rachel Mohl Abrahams, Eli Kannai, Leah Nadich Meir, Michael S. Berger

Top Row: Marvin Schick, Eliraz Ner-Gaon, Miriam K. Warshaviak, Dani Danieli, Galli Aizenman, Joel Einleger, Sarah Kass, Azriel Novick, Nina S. Butler, Karen Weiss, Liora Pascal, Evan David Feinsilver

Not Shown: Deena K. Fuchs, Henry Taub, Ruth R. Wisse

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"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 and Jewish summer camps.

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.

YE PRISONERS OF HOPE

The book of *Zechariah* contains the phrase *prisoners of hope*, referring, we suspect, to the Babylonian captives who had hoped for deliverance and the opportunity to rebuild the destroyed temple in Jerusalem, a task they were ultimately successful in accomplishing.

When I recently encountered the phrase, it seemed to me that this unique expression, employed only once in all of biblical literature, could accurately frame the position of philanthropic trustees. Permit me to share with you why I reacted this way.

“seekers of ways”

Foundations like AVI CHAI are blessed with bountiful capital; in our case, over \$700,000,000 at the close of 2007. As readers probably know, we are bound by the Internal Revenue Code to distribute 5% of that capital annually or else incur a stiff penalty.* Therefore, we become seekers of ways to employ our capital in pursuit of the mission defined by AVI CHAI’s three founders in 1984 and endorsed many times over by our late benefactor Zalman C. Bernstein.**

Why the expression “seekers of ways?” I think because we are constantly endeavoring to single out programs and activities that staff, management, and Trustees expect will enable us to find the niches or points of leverage that will move us closer to achieving the elusive goals of AVI CHAI. Foundations such as ours almost exclusively depend on others to carry out the activities we fund; we encourage them—work closely with them—evaluate their strengths and weaknesses—share our findings with them, guided by our capable directors of evaluation and research in North America and Israel. But, with what I like to believe are our best philanthropic practices, ultimately, we remain, in the words of *Zechariah*, *prisoners of hope*, expecting, yes, and, often, receiving the performance by our many grantees that we had hoped for, when the trustees approved the grants.

* IRC 4942

** Annual Report pg. 3

As you might imagine, there are, at times, unforeseen pitfalls that arise along the way. Things fail to go as planned, costs escalate, and there are personnel changes. So we then bring to bear our best management strengths, sometimes bringing in consultants, but infrequently giving up hope in the supposed wisdom of our group's collective judgment.

The importance of every decision is highly magnified

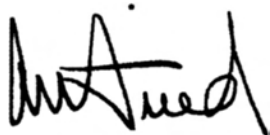
That is simply the fate of a grant-making foundation, which is, in essence, in a principal-agent arrangement, where we, the principals, are constantly hoping, but also actively engaged in ensuring that things will work out, for the good, with our many agents. Perhaps because of the remarkably talented group of staff, management, and Trustees we have succeeded in bringing together, hope might merely be a natural byproduct of the AVI CHAI philanthropic process; for I could not expect a greater effort in self-awareness of our professional capacity, business analysis, careful planning, thoughtful execution, evaluation, and, then, follow up with our grantees. But in every human encounter, whether individual or group, we become dependent on one another, and, as they say, “hope springs eternal.” However, AVI CHAI is on a spend down course, and the importance of every decision is highly magnified due to only a twelve year time horizon—a factor radically different from most foundations where time horizons do not exist, as most foundations operate in perpetuity.

Therefore, magnified responsibility rests on the decision making quality of our current staff, management, and Trustees. There will not be “another generation” or “another bite of the apple,” so just as Zechariah implored the returning captives to get at the task at hand, so do we feel the weight of responsibility of getting it right. We may be *prisoners of hope*; however, I think we do get it right more often than not. You will surely form your own opinion after reading the reports of my three colleagues, Yossi Prager, David Rozenson, and Eli Silver, who guide AVI CHAI's activities in North America, the former Soviet Union, and Israel.

*A new era in
AVI CHAI's
philanthropy*

Let me add a short postscript about the dawning of the activities of Beit AVI CHAI in 2007, the Jewish Israeli Hebrew cultural center we have created in Jerusalem. I have written about its physical development and initial planning in earlier annual reports and last year on its early days. Beit AVI CHAI represents a new era in AVI CHAI's philanthropy, for we have suddenly switched from being solely a grant making foundation to a semi-operating foundation where our fortune rests, entirely, in our own hands. There is not much room for hope because the entire responsibility falls upon AVI CHAI. I can report, with a degree of pride and pleasure, that the expectations of the Trustees have initially been met, and can safely say to those of the Jerusalem community and beyond that there is a wealth of activities and events, the extent of which can be seen at www.bac.org.il.

I previously acknowledged our thanks and appreciation to Beit AVI CHAI's director, Dani Danieli. Following almost a full year of activity, we recognize that a uniquely capable team of professionals has emerged under his dynamic leadership. They guide the week to week programming of a multifaceted cultural center that has, so far, competed successfully with many other cultural opportunities in Jerusalem. My expectations are that this new activity of AVI CHAI will be blessed with continued success and will grow from strength to strength.



Arthur W. Fried, Chairman

PROJECTS IN NORTH AMERICA

Yossi Prager, Executive Director—North America

When AVI CHAI first decided to wind up its operations in 2020, some of us were concerned that the Trustees and staff would either begin to see themselves as caretakers of a declining organization or become hyper-focused on AVI CHAI's legacy so as to neglect our ongoing work. Since the decision to wind up entails an increase in our spending until 2020, either approach would have been misplaced and unfortunate. I am delighted to report that thus far our programmatic work continues to grow, develop and mature, while a few of the staff have spent increasing amounts of time developing parallel strategies with the recognition of our limited lifespan. This new thinking has led some of our staff to take on new assignments or types of work, which has re-energized them. While I remain hesitant to predict the future, thus far the decision to wind up in 2020 has had a positive impact on AVI CHAI's work. This report should be seen as an interim report on the evolution of AVI CHAI in North America.

The following introductory paragraphs set out our current refinement of both the substantive vision and operating strategy for AVI CHAI's work in North America over the next 12 years, followed by a brief description of all of the AVI CHAI North America programs funded or developed during 2007.

OUR VISION

The AVI CHAI Foundation in North America seeks to ensure the continuity of the Jewish people through what we affectionately term **LRP**:

1. Fostering high levels of Jewish **L**iteracy,
2. Deepening **R**eligious Purposefulness,
3. Promoting Jewish **P**eoplehood and Israel

We believe Jewish commitment—the Foundation's key mission in North America—depends on these elements, because Judaism derives from a core set of texts and lives in ongoing dialogue with those texts (literacy); because Judaism is lived and experienced in daily practice and interactions guided by those texts (religious purposefulness); and because in the 21st century Jews throughout the world should feel connected as one people with, and feel a responsibility to, our national homeland in the modern State of Israel.

OUR OVERALL STRATEGIES:

- developing programs
- strengthening key institutions
- inspiring partners and successors

Developing Programs

Over the past 23 years, AVI CHAI has distinguished itself by the initiation and support of programmatic activities. In North America, we have decided that as “value investors” we will make our programmatic contributions in the fields of day schools and summer

camps—to the content of the Jewish learning, the nature of the Jewish experiences, and the competence, character and outlook of the Jewish adults who guide the youth’s Jewish journeys. We also recognize that our success requires that key institutions be viable and sustainable, and hence we are working and developing new ways to ensure the strength of the day schools and camps, as well as the organizations that support their work.

The programmatic descriptions in this report provide information about and links to these AVI CHAI activities organized by the primary substantive goal advanced by the program. A large number of new programs approved in 2008 will be included in next year’s report, which will detail our new experiments with a variety of projects to facilitate broader school change toward LRP.

Strengthening Key Institutions

AVI CHAI has long recognized the need to seek ways to ensure the long-term viability of day schools and summer camps. The program descriptions below report on our current efforts, which, relative to the scope of the issue, are very limited. We continue to seek new approaches to financially strengthen day schools and summer camps.

Given AVI CHAI’s termination date, we have also begun thinking in a serious way about the long-term viability of the organizations that support and enhance the day school and camping fields, which represent the bulk of our grant recipients. Likely, the projects we fund today will evolve considerably in the next 12 years in response to the dynamic world in which they are situated. Nonetheless, given the eternal nature of AVI CHAI’s mission, we believe that many of our projects and project leaders will require and deserve support beyond AVI CHAI’s lifespan. Since our spend-down does not include plans for endowing projects, we are beginning to work with the grantees receiving our largest grants to explore alternative philanthropic and/or revenue-generating sources.

Inspiring Partners and Successors

As a result of the mortality inherent in our decision to wind up in 2020, we have recognized that the long-term impact of our work depends on our persuading Jewish educators, thought leaders and philanthropists to (1) collaborate with us in the short term, and (2) champion our mission—in its broadest sense, including beyond day schools and summer camps—after we shut our doors. This has led us in the directions of “thought leadership” and new vehicles for promoting LRP.

- *Thought Leadership and Knowledge Management*

One legacy we hope to leave the field is in the area of knowledge, ideas and policy thinking that will facilitate action by others. This notion of “thought leadership” encompasses both formal research/policy reports, as well as more general knowledge management and dissemination. In the realm of evidence-based research, we have been fortunate to entice Dr. Jack Wertheimer of the Jewish Theological Seminary to direct a series of research and policy efforts extending to the full breadth of AVI CHAI’s mission

statement, beyond our areas of programmatic support. Dr. Wertheimer’s current activities are focused in three areas: (1) Taking the Measure of Supplementary School Education, (2) Hebrew Language in America, and (3) Fostering Identification with Jewish Peoplehood. In 2008, AVI CHAI will release a census of Jewish supplementary schools and a report on ten model supplementary schools. Activities in the other areas are being planned as well.

In developing a “knowledge management” capacity, we see AVI CHAI’s role as organizing and synthesizing data within our core fields in ways that generate reflection, discussion and decision-making among practitioners and philanthropists. Because of the focused nature of AVI CHAI’s work, our grant recipients, and the schools and camps they serve, face similar challenges and opportunities.

*We continue to seek
new approaches to
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summer camps.*

In the past year, we have undertaken a series of knowledge management activities: facilitated meetings of grant recipients, a case study prepared by Dr. Alex Pomson on the Judaic choices faced by schools that served as the basis for discussion at various conferences over the past year, and a pamphlet and project distilling and disseminating within schools the lessons learned by mentors in the Jewish New Teacher Project. We have come to recognize that AVI CHAI can play a catalytic role in enabling the fields in which we work to model approaches that seem to be working and avoid proven failures.

- *New Ways of Promoting Jewish Literacy, Religious Purposefulness and Peoplehood/Israel*

As a foundation that advanced its mission through funded programs, AVI CHAI traditionally saw little cause for publicly promoting its vision or seeking allies to develop an organized campaign to champion its worldview. With only 12 years to run, we are now acutely aware that our legacy depends upon our ability to engage individuals and institutions to carry forward our vision. This awareness led to the creation of The AVI CHAI Fellowship, a program begun in 2007 and announced in 2008.

The Fellowship recognizes that there are people who are concerned about AVI CHAI's goals and who imagine their contributions in ways not yet considered by existing institutions. These are people with vision, creativity, courage, savvy and stamina to try new things, to think outside the conventional boxes or inside them in new ways, and to see opportunities where others see obstacles. The AVI CHAI Fellowship is intended to be a vehicle for identifying and investing in these people and the ideas they seek to launch or expand.

AVI CHAI's Trustees have initially approved funding for three cohorts of this Fellowship, which provides up to \$225,000 over three years to five outstanding individuals or teams. Candidates are nominated

by anonymous nominators who are geographically, professionally and denominationally diverse. Nominations are then reviewed by a seven-member selection committee, including one AVI CHAI representative. Candidates learn of their nomination only when they are selected as finalists and are then interviewed by the committee.

Please see AVI CHAI's website for a listing and biographies of the inaugural cohort of AVI CHAI Fellows.

With our sights set on both our ambitious, enduring mission statement and our wind-up in 2020, we expect the coming years to represent a time of growth, opportunity, action and reflection. We all feel that there is so much to do and, in the context of AVI CHAI, only a limited time in which to achieve our professional goals.

FOSTERING HIGHER LEVELS OF JEWISH LITERACY BY PROVIDING CONTENT

AVI CHAI Bookshelf for High Schools

For the past seven years, AVI CHAI has provided annual grants of up to \$5,000 to Jewish high schools for the purchase of library materials. Beginning in the 2006/07 academic year, AVI CHAI offered eligible high schools a modified program that focuses on maintaining and enhancing the libraries already built and grown through the program. This modified program incorporates: (1) an annually decreasing maintenance grant, with a corresponding annual increase in funding by the schools, (2) continuing professional development opportunities, (3) subsidies to facilitate catalog automation, and (4) the engagement of a Bookshelf coordinator to develop a Bookshelf website, moderate the Bookshelf listserv, develop training opportunities, negotiate consortia prices for various library materials, and continue to provide advice and guidance to schools on library matters.

As part of this grant program, AVI CHAI continues to partner with the Association of Jewish Libraries (AJL) on the creation and implementation of a series of training workshops for untrained library staff in Bookshelf schools and on the development of the Bookshelf Seminar, a special program for Bookshelf librarians that is integrated into the AJL's annual convention.

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 over 11,000 pages of material.

Chinuch.org now includes 5,000 files, including searchable lesson plans, tests, worksheets, power point presentations 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 31,000 registered users, with 650 new users registering monthly, mostly from North America but also from Israel, England and France. The site has registered more than half a million downloads since early 2007. Our grant enabled a complete revamping of the website to improve functionality, as well as enhancements in the materials collection and review process. www.chinuch.org

Developing *Tanakh* Standards

AVI CHAI is supporting an effort by the Melton Research Center for Jewish Education of The Jewish Theological Seminary to implement a set of standards for the study of *Tanakh* (Bible) at Solomon Schechter, Community and Reform schools. Detailed standards for the study of Bible were drafted by a team of Bible specialists and educators, and then reviewed and

commented upon by independent consultants and ten review schools. Ten pilot schools worked on action plans in 2004/05 for implementing the standards.

All the pilot schools indicated that teachers need further professional development in order to successfully shift to the standards-based teaching of Bible. We had learned in essence, that the primary challenge for teachers was not the application of specific standards, but the paradigmatic shift to measuring outputs rather than inputs, learning rather than teaching. Thus the second phase of this project focused on professional development and the creation of assessment tools that will be used across classes within each school. A total of 12 schools, in two cohorts, participated in the second phase of the project. From July 2007 through June 2009, the project will continue to provide professional development to up to 18 additional schools, with an added component of a comprehensive 18-day professional development program for their Judaic studies heads. www.jtsa.edu/davidson/melton/standards/

Experiments in Educational Technology

AVI CHAI is looking for new and innovative ways to apply technology to enhancing the teaching of Judaic studies in day schools. To that end, the Foundation is providing seed funding for a diverse range of projects with the ultimate goal of learning about and identifying promising educational technology initiatives for Jewish education.

As a first initiative in this area, the Foundation has allocated funding to support technological solutions to pedagogic challenges. Competitive grants of \$2,000 to \$10,000 were made available for educators who have identified and developed innovative approaches to using technology in their teaching. We are presently supporting 17 educational experiments taking place in schools around the country. Grantees are sharing their ideas and experiences on a blog created to extend learning from these initiatives. The blog can be accessed at www.edtechexp.blogspot.com.

NETA

AVI CHAI is funding an initiative in partnership with Hebrew College in Boston, to implement a Hebrew language and literature program for grades 6–12 in day schools. The program is named NETA (*Noar LeTovot HaIvrit*). Built on a 23-unit curriculum, plus an introductory unit for beginners, the centerpiece of the project is teacher and coordinator training and mentoring. In 2007/08, the program's seventh year, NETA is being implemented in 89 North American schools, taught by 375 teachers and studied by 13,500 students. AVI CHAI is partially funding the implementation of NETA in 12 schools in Russia, Moldova and the Ukraine. In addition, Hebrew language is being taught with NETA in seven schools in Australia and in the "Na'aleh" program in Israel. In January 2008, three South African schools with 150 students will begin their first year of NETA.

NETA is already making significant changes in the culture of Hebrew language education in Jewish middle and high schools in North America and beyond. A research team that conducted a three-year evaluation of the achievement levels of students using the NETA curriculum at 20 schools found significant student progress in reading and writing, with slower progress in the more difficult skills of comprehension and speaking. www.netahebrew.org

Remote Teacher via Video Conferencing

AVI CHAI approached the Lookstein Center at Bar-Ilan University to pilot a program of video conferencing to provide remote teachers for smaller Jewish communities in North America that have trouble recruiting effective local Jewish studies teachers. Each Israel-based teacher teaches one classroom at one time; a host teacher at the school supervises the students and assists by distributing worksheets and other printed materials sent by the Israeli teacher. Three schools participated in the program in 2005/06, and AVI CHAI approved funding to expand the program to nine middle and high school classes each year since 2006.

The first-year salary of the Israeli remote teacher is fully funded by AVI CHAI, while schools begin sharing in the cost in the second year and have committed to fully funding the cost after three years. The Israeli teachers selected for this project are creative and connect with their students in multiple ways over the Internet between classes. Some participating schools have identified an unanticipated benefit to the program, in that the remote teaching serves a professional development role to the host teacher. The schools are also enthusiastic about the connection with Israel that the program creates for students.

As a result of the experience in the first year, in which low-quality equipment hampered learning, AVI CHAI provided additional funding to ensure that each school would have high-quality video conferencing hardware. In another change, the Israeli teachers are now encouraged to travel to the classes taught at the beginning of the year and meet the students in person to initiate their relationship. The goal of this experiment is to ascertain the degree to which remote teaching can be an effective, economically-feasible solution for schools that have trouble attracting appropriate teachers locally.

The schools are also enthusiastic about the connection with Israel that the class creates for students.

TaL AM

In 1995 the Bronfman Jewish Education Center (BJEC) in Montreal completed an integrated Jewish studies curriculum for first grade that is currently used in more than 400 day schools worldwide from all streams of Jewish life. Since 1999, AVI CHAI has supported the development of curricula for additional grades. Beginning with grade two, which was released in September 2005, an additional grade was introduced by TaL AM to day schools each year since. It is anticipated that grade five will be released for the 2008/09 school year. Over 29,000 students worldwide currently use TaL AM materials.

The TaL AM curriculum covers Hebrew language, Bible and prayer, as well as introductions to rabbinic literature and Jewish history in the older grades. These

curricular components are designed to provide a solid foundation for Hebrew as a communicative and heritage language to develop Jewish literacy. The subject areas are spiraled and aligned to facilitate multi-lateral reinforcement of vocabulary, language skills, thinking and learning skills, and the thematic integration of concepts and values. www.talam.org

FOSTERING HIGHER LEVELS OF JEWISH LITERACY BY PREPARING AND SUPPORTING TEACHERS

Hebrew Union College MA in Jewish Education with a Specialization in Day Schools

AVI CHAI approved a grant to Hebrew Union College's Graduate School of Education for a special concentration in day school education for students enrolled in the Master of Arts program in Jewish Education. The objective is to intensify the Judaic environment at Reform and Community schools by enhancing the Jewish literacy and text-teaching abilities of teachers at these schools. The course content has been developed by a design team comprised of academics, Jewish studies teachers and practitioners. The program began in spring 2006.

To further advocate for day schools among the Reform Jewish community, in 2008/09 rabbinical students at HUC's three campuses will be offered the opportunity to participate in a two-week day school internship and seminar in order to prepare them to become vocal supporters for day school education when they reach the pulpit.

Home Subsidies for Jewish Studies Teachers

AVI CHAI and the Hebrew Free Loan Society of New York have developed a program for full-time Judaic studies teachers in day schools providing half-forgivable interest-free loans of up to \$50,000 to cover down payments and closing costs associated with buying a home. Loans are repayable interest-free over ten years.

The program, currently being piloted in Baltimore, Cleveland, Dallas, Denver and Houston, is open to K–12 Judaic studies teachers at day schools with at least 50 students. Eligible teachers must have at least three years teaching experience and must be in the classroom for a minimum of 20 hours per week. Administrators with at least ten Judaic studies classroom hours are eligible as well. www.hfls.org/housing_loan.html

Ivriyon

The *Ivriyon* summer immersion program developed by the Jewish Theological Seminary to raise the Hebrew language level proficiency of K–12 day school Jewish studies teachers, has educated 46 teachers over the summers of 2004–07. Participants are immersed in a month of intensive language instruction during the summer—grammar review, participant presentations of sample lessons and text study—with an eye towards enhancing the vocabulary and language skills necessary for teaching in Hebrew.

Ivriyon will continue during the next three summers, with the costs shared by AVI CHAI and the Davidson Graduate School of Education at JTS. *Ivriyon* will continue to educate experienced Judaic studies teachers and also enroll Davidson School students preparing to be day school teachers. www.jtsa.edu/ivriyon

Mentoring for Novice Teachers/Jewish New Teacher Project

The New Teacher Center (NTC) of the University of California at Santa Cruz, an organization that has trained thousands of mentors for the public school system since 1988, has developed a program specifically for day schools—the Jewish New Teacher Project (JNTP).

Launched in 2003/04 as a pilot program, JNTP worked with Jewish day schools in the metropolitan New York area and trained a cadre of mentors who worked with novice teachers. Ongoing evaluation led

*...to prepare them
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to the development of two primary models: a visiting mentor servicing novice teachers in a variety of local schools, and in-house mentors who build the capacity for novice teacher support within a single school.

In 2007/08, the fifth year of the program, the pilot entered a new phase, with support from New York Federation and an anonymous funder. The program now includes a much larger number of schools (42) and a distance-learning component. Plans are underway to roll out the program to additional cities.

Pardes Educators Program

The Pardes Institute for Jewish Studies has created the Pardes Educators Program, which includes two years of Jewish studies at Pardes, a Masters in Jewish Education from Boston Hebrew College, Hebrew language instruction, and supervised teaching in North America. As of 2007/08, 44 graduates are teaching in Jewish day schools or further advancing their Jewish education. Many are involved in developing exciting materials and programs for Jewish students, and 13 have assumed administrative/leadership positions in day schools.

www2.pardes.org.il/programs/educators/overview.php

Talmud Program for Women—Yeshiva University

AVI CHAI began supporting a two-year advanced *Talmud* program for women at Yeshiva University in 2000. In May 2003, an outside evaluator determined that the program was achieving its educational goal and offered a superb setting for high-level study of *Talmud* and Jewish law by women. Many graduates of the program have entered the field of Jewish education. The eighth cohort, the last that will receive AVI CHAI support, entered the program this past fall. Yeshiva University recently received state authorization to grant a Master's degree for this program, beginning in fall 2009 and will be continuing this program with other means of support.

University of Pennsylvania MS Ed. Degree

AVI CHAI is providing partial tuition scholarships for two cohorts of a new Jewish education MS Ed. degree at the University of Pennsylvania. The university is in the midst of accepting its first class, to begin in September 2008 under the leadership of the director for the Teacher Preparation for Religious Schools program, Rabbi Dr. Karen Reiss Medwed.

FOSTERING HIGHER LEVELS OF JEWISH LITERACY BY ENRICHING AND DEVELOPING LEADERSHIP

Principals Training—Harvard University

Over the past eleven years, AVI CHAI has sponsored nearly 300 principals and aspiring principals from across the spectrum of Jewish day schools to attend one of the two ten-day summer institutes offered by The Principals' Center at Harvard University. AVI CHAI has also sponsored follow-up programming for alumni of the institutes who are day school administrators. Most recently, alumni worked on developing and implementing specific action plans for their schools focusing on educational issues.

www.gse.harvard.edu/principals

Principals Training—Jewish Theological Seminary

Sixty-nine fellows have participated or are currently in the Day School Leadership Training Institute (DSLTI), a 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, as well as online communication and mentoring, during the intervening year. Most of the graduates are currently school heads or division principals. Graduates are expected to practice school leadership embodying the core principles of DSLTI, which can be obtained from the DSLTI website www.jtsa.edu/davidson/dslti.

A recent study of alumni highlighted the extent to which DSLTI informs their practice.

Principals Training—Lookstein Center

AVI CHAI sponsors North American principals and aspiring principals to participate in the integrated training program offered by the Lookstein Center at Bar-Ilan University. The program, which is oriented toward developing leaders skilled in action research, focuses on school culture, critical issues in day school leadership, and planning and leading educational change. The program consists of advance readings and assignments, a ten-day summer seminar, the development of action plans after the seminar, listserv contact during the year, a mid-winter conference, and support from mentors.
www.lookstein.org/principals1.htm

DEEPENING RELIGIOUS PURPOSEFULNESS

Alot Program—Camps Sternberg/Mogen Avraham

This program, at Camp Sternberg (for girls) and Camp Mogen Avraham (for boys), which began in 1999, recruits public school children and fully integrates them into Jewish camp life. The goal of the program, beyond a positive Jewish experience for the campers, is to encourage the campers to consider transferring to day schools. The Jewish growth—and joy—of the children who participated in this program has been a pleasure to see. Through the 2007/08 academic year, 90 of the program's participants had transferred to day schools.

BabagaNewz

This award-winning monthly magazine, teachers' guide and website, focused on Jewish values, is designed to supplement the curriculum for 4th–7th grade day and supplementary school students. In 2007/08, BabagaNewz continues to experience strong readership and is being read by more than 27,000 students in 844 day and congregational schools.

BabagaNewz, published in partnership with Jewish Family & Life!, seeks to Jewishly educate and inspire students by presenting contemporary life—current events, compelling personalities, Israel and science—through a Jewish lens. The website, with more than 6,000 pages of content for students, teachers and parents, averages about 33,000 visitors a month, a 70% increase over 2006/07. www.babaganewz.com

Cornerstone Fellows

Recognizing that the most Jewishly-effective counselors are those who already have two years' experience, beginning in 2003, AVI CHAI enabled the Foundation for Jewish Camp (FJC) to provide a salary supplement to every returning third-year counselor at camps selected on a competitive basis, provided that (1) each participating counselor met certain standards for Jewish involvement and attended a special training program, and (2) each selected camp attracted at least five eligible returning counselors. The intent is for each of the fellows to return to their camps not only as stronger counselors and leaders but also ready to play a larger creative role in Jewish programming at camp. The three-day training seminar provides instruction about how to (1) design model programs that they can implement in the bunk with their campers or in larger gatherings within camp, and (2) view all interactions with campers and planned activities as Jewish learning opportunities. The fellows are guided during the summer by a designated camp liaison, as well as a Cornerstone faculty member who plans projects with the fellows to expand the camp's Jewish educational program.

For summer 2007 181 fellows participated in Cornerstone, and the number of camps applying for the grant has grown to 38. Camp directors report that the program has increased the quality of their staff by retaining and training their most mature and tenured counselors. Independent evaluations of the program have noted that many of the fellows have become more effective and confident in their educational and modeling roles. www.jewishcamp.org

Enhancing Immigrant Schools in New York City

For the past few years, AVI CHAI has supported the improvement of instruction at schools servicing immigrant students in New York City. After funding direct grants to a few elementary and high schools, our current funding supports the schools' continued participation in the Gruss Life Monument Foundation's computer-assisted learning program, focusing on raising the students' general studies abilities and test scores, primarily in reading, writing and math. Additionally, Rabbi Yoel Kramer has been leading the Teacher Fellowship Program, a teacher in-service training program, as a means of improving pedagogy in both Judaic and secular classrooms. The fifth cohort, of 28 teachers, began the program this past fall.

In February 2007, the Trustees approved a new element to this program: substantial funding to leverage philanthropist Lev Leviev's generosity and enable the Gymnasia, a K–12 school in Queens, to provide a first-rate academic program.

Lekhu Lakhem

AVI CHAI is funding a Jewish education and mentoring program for Jewish Community Center Association (JCCA) overnight camp directors. In 2002, acknowledging the need to enhance the Jewish education provided by their camps and community centers, the JCCA created the Center for Jewish Education (CJE) within its organization. The goals of *Lekhu Lakhem*, a project of CJE, is to make JCC camps more Jewishly educational by preparing camp directors to see themselves as Jewish educational leaders. An initial evaluation demonstrated that the program is having a significant impact on camp directors and in many cases a noticeable effect at camp as well.

This elite program, which currently enrolls 12 JCCA directors and assistant camp directors in its second cohort and ten directors and assistant directors in its alumni program called *Hemshekh*, explores issues of educational philosophy, Jewish vision and educational leadership through multi-day seminars, text-based discussion sessions, individual mentoring, and a two-week seminar in Israel. www.jcca.org/CJE.html

Melton Mini-School for Preschool Parents

Realizing that efforts to encourage larger numbers of parents to send their children to Jewish day schools must be coupled with educating parents to appreciate the value of the Jewish education that their children receive, AVI CHAI approached the Florence Melton Adult Mini-School with the suggestion that Melton create a special version of their basic two-year curriculum for parents of children in Jewishly-sponsored preschools. The program includes both a text curriculum and Jewish parenting activities.

After piloting the program in three communities, the program was subsequently offered in 16 additional communities nationally, and is still operating in eleven. Three additional cities are considering beginning programs in fall 2008. To date, over 700 parents have enrolled in the program nationally.

Although we were unable to determine that the goal of increased day school enrollment was met, this parent-focused version of the Melton Mini-School has proven popular in many of the communities in which it was initially offered, and is also now hosted by a number of day schools that believe that a more Jewishly-knowledgeable and committed parent body will be more likely to keep their children enrolled in a day school. www.fmams.org.il/1a_aboutus/9_minischools.htm

...the program is having a significant impact on camp directors and in many cases a noticeable effect at camp as well.

Planning Grants for Camp Movement Educational Programs

Jewishly-intensive overnight camps provide a unique opportunity for campers to experience and live Judaism around-the-clock, in an environment that aims to support their spiritual growth. In most camps the experiential nature of Jewish programming provides a counterpoint to the classroom experience, often as both supplement and an alternative. However, even the most successful camps still rely on a Jewish education program based on assumptions and a model developed many years ago that do not take full advantage of the most recent advances in informal education.

The planning grants were developed to assist camp movements to develop clear educational goals and evaluate approaches that will provide the strongest and most memorable Jewish experiences during the summer for both campers and staff.

Shabbat Enhancement/Experiential Educators Grants

Since 1999, AVI CHAI has offered a grant initiative intended to stimulate *Shabbatonim* (weekend retreats) and accompanying activities at Community and Solomon Schechter high schools, to help the schools promote Shabbat observance and Judaic commitment. The grant, administered through the Institute for Informal Jewish Education at Brandeis University, offers gradually decreasing grants for *Shabbatonim* at schools, as well as professional development seminars for the experiential educators who run them. 26 schools currently participate in the program.

Starter Jewish Libraries for High School Students

Students who have chosen to attend a Jewish high school after graduating from a public or private middle school receive as a gift a starter Jewish library consisting

of eleven Jewish texts and references. The texts, which are all Hebrew/English or English, include the Bible and classic and contemporary books on basic Judaism, the holidays and Israel. The gift of these books is more than a reward for choosing a Jewish education; it also represents our effort to plant the seeds of Jewish learning within the homes of these beginners. In 2007/08 427 students received starter Jewish libraries.

SULAM—Judaic Enrichment for RAVSAK Community Day School Heads

This program of Judaic enrichment is intended for heads and leaders of Community day schools with minimal Jewish educational backgrounds. The program, which commenced in June 2005, was designed to consist of 12-day sessions in each of two summers, with an intervening year of distance and local learning and a winter retreat. In addition to the formal elements of the program, each participant works with a Jewishly-knowledgeable RAVSAK mentor to develop a "Judaic action plan" to be implemented back at their school. Based on evaluation results, the program was expanded to cover a second year for select participants to deepen the Judaic impact on their schools. Ten participants from the first cohort of 16 joined this second year of the program. A second cohort of 14 began the program in 2006/07. www.ravsak.org/sulam.php

AVI CHAI is interested in developing the Jewish knowledge and inspiration of camp directors and staff.

Tze Ul'mad

AVI CHAI is interested in developing the Jewish knowledge and inspiration of camp directors and staff. To that end we fund a small program through the Foundation for Jewish Camp that provides tuition reimbursements for camp directors and assistant directors who participate in Jewish education courses.

PROMOTING JEWISH PEOPLEHOOD AND ISRAEL

David Project—Israeli Yeshivot and Seminaries

In May 2007 AVI CHAI's Trustees approved funding to support the development and implementation of an enhanced David Project Israel Education and Advocacy curriculum in 15 *yeshivot* and seminaries in Israel serving post-high school students. Beyond the standard advocacy component, the new curriculum focuses on building leadership skills and strengthening the connection to the land and history of Israel. Leading students from the various institutions will have the opportunity to participate in the David Project's Campus Fellows program that will take place in the spring of 2008. The hope is that the students, upon returning to college campus, will serve as active ambassadors and advocates for Israel. The program has begun to roll out in the 15 institutions, with over 300 participants in 2007/08.

David Project—North American High Schools

Having provided operating support to this Israel advocacy group in 2004, beginning in 2005 our support was tied to the David Project developing a program for AVI CHAI's primary target audience: Jewish high schools. 80 day and supplementary high schools have adopted the curriculum, which is being implemented in 68 of these schools during 2007/08. Participating schools' teachers are trained over four days during the summer. www.davidproject.org

Israel Blog by/for High School Students

With AVI CHAI support, a blog on Israel by and for high schools students was initiated in November 2007. 10–15 students blog on various Israel-related subjects such as news and politics, sports, music, science, arts and entertainment. Readers can post their comments on this moderated blog located at www.oznia.wordpress.com.

Israel Education and Advocacy Books

In 2007/08 seniors in the 40 high schools that submitted grant applications received copies of *The Case for Israel* by Alan Dershowitz, *Why I Am a Zionist* by Gil Troy or *Right to Exist* by Yaakov Lozowick. As per our grant guidelines, the schools developed assignments for their students that ranged from quizzes and book reports to mandatory discussion groups.

Israel Studies for Day School and Supplementary School Teachers

Starting in 2003, AVI CHAI has supported workshops on the teaching of Israeli history, politics and culture organized by Professor Kenneth Stein, the director of Emory University's Institute for the Study of Modern Israel. The program now has 364 alumni, most of whom teach grades 5–12 in day schools and congregational schools.

The next workshop will be held in August 2008 in Atlanta, GA. www.ismi.emory.edu/tw.html

Jewish Agency for Israel—Summer Camping

The Jewish Agency for Israel (JAFI) and AVI CHAI believe that enticing Israeli counselors to return for additional summers in camp enable them to be more effective, especially in promoting Israel/Zionism. The *Achva* program offers a \$1,000 salary supplement to Israeli counselors returning to work for a second, third or fourth summer in camp and participating in an intensive training course in Israel to better prepare them for their roles. Over four years, the camps gradually assume financial responsibility for the salary supplement. Returning *shlichim* report highly positive experiences, as they become more integral to their camp's Israel education mission and that their effectiveness as emissaries from Israel improves considerably. Camps participating in the program are from Ramah, URJ (the Reform Movement), JCCA, Young Judaea, Bnai Brith, among 50 others. For summer 2007, more than 150 returning Israeli counselors participated in the training program.

In another JAFI program, AVI CHAI funds a “delegation head” for two years, mostly at Reform and JCC camps with large contingents of *shlichim*, to help ease the adjustment of the *shlichim* and oversee their programs during the summer. By participating in this grant, the camps must commit to maintaining the delegation head position permanently. As a result of the program, 17 camps now permanently staff a delegation head.

A third program attempts to interest more camps in hiring *shlichim* or in expanding small delegations. To date this program has inspired and rewarded 20 camps that have hired Israeli staff for the first time or expanded their delegations. The program was ended in 2006 when virtually all camps interested had participated. www.jafi.org.il

Jewish Virtual Library Website

The Jewish Virtual Library has been developed and operated by Dr. Mitchell Bard for the past ten years. Described as “the most comprehensive online Jewish encyclopedia in the world, covering everything from anti-Semitism to Zionism,” the site currently contains more than 14,000 articles and 6,000 photographs and maps. The Library has 13 wings: History, Women, The Holocaust, Travel, Israel & The States, Maps, Politics, Biography, Israel, Religion, Judaic Treasures of the Library of Congress, Vital Statistics and Reference, attracts 1.3 million visits a month, most of which are to the “Holocaust wing.” AVI CHAI is funding the enhancement of the navigation and searching experience of the Jewish Virtual Library, thus upgrading the site usability and ultimately giving users many more reasons to return to the site time and again. www.jewishvirtuallibrary.org

MASA

In 2007 AVI CHAI approved a second grant to MASA, a joint initiative of the Jewish Agency and the Israeli Government to enhance the Jewish and Zionist identity of Diaspora young people by encouraging thousands of young Jews to come to Israel on long-term programs. AVI CHAI’s funds are earmarked for MASA’s internal efforts to stimulate new and diverse program development in Israel, with special emphasis placed on academic and pre-professional programs and on participants from North America and the former Soviet Union. www.masaisrael.org

Student Israel Advocacy Initiatives on Campus (Hillel & Israel on Campus Coalition)

This grant program, administered through Hillel, offers grants of \$2,500-\$7,500 for student-initiated Israel advocacy activities. By encouraging talented students, we hope to identify a few who deserve significant communal support, as well as program models that can be rolled out to additional campuses. www.hillel.org/campus/grants/icc_grant.htm

Taglit—Birthright Israel

In 2004 AVI CHAI announced a \$7 million challenge grant to birthright israel (now called “Taglit-Birthright Israel”), a program that provides free educational trips to Israel to thousands of college students and young adults, to compensate for funds that did not materialize from other sources as expected. This extraordinary AVI CHAI grant rescued the program from a temporary financial crisis. In 2005, we joined the birthright partnership on an ongoing basis, on the same terms as other partners. Both the level of donor support and the number of trip participants have substantially increased since then, to \$100 million in contributions and 40,000 participants projected for 2008. www.birthrightisrael.com

Write On For Israel

This program, initiated by the New York Jewish Week, trains high school students in their junior and then senior years to become advocates for Israel on college campuses. The curriculum involves (1) seven Sundays of seminars during the first year on Jewish and Israeli history, the facts and myths of the current conflict, confronting press bias and making Israel's case to the media; (2) a ten-day Israel mission in June; and (3) a choice of tracks for hands-on field work activities during the students' senior year.

The Write On For Israel program is currently located in New York and Chicago and will expand to Cleveland and San Francisco for 2008/09.

www.writeonforisrael.org

STRENGTHENING INSTITUTIONS

Building Loan Program—Camps

Modeled after AVI CHAI's successful loan program for day schools, the Foundation has established a \$25 million fund to enable not-for-profit Jewish overnight summer camps to borrow up to \$1 million interest free for construction and renovation. Loans, which must be secured by a satisfactory letter of credit from an acceptable financial institution, are repayable after a six-month grace period in 20 quarterly installments over five years. The fund is available for new camp construction, to expand capacity at existing camps, and to upgrade facilities in order to enable camps to remain competitive.

During the initial pilot phase, loans were available to camps from the Ramah, Union of Reform Judaism and Young Judaea movements. In 2007 the program was expanded and is now offered to a larger pool of Jewishly-focused camps that meet specific programmatic and staffing criteria.

As of January 2008 we have made five loans totaling \$5.5 million and expect the number to continue to rise.

Building Loan Program—Day Schools

In order to help schools meet the increasing demand for day school seats, AVI CHAI has committed a revolving pool of \$50 million to provide interest-free construction and renovation loans to day schools. The maximum loan is \$1.5 million for new construction and \$750,000 for renovation. Loans, which must be secured by a satisfactory letter of credit from an acceptable financial institution, are repayable after a six-month grace period in 20 quarterly installments over five years. Over the last decade, we have made 100 loans totaling more than \$88 million.

Grants to Encourage Continuation from Jewish Middle School to High School

This pilot project aims to increase the enrollment of students from Jewish middle schools to Jewish high schools by providing direct grants to eligible high schools for Jewishly purposeful activities designed for students in grades six through eight. Our hope is that an early introduction to the Jewish joy of the high school will induce more students to apply. Schools recently applied for the second year of funding for this pilot grant, and AVI CHAI is tracking the attendance at the activities as well as enrollment in the high schools. The concept of using the Jewish ambience of the school to recruit middle school students was suggested by heads of school in focus groups conducted by AVI CHAI. We look forward to learning whether these activities will achieve the goal of increasing enrollment.

New Orleans Day School Re-Enrollment Incentive

After the devastation of Hurricane Katrina, AVI CHAI approved a special grant program subsidizing the tuition of Katrina "refugees" at day schools across the country for one year. Now that New Orleans is rebuilding its Jewish community, AVI CHAI has provided a 1:2 matching grant to help reduce tuition at the New Orleans Jewish Day School, with special incentives for newcomers or returnees to the community.

*Over the last decade,
we have made 100
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INSPIRING PARTNERS AND SUCCESSORS

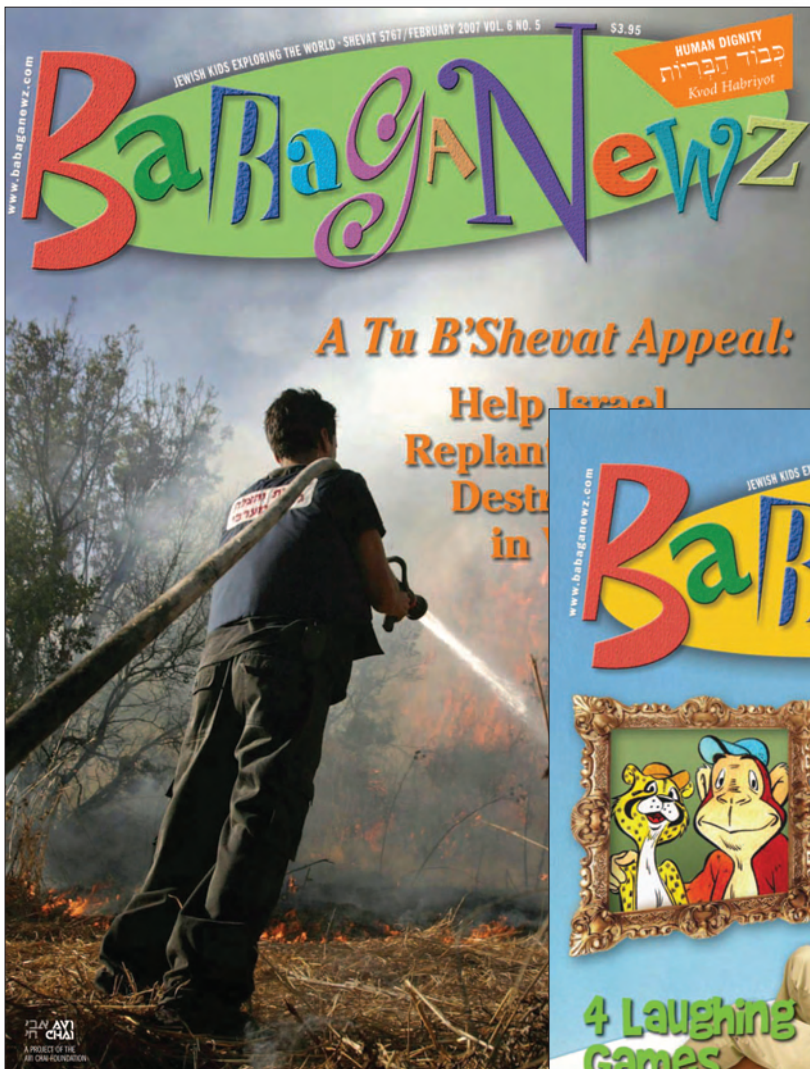
MATCH: Matching First-Time Donors to Jewish Education

In September 2007 the Jewish Funders Network (JFN) and the Partnership for Excellence in Jewish Education (PEJE) announced the third round of MATCH. AVI CHAI and four other funders have created a pool of \$5 million to provide 50% matches for gifts of \$25,000–\$100,000 to Jewish day schools by donors who are making their first-ever gift to Jewish day school education. Donors who have previously made a gift to Jewish day school education may still participate if their current gift to a Jewish day school is at least five times greater than their largest previous gift.

In past years, MATCH has been extraordinarily successful and has infused the day school field with nearly \$40 million in new gifts.
www.dayschoolmatch.org

Partnership for Excellence in Jewish Education (PEJE)

AVI CHAI is a partner in the Partnership for Excellence in Jewish Education, a national organization of Jewish philanthropists seeking to establish a vibrant and sustainable Jewish future through strengthening the Jewish day school movement in North America. In its first nine years, PEJE's model of making grants, providing expertise and advocating for the day school movement reached over 150 elementary, middle and high schools, and invested a total of over \$20 million in the field. PEJE has contributed to the opening of over 60 new Jewish day schools. www.peje.org



Babaganewz – February 2007/Shevat 5767



Babaganewz – March 2007/Adar 5767



Students study together in Yeshiva University's Graduate Program for Women in Advanced Talmudic Studies



Jewish Agency for Israel – Training Israeli Shlichim for their work in Jewish overnight summer camps



School leaders meet with mentors and colleagues at the Lookstein Principals Program



Training day school teachers at one of six locations around the world to use the TaL AM Grade 1 – 5 curriculum in their classrooms

PROJECTS IN ISRAEL

Eli Silver, Executive Director—Israel

As should be evident from reading the pages of this Annual Report, AVI CHAI's sunset provision to close by 2020 increasingly shapes our thinking and actions. The recognition of a limited time frame in which to promote AVI CHAI's mission has begun to sink in among Trustees and staff; as a result, questions of focus and priority have assumed new urgency.

In Israel, the challenge of mapping out the best strategies for our final 12 years has been heightened by the convergence of two other factors: the weakening dollar vis-à-vis the shekel, which diminished the value of our grants by 9% during 2007; and the projection, as 2007 ended, that we are slated in 2008 to reach AVI CHAI Israel's current annual spending limit, which was set by the Board as part of the sunset provision. The weakening dollar has stretched our capacity to provide the necessary resources to sustain—not to mention expand—our funded activities in the field; it also has generated considerable financial pressure on our grantees, who rely to a great extent on support from American Jewish funders for their operations. Meanwhile, the prospect of reaching for the first time our annual spending limit is fostering a new mindset for us in Israel—the recognition that new directions and initiatives will require us to make room for these investments in our current portfolio. The era of being able to invest in the new, without impinging on the current, has come to a close.

Despite these challenges, the emerging new philanthropic reality for AVI CHAI Israel has healthy consequences. Our limited time frame and resources are forcing us to hone further our priorities and strategies—drawing upon a review we conducted in 2005 with Trustees and staff, while addressing the new circumstances we face. We are asking ourselves with greater urgency questions such as: What are the most effective arenas for promoting our mission? How should our resources be allocated across these arenas? How much should we focus on investing in the “here and now” vs. developing a legacy that will carry on without us after 2020?

The above questions, and others of similar vein, are guiding us as we systematically review our activities in Israel. During 2007, we began to assess our efforts in the formal education system; we expect to complete this process during 2008, while expanding the review to the other arenas in which we operate, such as informal educational and mass media (primarily television and Internet) frameworks.

Although we have not reached decisions about new priorities and strategies, two directions have emerged from our thinking and are worth noting:

- Capacity building: our grantees, with AVI CHAI's support, have developed into significant change agents that promote AVI CHAI's mission in Israeli society. It is in the Foundation's interest to enhance the capacity of these value investments to sustain and improve their work in the years ahead, even after AVI CHAI closes its doors. From this perspective, it makes sense for the Foundation to devote attention now to enhancing the organizational capacity of grantees. In this

context, we recently began to assist several organizations in the field of informal Jewish education to conduct strategic planning processes with the aid of consultants funded by AVI CHAI. In addition, our Director of Evaluation, Liora Pascal, initiated in 2007 an innovative pilot course on evaluation for ten grantees, with the goal of transforming their institutions into committed learning (and self-evaluating) organizations.

- Strategic partnerships: given our finite resources and time frame for operations, it is increasingly clear that we should try to attract and engage new partners in our fields of interest. Such an effort would more effectively leverage our current activities and also develop sources of support for AVI CHAI's agenda after 2020. At this stage, we have begun to explore partnerships in the public sector, especially municipalities, as part of community-wide initiatives (see the report on *Olamot* as an example); we also have begun to dialogue more extensively with other philanthropic foundations to identify common areas of interest and possible points of collaboration.

Our strategic review comes at a time when we sense growing interest in our agenda in Israel. Of course, *piyyus*—reconciliation—between Israelis of differing Jewish orientations, remains for many a distant goal; alienation from Jewish life and culture still characterizes segments of Israeli society. Yet we also are witness to many encouraging trends: increasing interest in programs that bring Israeli Jews together; growing disdain for language and frameworks that separate Jews based on their religious/secular orientation; a widening circle of educators seeking to battle Jewish ignorance among their students; the expanding sound of Jewish content, such as *piyyut* (liturgical poetry), in popular Israeli music; mounting interest in Jewish cultural programs (exemplified by the size and diversity of audiences attracted to Beit AVI CHAI, see page 40); and much more.

...it is increasingly clear that we should try to attract and engage new partners in our fields of interest.

In fact, from my vantage point as Executive Director of AVI CHAI Israel over the past 12 years, I would suggest that Israeli society has never been as open to AVI CHAI's mission as it is today. This realization poses a challenge that is both exciting and laden with responsibility—to leverage our resources effectively to address the palpable interest and needs that exist today. We expect our strategic review to provide us with needed guidance to tackle this challenge—and we hope to look back in the year 2020 knowing that we used our resources successfully to promote AVI CHAI's mission.

The following pages provide a brief review of our funded activities in Israel. The descriptions refer largely to projects and programs that address three goals: encouraging mutual understanding, encouraging a new Jewish leadership, and encouraging Jewish study (in informal education, in state schools, and via mass media).

Most of our efforts in 2007 focused on projects that we have been supporting for a number of years—reflecting our interest in sustaining and deepening the work already being done by our grantees. However, the review also references two new initiatives: Beit AVI CHAI, which represents the fulfillment of Zalman Bernstein's dream of building a first-class center of Jewish cultural programming in Jerusalem that reflects AVI CHAI's vision and spirit—indeed, BAC has surpassed all expectations in its short time of operation; and *Bayit*, a new initiative conceived by the Foundation to develop vibrant Jewish community centers in Israel.

ENCOURAGING MUTUAL UNDERSTANDING

AVI CHAI's primary mission in Israel continues to focus on the fostering of mutual understanding between Jews of varying commitments to Jewish tradition. The Foundation's flagship effort in this area, *Tzav Pius*, employs multiple strategies—educational, advertising, and public relations—to promote the value of *pius* or reconciliation. Similarly, the Foundation seeks to advocate and educate toward dialogue via other projects that operate in the school system, in informal educational settings, and various mass media.

Eretz Acheret

A bi-monthly magazine that focuses on diverse perspectives regarding Jewish culture and contemporary Israeli life. *Eretz Acheret* provides often unconventional, but always in-depth perspectives on the Israeli-Jewish experience. Forty-two issues have been published through the end of 2007 to excellent reviews from critics; since the fall of 2007, an *Eretz Acheret* article also appears weekly on the popular news portal, Ynet. Since the magazine's debut in the fall of 2000, *Eretz Acheret* has earned a reputation as a high-quality journalistic enterprise that contributes to Israeli public discourse. It continues to receive enthusiastic reviews from academics, public figures, and journalists for its in-depth treatment of important issues, and for its commitment to giving expression to diverse voices in Israeli society. AVI CHAI has been one of its primary funders. www.acheret.co.il

Haredi College of Jerusalem

The Jerusalem *Haredi* College, established in 2001, is an institution of higher education that operates in cooperation with other accredited academic institutions to provide degrees in a number of disciplines, including social work, medical laboratory technology, and business administration, to *haredi* men and women. AVI CHAI's funding enables the college to provide scholarships to *haredi* women, making possible their acquisition of an academic education that will facilitate their integration in, and interaction with, the wider Israeli society. AVI CHAI's grant also supports a series of extracurricular seminars for women that explore contemporary issues and their relationship to the *haredi* world, which are intended for students and open to the public. During 2007/08, over 400 women and 100 men were enrolled in seven academic tracks; to date, two classes, totaling 60 students, have received degrees in social work and laboratory sciences.

Kehillot Sharot

A program to foster "singing communities" that bring together diverse audiences to experience, celebrate, and deepen their connection to Jewish culture via Jewish music, especially *piyyut* (liturgical poetry). Participants in *kehillot sharot* study selected liturgical pieces, led by traditional *paytanim* (singers of liturgical poetry), musicians, or writers, and learn to sing *piyyutim*. In 2003, at AVI CHAI's initiative, the Foundation piloted the first singing community in the German Colony of Jerusalem, with a remarkably diverse group of 40 participants who met weekly over ten weeks. The pilot phase then expanded to additional communities, in partnership with the International Cultural Center for Youth, and currently consists of ten groups throughout Israel—seven veteran groups in Jerusalem, Tel Aviv, Emek Hefer, Yerocham, Herzliya, and Haifa, and three new communities in Jerusalem, Bar Ilan University, and Holon—totaling some 230 participants. *Kehillot Sharot* also runs programs during the week and on weekends for community participants and the general public. www.piyut.org.il/communities

Keshet School

A K–12 school for religious and secular students, with over 680 students enrolled during 2007/08, committed to learning about and respecting diverse approaches to Jewish life. *Keshet* is one of the only schools in Israel where the program and staff comprise an equal balance of religious and secular. AVI CHAI provides support for teacher in-service and training, curriculum development, and support staff. AVI CHAI also provides a grant to the *Keshet* School Association to promote joint religious-secular education in other schools. www.keshet-s.org

***Melitz* Center for Jewish-Zionist Identity**

A general support grant to enable *Melitz* to conduct various Jewish-Zionist educational initiatives. For example, *Melitz* promotes understanding of a new religious-secular covenant for Israel, which was drafted by Professor Ruth Gavison and Rabbi Yakov Medan, and represents the most comprehensive and systematic attempt to propose new religion-state arrangements in Israel. For their efforts, Professor Gavison and Rabbi Medan were awarded the AVI CHAI Prize in 2001. In 2005, *Melitz* assumed responsibility for the Gavison-Medan initiative, and today seeks to disseminate its messages and promote public debate on its contents. AVI CHAI's grant enables *Melitz* to continue its valuable work associated with the covenant and to develop other important educational programs that strengthen Jewish identity among key Israeli populations. www.gavison-medan.org.il

***Olamot*: Israeli Jewish Identity in Upper Nazareth**

A city-wide initiative to nurture a stronger connection to Jewish culture and Israeli Jewish society among Russian-speaking *olim* (new immigrants) and veteran Israelis. This effort, which was developed in response to an AVI CHAI-commissioned study of the Upper Nazareth Jewish community in 2003, seeks to strengthen ties between *olim* and veteran Israelis by focusing on their shared identity as Israelis, Jews, and residents of Upper Nazareth. The project promotes a community-wide effort, supported by municipal leaders, and assisted by group facilitators, professionals in community development, and lay-leaders. Together they seek to develop a town vision and plan, create educational and cultural programs targeting key local populations, and train local residents to facilitate programs on Israeli Jewish content. Currently, hundreds of participants of all ages are engaged in *Olamot's* activities and thousands more attend one-time events, mainly around Jewish holidays. The program leaders believe that by 2009 a third of the city's population will be involved in at least one of the project activities. The Foundation hopes this program will serve as a model for similar efforts in other cities, some of which are now being explored for their potential.

Tzav Pius

AVI CHAI's "flagship" enterprise in promoting mutual understanding among Israeli Jews. *Tzav Pius* represents a multi-faceted effort, staffed by the Foundation, whose most visible initiatives encompass a variety of media activities that promote messages of "*pius*" (reconciliation). These include ad campaigns on television and in *haredi* newspapers; television programs, such as *A Touch Away*, a hit drama series about the relationship between a new immigrant family from the former Soviet Union and their *haredi* neighbors; and Internet-based initiatives, such as the popular website The *Pius* Arena, which brings together writers of different world views to discuss contemporary concerns. *Tzav Pius* also initiates and supports a wide variety of educational and community-related projects, including school programs that bring together children from religious and non-religious schools, religious-secular youth soccer teams, and dialogue groups for students and adults. Since 2006, *Tzav Pius* also has sought to develop large-scale public programs intended to engage thousands of participants in *pius* experiences: for example, "Meeting Together on the Israel Trail," which for the past two years has entailed daily hikes along the Israel Trail over a period of at least one month, attracting over 6,000 participants of diverse backgrounds to hike, study, and become acquainted with one another. www.tzavpius.org.il

Yesodot

Promotes democracy education within state religious schools. Established in 1996, *Yesodot* seeks to confront the view, prevalent within the religious Zionist community, that *halacha* and democracy are incompatible. *Yesodot* promotes alternative *halachic* assumptions that endorse democracy, tolerance, and pluralism. *Yesodot* began its work with courses for principals and school leadership teams in which over 500 school personnel participated, representing more than half of Israel's state religious schools. *Yesodot* currently works in 65 schools (elementary, junior high-schools, and high-schools) to promote democratic values, mainly through the introduction of new

curriculum and teacher training. *Yesodot* also has developed courses on Judaism and democracy for faculty and students at religious teacher training schools. AVI CHAI is a significant funder of *Yesodot* activities. www.yesodot.org.il

ENCOURAGING A NEW JEWISH LEADERSHIP

The multiple challenges facing Israeli Jewish society call for a new generation of leaders—literate in Jewish and Israeli culture, respectful of 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. Through 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.

Beit Morasha of Jerusalem

Prepares religious men and women for communal and educational leadership roles. *Beit Morasha's* educational program, with a total of over 90 post-BA students, 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. Many students pursue an MA degree via a joint program with Bar-Ilan University. *Beit Morasha* also sponsors a *Beit Midrash* for Social Justice, with 18 participating fellows, and a number of educational programs for the broader public, including a religious-secular *beit midrash* and conferences on various topics. AVI CHAI has been *Beit Morasha's* primary funder since its founding in 1989. www.bmj.org.il

Kolot

A year-long program for leaders in business, media, law, and other professions to study Jewish texts, with a special focus on social concerns such as justice, charity, and the treatment of foreigners, and on the relevance of Jewish sources to participants' professional and daily life. Now in its tenth year, *Kolot* currently has 240 fellows, most of whom meet every two weeks for evening study sessions and occasionally for intensive weekend seminars. Most first-year fellows choose to continue their studies for at least a second year—a clear indication of the program's success. AVI CHAI is a founding supporter of *Kolot*. www.kolot.info

MiMizrach Shemesh

MiMizrach Shemesh: A Tradition of Social Responsibility, is a community leadership center that aspires to promote social responsibility based on Jewish commitment. Established in 1999 at AVI CHAI's initiative and with the assistance of Alliance Israélite Universelle, *MiMizrach Shemesh* focuses on developing Jewish leaders, committed to social values, among community activists, school principals, rabbis, lawyers, journalists, students, parents, and youth. During 2007, more than 450 individuals from these target groups took part in programs of study and training. *MiMizrach Shemesh* also develops accessible, relevant Jewish study materials that address important societal issues, intended for various populations, and based on a broad range of Jewish traditions, with a special emphasis on Jewish thinking and writing from Islamic countries. www.mizrach.org.il

Pre-Army Mechinot

Pre-Army *Mechinot* 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

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

pre-army training. During 2007/08, AVI CHAI provides basic grants to 17 *mechinot*, comprising a total of over 620 participants, with a secular or joint religious-secular population. *Mechinot* qualify for AVI CHAI support if their program demonstrates: 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. A 2005 review of the graduates commissioned by AVI CHAI pointed to the significant leadership potential being realized, noting that graduates are increasingly found in training programs for Jewish educational careers and communal leadership and on the front lines of social activism.

Tehuda

A program for training professional Israeli Jewish educators and communal leaders, fluent in Jewish texts and committed to study that leads to social action. *Hamidrasha* at *Oranim* and *Kolot*, two organizations engaged in the renewal of Jewish culture in Israel, partnered to explore this concept with a successful pilot program for over 20 fellows in 2001/02, followed by a second pilot year and additional planning during 2002/03. In November 2004, they opened a full-time, two-year training program with 19 participants of proven leadership abilities, and from a range of Jewish backgrounds. The graduates of the first cohort are now working in or leading various programs in the field of Jewish life and culture in Israel. With AVI CHAI's continuing support, *Tehuda* opened a second cohort with 18 participants in the fall of 2006. Graduates are expected to take leading educational positions in *batei midrash*, learning communities, and other Israeli Jewish initiatives. AVI CHAI is the primary funder for *Tehuda*. www.kolot.info/programs/tehuda

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* launched its activity with *halachic* weddings adapted

for secular couples; over 2,000 couples are married each year by *Tzohar*-trained rabbis. More recently, *Tzohar* has been engaged increasingly in efforts to counter trends of extremism within the religious Zionist community by espousing values of tolerance and dialogue. *Tzohar* promotes its agenda of religious moderation in a number of arenas, such as among youth, the media, and schools. *Tzohar* rabbis also are invited increasingly to speak in general settings on issues of broad concern to Israeli society, such as societal violence or social welfare legislation. Other *Tzohar* activities include conferences for rabbis on a range of topics, and a project to assist *olim* from the former Soviet Union to verify their *halachic* status as Jews vis-à-vis Israel's rabbinic establishment.

AVI CHAI is *Tzohar's* primary funder. www.tzohar.org.il

A healthy Jewish society depends on all of its communities to engage in the development of its cultural life.

ENCOURAGING JEWISH STUDY: INFORMAL 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 communities to engage in the development of its cultural life. Tragically, a significant part of secular Israel has relegated Judaism to the religious. AVI CHAI aspires to encourage Jewish study and 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) encouraging Jewish study programs for secular adults, primarily in informal frameworks; (2) promoting Jewish culture in the media, especially television; and (3) enhancing Jewish studies in the state (non-religious) school system.

Alma Hebrew College

Alma Hebrew College is a liberal arts center in Tel Aviv for the study of Hebrew culture and contemporary Jewish identity. The core of *Alma's* program is the School for Applied Hebrew Culture, which in 2007/08 includes: a two-year fellowship program with 27 participants who have demonstrated

the potential to influence others through their various professions; an additional 56 students enrolled in one of four professional tracks (editing and translation, creative writing, group facilitation, and the arts), designed to enrich the professional life of participants by deepening their understanding of Hebrew culture; ongoing *batei midrash* for popular singers and artists, who are expected to become agents of change and influence in Israeli Jewish culture; and various courses open to the public. Altogether, a total of about 170 students are studying at *Alma's School* in 2007/08. www.alma.org.il

BaMidbar

A center of Jewish study and celebration in the Negev. Since its establishment in Yerucham in 1996, *BaMidbar* has grown into a significant Jewish cultural center that attracts the region's diverse population. *BaMidbar* programs span a wide spectrum of activities, including a creative *beit midrash* for *BaMidbar's* leadership, a *beit midrash* for children, various study programs for high school and post-high school youth, study programs for the elderly, a program on *parashat hashavuah*, a dance *midrash* group, a program of Jewish studies for workers in nearby factories, and community-wide events. During 2007/08, *BaMidbar* operates 18 educational programs, most meeting on a weekly basis, for more than 1,500 participants—children, youth, adults, and seniors. *BaMidbar* also offers programs of study and excursion for groups from Israel and abroad that wish to learn about Judaism in the desert landscape. *Tzav Pius* supported *BaMidbar* for six years since its inception; since 2002, AVI CHAI has been a significant supporter. www.bamidbar.org

Bayit

A pilot program initiated by AVI CHAI together with the Israel Association of Community Centers, which aims to develop community centers of excellence in the field of Jewish study and culture. *Bayit* (an interim name) proposes to transform a select number of centers, already committed to Jewish study and culture, into an elite group of community institutions,

which embrace Jewish values as central to their activity, and offer an array of high quality Jewish programs that attract the broad spectrum of residents they serve. To achieve this, *Bayit* will define standards of excellence, work with centers to achieve these standards, and provide recognition and continuing support to centers that meet *Bayit's* standards.

Bayit community centers will be expected to:

- (1) offer a range of high quality Jewish programs, such as study groups, discussions, and celebrations;
- (2) attract a growing number of residents (reflecting their community's diversity) who participate in activities;
- (3) encourage and enhance the involvement of residents in planning and programming;
- (4) collaborate with other local groups and institutions to promote a Jewish cultural agenda; and
- (5) foster communities that give concrete and ongoing expression to the Jewish values of respect and caring for others.

Bayit is expected to commence as a pilot program in 2009 with five to seven centers during its first year, and the possibility of adding three to five centers during the second year. If successful, we envision the development of a voluntary group of up to 30 community centers within six years, representing one-fourth of all centers that serve Jewish populations—and a critical mass that can impact the entire community center network.

Elul

An institution that promotes the joint study of classical and modern Jewish texts by religious and secular participants. *Elul*, one of the pioneers in this field, currently runs three *batei midrash* programs (the institution's core *beit midrash*, a *beit midrash* for writers, and a *beit midrash* for storytellers), and trains and provides guidance to learning communities throughout the country. *Elul* currently runs 30 learning communities, which attract more than 480 people who regularly study texts together. In addition, hundreds more attend special study events sponsored by communities across the country. AVI CHAI is a major supporter of *Elul's* activities. www.elulbm.org.il

ITIM: Jewish Life Center for FSU Olim

A project for providing information, consultation, and support on issues relating to the Jewish life-cycle for immigrants from the former Soviet Union. *ITIM* was founded in 2000 to provide Israeli Jews with information and guidance on Jewish life cycle events. *ITIM* relies primarily on three main vehicles to achieve its goals: information booklets, which are distributed through a wide and growing array of outlets, a website, and a telephone hotline. AVI CHAI's support enabled *ITIM* to translate and distribute *ITIM* information booklets in Russian; develop a Russian-language version of *ITIM*'s website; and adapt *ITIM*'s hotline to the needs of Russian-speakers. Once these initiatives were completed in 2007, the Foundation ended its support.

Jewish Culture Festivals

The study and celebration of Israeli Jewish culture for large, diverse populations via two annual festivals. The *Hakhel* Festival, held annually for the past ten years during *Sukkot*, and the *Lo Bashamayim* (Not in Heaven) Festival, which completed its ninth year at Kfar Blum last July, represent two large-scale public events, which attract between 4,000–5,000 participants each. The festivals are valuable to the Foundation as cultural events that explore the manifold connections between Jewish and Israeli identity and that convey the clear message that Jewish culture is relevant to all.

Journey to Jewish Heritage

A program to acquaint and connect Israelis to their common Jewish heritage via the study and recording of Jewish historical sites in the Diaspora. The program brings together university students from various disciplines over the course of six months, beginning with four two-day preparatory sessions, and culminating in three weeks of study and preservation work in a Diaspora community. Initiated by AVI CHAI and under the project auspices of the Zalman Shazar Center, the program has sent abroad about 250 students in eight

delegations (to Turkey, Bulgaria, Slovakia, Romania [twice], Greece, India, and Georgia). Plans for 2008 call for two missions: one to Debrecen, Hungary, and one to Cochin, India. Some 60 students take part annually in the program.

Melton Maftehot

Development of a two-year course on Jewish literacy for secular Israeli adults. Inspired by the success of Melton mini-schools in the Diaspora, The Gandel Institute for Adult Jewish Learning (which operates out of The Melton Centre for Jewish Education of The Hebrew University of Jerusalem) is developing a suitable Israeli curriculum and framework for teaching secular, university-educated adults the basic concepts of Judaism. So far, the first-year curriculum has been completed and is being studied by 14 groups during 2007/08. AVI CHAI is supporting the development of the second-year curriculum, the first part of which is near completion and being piloted by four groups. A total of some 140 students are enrolled in the program in 2007/08.

Speaking Poetry

An Israeli Jewish culture program for university students, centered around *piyyut* and *midrash*. Piloted at Hebrew University in partnership with *Beit Hillel* during 2002/03, the program expanded over the years to four additional campuses: Tel Aviv University, Ben Gurion University, the Interdisciplinary Center in Herzliya, and the University of Haifa. The program comprises monthly public events for the general student population, alternating between study and song sessions devoted to *piyyut* and *midrash* for 50–100 students, and larger public concerts that feature first-rate *paytanim* (*piyyut* singers), popular singers, and student interpreters of Jewish texts, which regularly attract hundreds of participants. Hillel's vision is to transform this dimension of Jewish culture into an integral part of general cultural activity at Israeli universities.

Speaking Poetry recently inspired a new initiative, led by performing artists who, after exposure to the world of *piyyut*, requested the opportunity to study more systematically Jewish culture in general, and *piyyut* in particular. The result: a course for leading singers and composers, now in its second year, that attracts 20 leading artists for eight intensive days of study of Jewish history, texts, and *piyyutim*. Most of the artists have begun to include the *piyyutim* they have studied in their own performances and compositions.

Yi'ud V'yichud: IDF Center for Jewish-Zionist Identity

An ambitious project to reshape Israeli army training so that Jewish-Zionist content and values comprise an essential part of IDF education. Guided by *Beit Morasha*, and in partnership with the IDF's top leadership, the project seeks to equip the education corps and other key personnel with the knowledge and tools to prepare IDF commanders as educational leaders for whom Jewish-Zionist identity and values are integral to their command. AVI CHAI funded the project during its first four years, enabling the initiative to gain a solid footing within the army, before ending support in 2007.

ENCOURAGING JEWISH STUDY: STATE SCHOOLS

Hartman Jewish Educational Empowerment

A program of teacher and classroom support and curriculum development to revitalize Jewish studies in state high schools. The Shalom Hartman Institute provides an array of services to up to 80 schools to enhance their Jewish study programs, including: enrichment programs for school principals, training courses and seminars for teachers, pedagogical support in schools, and the development of educational materials. So far the Hartman Institute has trained

more than 100 principals and 270 teachers and produced five curricular units. An evaluation carried out in December 2005 and a pilot evaluation of sample schools in 2006/07 indicate that the project has had a significant positive influence on student attitudes to Jewish studies. www.hartman.org.il

Hebrew Culture in Tel Aviv

An AVI CHAI grant, matched by the Tel Aviv municipality, which provides support for the enhancement of Jewish studies in Tel Aviv's school system. The program takes a multi-stage, process-oriented approach to working in schools, tailoring its efforts to the profile and needs of each school. The project began in 2005/06, when it focused on training principals from all Tel Aviv high schools (state and state-religious). The following year was devoted to developing or enhancing Jewish educational activities in the high schools and in six elementary schools, assisted by project facilitators. During 2007/08 the facilitation activity and the number of schools involved have expanded. The municipality hopes that the project eventually will encompass a city-wide educational effort.

...a new effort to promote excellence in Jewish studies, Zionism, and civic education in the state school system.

Ma'arag

A new effort, initiated and fully funded by AVI CHAI, to promote excellence in Jewish studies, Zionism, and civic education in the state school system. The goal is to develop a corps of model *mamlachti* (non-religious) schools that embrace and exemplify high educational standards and values in areas related to AVI CHAI's mission. *Ma'arag* selects each year, via a careful screening process, a group of candidate schools that are expected over a period of two-and-a-half years to meet the project's standards of excellence. *Ma'arag* provides a facilitator and budget for in-service and instructional support; these resources, however, are

catalysts for the real work of effecting school change, which depends on the commitment and efforts of each school's leadership and staff. Schools are required to develop and implement a school-wide work plan, initially in targeted curricular areas, and eventually encompassing the broad spectrum of school life. Schools that meet *Ma'arag's* standards are awarded a certificate of excellence, after review by a visiting outside committee. The first cohort of six schools earned certificates of excellence in the spring of 2007, and are expected to continue to refine their educational programs with *Ma'arag's* support over the next three years. Another 19 schools are in various stages of progress toward meeting *Ma'arag* standards. The project is being supervised by a steering committee, and coordinated with the Ministry of Education.

Mikranet

Development of a website and online resources to support the teaching and study of Bible. In September 2003, AVI CHAI commenced a three-year grant to the Center for Educational Technology, *Snunit*, and *Gesher*, three major independent educational organizations, to develop Internet-based tools to enhance the quality of Bible teaching in state *mamlachti* schools (and eventually to reach a broader audience as well). Designed to comply with the Ministry of Education's new Bible guidelines, *Mikranet* comprises: (1) online access to the Bible, modern and classical commentaries, *Mishna*, *Talmud*, and *Midrash*; (2) a large database from multiple disciplines to support Bible teaching, including art and video; (3) web-based teaching materials; and (4) an online Teacher Center for information exchange and assistance. Since completing AVI CHAI's development grant, *Mikranet* has been utilizing a maintenance grant to add new materials to the database and upgrade its support for teachers and students. During the school year, *Mikranet* attracts up to 280,000 monthly visits.

Morasha

An AVI CHAI initiative to develop a network of state and state religious schools that offer a comprehensive Jewish education to their students, with special attention to addressing the values and needs of children of *masorti* (traditional) families. *Morasha* seeks to nurture schools that embrace Jewish study and celebration, promote the values of diversity and social responsibility, and strengthen the links between school and home. An initial cohort of 13 schools, elementary and secondary, which has been working with *Morasha* since 2003/04, was joined recently by additional schools, bringing the total number of participating schools to 30 in 2007/08.

...the project has had a significant positive influence on student attitudes to Jewish studies.

Morasha's staff works with schools to formulate and implement yearly work plans designed to develop a comprehensive program of Jewish education; trains principals and school leadership teams; and develops curricular materials. So far, *Morasha* staff points to progress in a number of areas: principals and teachers are devoting increasing time to Jewish education; an expanding circle of staff is involved; Jewish content is penetrating a wide range of school activities; *masorti* students are viewed increasingly as an asset to their schools; and regular exchanges between staff of *mamlachti* and religious schools are generating the development of joint study materials and a sense of shared Jewish identity. A pilot evaluation of sample *Morasha* schools commissioned by AVI CHAI in 2006/07 also indicates that the project has had a significant positive influence on student attitudes to Jewish studies.

AVI CHAI is the primary funder of this initiative, which also benefits from the support of Alliance Israélite Universelle. www.morasha.org.il

Revivim

A program of teacher training at the Hebrew University of Jerusalem 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 Master's degree in Jewish studies and a teaching certificate, and commit to teaching in state high schools for at least four years. *Revivim* has recruited eight cohorts of teachers-in-training, four of which are graduates now teaching in the field. In 2007/08 an evaluation was begun to assess the contribution and influence of 67 alumni from the first three cohorts of the program who teach in state schools around the country. An evaluation of the first two cohorts showed that the alumni represent outstanding additions to the school system. AVI CHAI has provided support to all but the second cohort. www.revivim.huji.ac.il

Yad Ben-Zvi Bible Curriculum

A new Bible curriculum for 4th and 5th graders in state elementary schools. The guiding principle behind *Yad Ben-Zvi's* curriculum is that the Bible should serve as the foundation of a school's program, representing a curricular platform from which to learn geography, literature, science, language, and related subjects, and to explore values and issues relevant to the students. So far, *Yad Ben-Zvi* has developed textbooks and teacher guides for Joshua, Judges, Ruth, and Samuel I-II. During 2007/08, *Yad Ben-Zvi's* texts are being taught in nearly 100 schools. AVI CHAI's grant supports marketing of the curriculum and teacher training and supervision.

YAHALOM

Promotes Jewish education and parent-child study within the framework of state elementary and junior high schools. *YAHALOM* began as a program of after-school sessions for parents and children in schools with significant immigrant populations and grew to include similar programs for "veteran" school populations.

With the help of a team of professional facilitators, *YAHALOM* promotes schools in which: Jewish culture and values are integral to the school's mission and curriculum; Jewish texts are referenced and taught regularly; Jewish content is integrated in a wide range of school activities; and parent-child study is incorporated throughout the school—in classrooms, whole-school activities, homework assignments, and family learning communities. *YAHALOM* works with about 25 schools during 2007/08. A pilot evaluation of sample *YAHALOM* schools commissioned by AVI CHAI in 2006/07 indicated that the project has had a significant positive influence on student attitudes to Jewish studies. AVI CHAI is the primary funder of *YAHALOM*.

ENCOURAGING JEWISH STUDY: MASS MEDIA—TELEVISION, INTERNET, AND RADIO

AVI CHAI Lexicon of Jewish Culture

The development of an online Hebrew lexicon of Jewish culture for students, teachers, and the interested public. This initiative seeks to produce a popular site for anyone seeking clear, useful information online about basic topics related to Jewish history, culture, and Zionism. The site provides visitors with multiple "layers" of information: short definitions, access to more in-depth explanations, reflections from various multidisciplinary perspectives, audio-visual elements, and a range of links for additional study. AVI CHAI commissioned the Center for Educational Technology to build this lexicon. Over 760 entries have been uploaded, and hundreds more are in preparation. www.lexicon.cet.ac.il

AVI CHAI Library

The development of an accessible, elucidated library of basic classic works of Jewish literature, in print and on the Internet. The Foundation hopes to produce at least ten publications over the next decade, intended for students and adults, religious and secular, who wish to enhance their knowledge of Judaism and Jewish culture.

Each text will be accompanied by explanatory notes and commentary that enhance their relevance to the modern Israeli reader. The library is being developed under the guidance of Professor Avigdor Shinan of the Hebrew University.

To date, AVI CHAI has published, or is in the process of preparing, three classic works: (1) **Siddur for Shabbat and Home**: since its publication in 2000, over 19,000 copies have been sold, and an online version of the Siddur, developed in collaboration with the Center for Educational Technology, is expected to be available before the end of 2008. (2) **Pirkei Avot**: publication of this timeless collection of rabbinic wisdom is projected for the beginning of 2009; the final product will include a commentary to the rabbinic texts, appropriate illustrations, photographs, and other perspectives of interest to the contemporary reader. (3) **Sefer Ha'agada**: an anthology of almost 8,000 *midrashic* and *aggadic* passages from rabbinic literature, selected and organized according to a range of topics by poet Chaim Nachman Bialik and author Yehoshua Chana Ravnitzki. Sixty years have passed since publication of the most recent edition; AVI CHAI will produce with Kinneret Zmora Dvir Publishing House a revised modern edition, which will feature a new introduction, enhanced indices, and new explanatory notes. This effort is expected to take up to five years, but as sections of the text are completed, AVI CHAI intends to make them available online.

AVI CHAI on Television

An ongoing effort to encourage the development and broadcast of new television programs related to Jewish culture and reconciliation on the leading television channels in Israel. Over the past several years, the Foundation has explored proposals and funded production of a variety of drama, documentary, and talk-show programs. AVI CHAI has focused particularly on high-end genres such as drama and documentaries, which have received excellent critical reviews and high ratings during prime time. As a result, AVI CHAI has become a significant partner with Channel 2, Israel's leading commercial channel, and is identified with

numerous quality productions— such as *Catching the Sky* (“*Litfos Et Hashamayim*”), *The Ten Commandments* (“*Aseret Hadibrot*”), *Jerusalem Mix* (“*Me'orav Yerushalmi*”), and *The Sages of Spain* (“*Hachmei Spharad*”).

Jewish Encyclopedia in Russian

Development of an updated version of The Jewish Encyclopedia in Russian (JER) on the Internet. The JER represents a mammoth 25-year effort, completed recently by the Society for Research on Jewish Communities, to produce an 11-volume Jewish encyclopedia for the Russian-speaking public. AVI CHAI funded a two-year initiative to update and produce an online version of the encyclopedia. The Society's vision is to preserve the Encyclopedia as the most authoritative Russian-language source on Jewish studies, the history of the Jewish people, and the State of Israel. The website went online in the summer of 2005 and now attracts about 90,000 visits per month. AVI CHAI continues to fund efforts to keep the site updated and relevant. www.eleven.co.il

MidrashNet

A pilot program seeking to establish a website that will pool study materials from learning community organizations in order to enhance the accessibility of these materials, upgrade their quality, and promote more broadly the study of Jewish texts. The pilot effort represents a partnership between the *Batei Midrash* Network, an umbrella organization of 15 learning community organizations, and the Center for Educational Technology. The goal is to develop a “web 2.0” type site where the organizations, as well as the general public, will be able to share learning source sheets, modify materials to meet their own needs, and discuss texts online. By the completion of the pilot year, we hope to gain some sense of the viability and value of this approach.

Piyyut Website

A website of *piyyutim* (liturgical poetry) that enhances efforts to use *piyyutim* to bring together Israeli Jews to deepen their shared connection to Jewish culture. AVI CHAI's support for two initiatives, *Kehillot Sharot* and Speaking Poetry, has demonstrated the power of Jewish music and poetry, especially *piyyut*, to connect people to their Jewish heritage and to foster a common language between Jews of diverse backgrounds. In order to broaden and deepen exposure to *piyyutim*, *Hazmanah L'piyyut* (An Invitation to *Piyyut*) was launched in 2005. The site includes *piyyutim* of over 28 significant traditions, from Morocco to India to Ashkenaz. The *piyyutim* are supported by explanations, musical recordings, and pertinent information. The site features over 2,620 musical renditions of 565 *piyyut* texts and attracts 90,000 user sessions per month, averaging more than 14 minutes per session. www.piyut.org.il

ENCOURAGING JEWISH STUDY: OTHER

Panim

An umbrella association devoted to the advancement of schools and organizations engaged in pluralistic Jewish study and dialogue. Since 1998, *Panim* works to support and promote numerous organizations—including many AVI CHAI grant recipients—that provide diverse, meaningful Jewish educational experiences to Israeli Jews. *Panim* promotes its mission primarily by encouraging the exchange of information between affiliated organizations and by advancing their cause and support among the general public and within government agencies. AVI CHAI has been a significant funder of *Panim* since 2004. www.panim.org.il

RESEARCH AND STUDY

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 survey of Israeli Jews. 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 2010

Over the past two decades, AVI CHAI commissioned two comprehensive surveys of Israeli Jewish society by the Guttman Institute, one in 1993 and a second in 2000. These surveys, considered by experts to be the

most thorough studies of their kind, provided the Foundation and the general public with a detailed picture and analysis of the beliefs, observances, and social interactions that characterize Israeli Jews. On both occasions, the surveys provided AVI CHAI with a data-rich basis for reviewing and considering strategic directions, and offered the general public an insightful portrait of Israeli Jewish society. With the passing of almost a decade since work on "Guttman 2000"

commenced, the Foundation has resolved to commission another comprehensive survey of Israeli Jewish life, to be completed by 2010. The new survey will be conducted once again by The Guttman Center, which operates under the auspices of the Israeli Democracy Institute.

Sabbaticals

A year-long program to support outstanding professionals with proven leadership ability and initiative, engaged in AVI CHAI's fields of interest, in order to advance their professional and personal development.

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The requirements for acceptance into the sabbatical program include at least six years of experience in AVI CHAI's fields of interest and a high-ranking, prominent position in the applicant's place of work; preference is given to applicants aged 30–50. Applicants who are eligible for a sabbatical, who took a sabbatical in the five years preceding their application, or who received a living stipend are not eligible for this program. Fellows in AVI CHAI's sabbatical program undertake not to engage in any work during the sabbatical year, and to devote their time to study and personal and professional development. Program fellows also undertake to return to their previous place of work or field of occupation for three years after the end of the sabbatical.

The program awards up to four grants each year, consisting of stipends for living expenses and tuition equivalent to the cost of up to one year of university studies. A total of 26 individuals so far have benefitted from the program.

Applicants for sabbaticals pass through two stages of screening by an admissions committee comprising leading educators and AVI CHAI representatives.

Small-Grant Initiatives for *Olim*

AVI CHAI has undertaken an internal effort to identify and develop initiatives that enhance the opportunities of Russian-speaking *olim* to engage in activities related to Jewish study and Israeli Jewish culture. In past years, AVI CHAI has provided small grants for selected ideas with the potential of evolving into meaningful educational programs for Russian-speaking *olim*. For example, a pilot initiative in Upper Nazareth eventually led to a more significant ongoing AVI CHAI grant (see *Olamot*). Another example was the partnership between Radio Reka radio station and the

Open University to broadcast multiple series of lectures on Jewish and Zionist content to Russian-language radio listeners (apart from the live broadcasts, the bulk of the lectures are available as audio files on the Open University website and some are available in the form of compact disc sets, which are distributed free of charge throughout Israel and the former Soviet Union).

AVI CHAI staff is now focused on identifying relevant educational programs for a younger audience, including young families. The programs are expected to reflect Russian cultural sensibilities while exploring Jewish texts and culture. A first grant was made to the Hillel *Bein Hashurot* program at Hebrew University, a project that provides Russian-speaking students

with opportunities to explore their identity and study Jewish sources via a theatre group, creative writing seminar, and an intellectual trivia competition.

BEIT AVI CHAI

Beit AVI CHAI, established by the AVI CHAI Foundation in 2007, is a cultural and social center located in the heart of Jerusalem that seeks to express and refine the voices heard in Israeli Jewish cultural discourse. The programming at Beit AVI CHAI centers on the story of the Jewish people in Israel and abroad, with its myriad trends and variations. A wide spectrum of activities and events are held weekly at Beit AVI CHAI, including symposia, lectures, workshops, performances, and other cultural events. Beit AVI CHAI targets a broad range of audiences in an effort to create a fruitful, challenging encounter, and to foster a setting in which people can come together to listen and learn, to be challenged and stimulated. Since opening in February 2007, Beit AVI CHAI has attracted over 25,000 participants to its programs. www.bac.org.il

*...a setting in which
people can come
together to listen and
learn, to be challenged
and stimulated.*



Yad Ben-Zvi – Samuel I for state elementary schools



Eretz Acheret – Fall 2007



*Rosh Chodesh event at Beit AVI CHAI — Singer: Ronit Ophir,
Master of Ceremonies: Prof. Avigdor Shinan*



*Singer Shlomi Shaban and paytan David Menahem at a Speaking Poetry
concert at the Hebrew University of Jerusalem*



Pre-army Mechinot—Mechinat Maayan Baruch, located in Kibbutz Maayan Baruch in the Upper Galilee



Participants in Journey to Jewish Heritage document a tombstone found in the old Jewish cemetery in Ioanina, Greece

PROJECTS IN THE FORMER SOVIET UNION

David Rozenson, Executive Director—FSU

In the last five years, Russia has changed in ways few could have imagined. While questions regarding the historical consequence of these changes remain, in many cities across the wide expanse of land that spans 11-time zones and that once comprised the Soviet Union, the transformation is palpable. High-rise office buildings with workers who look like they stepped out of Ivy League MBA-catalogues, gleaming new shopping malls, the piercing hammer-hitting noise of ubiquitous construction, and renovated classrooms filled with hip and business-oriented students are quickly replacing the grey and boredom of Soviet life. The speed of these changes catches many—including Jewish organizations—off guard as they wonder how best to approach post-Soviet Jewry.

For the majority of post-Soviet Jews, years of Communist rule sliced away any knowledge or appreciation of Jewish life, culture, and traditions. Throughout the 1990s, as outside Jewish organizations, with much good will and funding in hand, rushed in to try and save Russian Jewry, they were met by Jews who were mostly in need, willing to participate in almost any Jewishly-themed activity for the warmth that the programs offered as well, perhaps, for the critically needed connection and even fascination with Israel and the West. Those days of mass *aliyah* are now gone; with

the emerging economy, opportunities abound and Jewish youth, as well as their families, are choosing to stay. With many cultural choices vying for their attention and capturing their interest, identifying programs that encourage active Jewish involvement has become a much more formidable challenge.

Since 2001, when AVI CHAI decided to extend its philanthropic reach to the former Soviet Union, what has emerged from numerous visits, feasibility studies, evaluations, and discussions, is the need to be sensitive to the distinct culture, unique character, and specific interests of post-Soviet Jewry and, wherever possible, to engage talented and capable local leaders to lead these efforts.

Our initial efforts—support of Jewish day schools, programs seeking to expand training seminars for youth leadership and efforts to enhance and strengthen academic Jewish studies—continues, albeit with changes and what we hope are improvements based on the evaluations conducted of each of these programs.

In the course of the past five years, the central focus of AVI CHAI's work in the FSU has turned to reaching out to the widest and most diverse Jewish audience, which represents the overwhelming majority of post-Soviet Jewry. By extending beyond conventional Jewish establishment activities, we have identified what may be a golden opportunity to reach those whom AVI CHAI Trustee Avital Darmon calls “the students of physics”—young, well educated Jews who rarely, if ever, participate in organized Jewish activity, and for whom the term “hidden Jews” is perhaps most applicable. These programs, all led by local Jewish leadership, are unique in Russia, paving the path to what we hope will be a model that can be strengthened and expanded in years to come.



Together with my family, I have now lived in Moscow for almost seven years, observing from up close the vicissitudes and renaissance of Jewish life in the former Soviet Union. In the context of our work, one of the greatest challenges is to identify impressive and passionate local Jews who can in turn develop and lead carefully thought-through, content-filled Jewish programming able to attract the wide Jewish audience that we hope to reach.

In approaching our work, I reflect on a speech that Mr. Zalman Bernstein, of blessed memory, delivered at his investment firm in 1984 entitled “The People Who...” in which, I think, Mr. Bernstein provides us with the needed ingredients in overcoming the obstacles. With examples from the Bible, poetry, philosophy, and even from film, Mr. Bernstein emphasizes that we must have what he calls “the royal reach.”

What is the Royal Reach?

“Promoting a strong work ethic, a developed sense of humor, setting high standards for every detail, letting all around us see that we strive for excellence...a drive to shine. A drive to achieve more than the job calls for...”

“The common thread,” Mr. Bernstein tells us, “is a majestic craving for nearly unattainable goals and sublime ends far beyond the petty daily ambitions that plague us all.”

Many tell me that it is impossible to reach a wide and diverse Jewish population in the FSU, thinking that with high intermarriage rates, most post-Soviet Jews will assimilate into Russian society and lose all connection with their Jewish heritage. Despite many obstacles, based on the growing popularity of new programs and initiatives supported by AVI CHAI, the impossible may yet prove possible. What we need is the royal reach, approaching our work carefully but, at the same time, investing everything that we can to ensure that we reach not only the “students of physics” but their Jewish friends and families.

The challenge is not an easy one. There is much work ahead. And we are just at the beginning stages of our efforts.

Before turning to a review of projects supported by AVI CHAI in the FSU, I also want to thank two treasured friends, Stanley and Pamela Chais, who, together with the Chais Family Foundation, have become full partners in several of AVI CHAI-initiated programs. The Chais Family Foundation receives all evaluations, updates, and reports on our joint projects, prepared for AVI CHAI’s Trustees, but it is their personal input that is most significant and I thank them for their interest, time, and their indefatigable energy and friendship.

*Despite many
obstacles...the
impossible may yet
prove possible.*

ENCOURAGING JEWISH STUDY AND INVOLVEMENT FOR UNAFFILIATED JEWS IN THE FSU

Since October 2003, AVI CHAI has initiated a number of new and unique programs that seek to reach a wider and more diverse Jewish audience in the FSU.

In approaching these programs, all of which, despite challenges, have made inroads in reaching the elusive audience of unaffiliated Russian-speaking Jews, we have come to recognize that the key to crossing the threshold may lie in identifying programs and approaches that reflect and are sensitive to the particular needs and unique interest of this audience; programs need to be developed and then coordinated by local Jewish leadership without cultural or language barriers, as they are the ones who understand this audience best; and that supported programs need to take place in venues and via formats that this audience finds comfortable and attractive.

We have also been pleased to learn that this approach has enabled a number of the programs described below to expand beyond the borders of the former Soviet Union, with these projects benefiting the Russian-speaking audience in Israel, the United States, and Western Europe.

Booknik.ru—A Russian-Language Website on Jewish Texts and Ideas

In September 2005, with the goal of appealing to wide Russian-speaking Jewish audiences, AVI CHAI commissioned Sergey Kuznetsov, a pioneer of *Runet* (an acronym for the Russian Internet) and owner of a leading Russian company for community building and creation of online content, to explore the possibility of creating and launching a Russian-language site which would be dedicated to Jewish and Israeli literature and culture. Following months of work, which included the development of an advisory committee, writers, editors and journalists, *Booknik.ru*, the name chosen for the newly created site, was launched in July 2006.

Booknik.ru currently includes sections on Jewish and Israeli literature, book reviews, interviews with authors and journalists, sections on the latest publications in Jewish literature, “A Week in Jewish History,” a forum for discussions, essays on Jewish religion and thought, a news section, a section devoted to Jewish life in Russia and abroad, and interactive sections in which readers can register and submit their own book reviews, participate in discussions, select materials of interest, and email other Booknik readers. Most recently, a Booknik video and audio section was added, bringing Booknik visitors broadcasts of Russian-Jewish literary and cultural events from around the world as well as the publication of the *Booknik Reader*, a quarterly published review with representative selections from the website’s texts designed to further engage reader interest, with a wide distribution plan in popular literary and student venues in Russia, Israel, and the United States.

Since Booknik’s launch, these sections were renewed daily and visitor traffic has grown to over 100,000 monthly visitors, with 274,290 page views and a core audience of 29,800 readers. The most significant growth has been in Russia and Israel, with visitor traffic growing from 36,684 to 42,314 visitors in Russia, and from 18,063 to 30,841 visitors in Israel.

To evaluate these initial efforts, AVI CHAI engaged Yuri Vedenyapin, a Russian-born academic currently teaching Yiddish studies at Harvard. Following several months of careful review, which included a visit to

Moscow to meet with the Booknik editors, staff, and those in charge of the promotion campaign, Yuri submitted a glowing evaluation, in which he noted the uniqueness of the project, the extensive literary attention that Booknik has generated thus far, and Booknik’s prominent position on Russian language blogs and forums. At the same time, Yuri’s evaluation made a number of important recommendations to further increase visitor traffic as well as to enhance the site’s appeal and strengthen its content.

Funding for the site is being equally shared between AVI CHAI and the Chais Family Foundation.
www.booknik.ru

***Eshkol*: Programs on Jewish and Israeli Literature and Culture in Popular Intellectual Venues**

Recognizing that literary clubs and events—venues where large numbers of young, unaffiliated Jews in Moscow and St. Petersburg spend much of their free time—provide a golden opportunity in engaging this audience, in January 2005, AVI CHAI recruited Linor Goralik and Yuri Sorochkin, two professionals and members of the literary community, to consider ways in which these popular venues can be used to introduce Jewish and Israeli literature and culture to others in their community. Working with an advisory group of literary and cultural personalities, they developed a programmatic plan for year-round activities focusing on Jewish and Israeli themes to take place in the most popular literary cafés and venues in Moscow and St. Petersburg.

Over the past year, *Eshkol* has organized more than 40 events, with a combined total of 2,600 people, mostly young, well-educated but largely unaffiliated Jews. In this period, 12 *Eshkolit* events were held, drawing 450 children and their parents, and ten events, similar to those in Moscow, were organized in intellectual clubs and cafés in St. Petersburg. The events, many of which receive media attention (more than 100 articles, including radio and television spots) included master-cooking classes (“Eating Shalev” with a chef presenting different foods mentioned in the Israeli authors’ works; “Eating Shabbat” with dishes prepared for Shabbat accompanied by discussions

on the meaning and significance of the Sabbath), *Eshkol's* Hanukkah celebration as part of Moscow's International Book Fair; and concerts, literary evenings, Israeli movie screenings, walks through "Jewish Moscow and St. Petersburg," as well as Jewish holiday celebrations, theatrical and Klezmer music performances, and discussions and lectures on Jewish themes for university students.

The events for children and families have included readings of Jewishly themed poetry; staged performances focusing on themes from the Bible, Jewish history, literature, and culture; Jewish art and craft sessions; photo and writing competitions; and learn about Israel' days. *Eshkol* is currently working on developing components based specifically on Jewish text study, in which classical Jewish texts, as well as works from contemporary Russian and European literature, are studied together; in addition, *Eshkol* is currently considering the possibility of expanding its programs to other large cities in the former Soviet Union.

Funding for *Eshkol* is being shared between AVI CHAI and the Chais Family Foundation. www.eshkol.ru

Klezfest Seminar and Festival in St. Petersburg

Since June 2006, AVI CHAI has provided support toward an annual Klezmer Seminar and Festival in St. Petersburg, a five-day Jewish music seminar which brings together approximately 45 participants, mostly young musicians under 35, from the FSU as well as instructors from the FSU, Israel, and the United States. The program has been headed since its inception by Alexander Frenkel, the director of St. Petersburg's Jewish Community Center. Beyond the professional music workshops, lectures, and tutorials, the Klezfest program also includes several large city-wide Jewish music concerts that are led by program participants, and following the conclusion of the formal program, a select number of program participants travel to other cities in the FSU to perform at city-wide Jewish music concerts and celebrations. Importantly, the program serves as an important opportunity for the participants many of whom hail from far-off regions in the FSU and who do not actively participate in organized Jewish

activity but are attracted by and have a love for Jewish music, with the ability to meet and network with others who share their interest and for whom Jewish music seems to serve as their gateway to Jewish life.

In June 2007 an evaluation of the program was conducted that pointed to many positive aspects of the program but that at the same time outlined a number of specific recommendations to enhance the programs' appeal. Funding for the program is being shared by AVI CHAI and the Chais Family Foundation as well as local and other international sponsors. www.klezfest.ru

Publication of Books on Jewish and Israeli Themes

Given that the overwhelming majority of Jews stay away from organized Jewish activity and institutions, the use of literature as a gateway presents a unique opportunity to reach unaffiliated Jews directly. Recognizing the dearth of high quality literature on Jewish and Israeli themes available in the Russian language, beginning in June 2005, AVI CHAI, in partnership with the Chais Family Foundation, initiated the support toward two separate book series on Jewish and Israeli themes and for a worldwide marketing campaign to promote the series. The titles, chosen by a committee of literary experts, educators, and publishers, aims to make the books available in libraries, literary venues, Russian bookstores, book fairs, and cultural events where large numbers of unaffiliated Jews, who have a love for reading but may know little, if anything, about Jewish life and culture, are found.

***The Prose of Jewish Life* Book Series**

To date, 18 books have been published in *The Prose of Jewish Life* book series, including: *The Silver Dish*, a collection of stories by Saul Bellow, *The Russian Novel* and *Esau* by Meir Shalev, *The Slave*, *The Penitent*, *In My Father's Court* and *The Family Moskat* by I.B. Singer, *An Anthology of Stories by Israeli Authors*, Aharon Appelfeld's *Katerina*, David Grossman's *See Under: Love*, Arthur Miller's *Focus*, Primo Levi's *The Periodic Table*, Imre Kertesz's *Fateless*, Moyshe Kulbak's *Zelmenyaner*, Howard Fast's *Torquemada*, Sholom Asch's *America*, *A Collection of Stories* by Soviet-exiled writer Friedrich Goronshtein,

and *When My Grandfather Skied to Finland*, by Finnish Jewish writer Daniel Katz. Upcoming books include I.B. Singer's *Satan in Gorey*, S.Y. Agnon's *The Fire and the Wood*, and Israeli writer Lizzie Doron's *Why Didn't You Come Before the War?*

The books, published by two large Moscow-based publishing houses with well-oiled systems of distribution, are now available in large bookstores in major cities in the FSU, Israel, and the United States, and via online bookstores and sites. Sales of the books continue to be strong: with initial circulations of 5,000 copies per title, a total of 49,580 books have been sold thus far, with more than 17,000 books sold since September 2007. The wide marketing campaign has generated many reviews in literary magazines and journals, with the books noted on many sites, blogs, and featured on radio and television; the books have also seen growing sales in Israel and the United States. In September 2007, a special site, www.dvarim.ru, was created to enable journalists, book review editors, and bookstore vendors to have access to published reviews and book promotions on each title. In addition, book presentations and promotions are scheduled regularly in local book stores and libraries.

In June 2007 an evaluation was conducted of the book series and efforts are currently under way to conduct a follow-up evaluation with the goal of identifying a profile of the series' readership.

The Chais Family Library of Jewish Thought

With *The Prose* series focusing on popular works of fiction and generating the attention of Russian literary reviews and consumers, in January 2007 the Chais Family Foundation and AVI CHAI began providing support for the publication of books on overt Jewish themes in the Russian language to be widely marketed and made available in large Russian bookstores and literary venues.

The first book in the series, *Jews and Europe*, by Russian-born Hebrew University scholar and writer Denis Sobilev, appeared in print in February 2008. Work on the next five titles—*Language in Time of Revolution* by Benjamin Harshav, *The Life of David*,

by novelist Robert Pinsky, Jonathan Rosen's *The Talmud and the Internet: a Journey between Worlds*, Ruth R. Wisse's *Jews and Power*, and James Kugel's *On Being a Jew* began in April 2007, with expected publication dates beginning in April 2008. The books, all of which are to be linked by a shared format and cover design, will join the worldwide promotion and distribution system in place for *The Prose* series. www.dvarim.ru

ENHANCING THE FIELD OF ACADEMIC JEWISH STUDIES IN THE FSU

***Sefer*: Enhancing the Field of Jewish Studies in the FSU**

Housed in Russia's prestigious Academy of Sciences, *Sefer's* primary goal is to enhance the field of academic Jewish studies by uniting scholars, researchers, and students interested in the field, and providing them with further opportunity for study and growth, thereby filling a critical void in the development of Jewish life in the FSU.

Since 2003, AVI CHAI has provided an annual grant to *Sefer* to accommodate all eligible candidates at its one-week summer and winter schools, which take place in geographic areas of Jewish historical and cultural importance. Enrollment in these week-long programs, which are lead by academics from the FSU and Israel, has increased from 350 students in 2003 to 650 students and academics participating in the summer and winter programs in 2007. In addition, the Foundation also provides funding for two student conferences on Jewish studies, the one month *Eshnav* program at the Hebrew University in Jerusalem, as well as the administrative infrastructure of the above programming.

Over the past year, perhaps *Sefer's* most noteworthy accomplishment is the growing number of *Sefer* students who are beginning to serve as the young faculty and academic mentors for beginner students at *Sefer* schools and other academic programs in the FSU. At *Sefer's* 2007 Moscow school, for example, five young scholars joined *Sefer's* faculty, representing 25% of the schools' overall academic faculty. In 2006 and 2007, 16 of *Sefer's* young scholars just in the beginning of their academic

careers in Jewish studies were sent by *Sefer* to teach mini-classes or to serve as guest lecturers at universities in the FSU that do not have academics to lead Jewish study courses and offer little or no opportunities in Jewish studies for their students.

In the summer of 2004, Russian-specialists Professors John Klier of University College London and Zvi Gitelman of Michigan State University conducted an evaluation of *Sefer's* programs, submitting findings that pointed to the quality of *Sefer's* programs and staff and making a number of recommendations that have been implemented in *Sefer's* wide menu of activities. Plans are currently underway for a follow-up evaluation of the full range of *Sefer's* programs. www.sefer.ru

The Department of Jewish Studies at Moscow State University

In cooperation with the Hebrew University and the Chais Center for Jewish Studies in Russian, the Department for Jewish Studies was founded in 1998 as a division of the Institute for African and Asian Studies at Moscow State University (MGU), one of the oldest and most respected universities in Russia. The Department's mission is to train students who wish to specialize in Judaic studies and modern Israel, and is headed by Professor Arkady Kovelman, a well-known and widely published academic scholar of Jewish studies.

Since 2004, following an evaluation conducted of the Department's programs and academic staff, AVI CHAI has provided funding toward student tuition and stipends, salary enhancements for academics teaching at the program, the purchase of textbooks and needed educational materials, as well as funding for marketing and the Department's administrative infrastructure. In addition, funding is also allocated for bi-annual seminars focusing on Jewish studies for leading high school students in the FSU, which serve as a springboard for enrollment.

In the 2007/08 academic year, the Department saw its highest enrollment to date: 103 students, including 86 undergraduates, nine graduate students, and eight who are pursuing their PhD degrees. This number is in stark contrast to the 2004/05 academic year, when there were a total of 80 students. In addition, Professor Kovelman has successfully negotiated with Moscow State to provide additional tuition-free subsidies for students at the Department (previously, Moscow State provided two to three full subsidies per year). In 2007/08, out of an entering class of 21 freshman, Moscow State provided nine tuition-free subsidies, bringing the overall number of tuition stipends provided by Moscow State to 44; tuition for 24 students is provided by AVI CHAI in partnership with the Chais Family Foundation, nine students by the Jewish Agency, seven by the Rothschild Foundation, with 19 students paying the \$7,000 annual tuition fee charged by Moscow State.

The 2007/08 academic year also saw the expansion of the Department's young faculty: in addition to four full-time veteran faculty members, there are five full-time lecturers—in Jewish history, Hebrew linguistics, modern Hebrew literature, and Jewish and Yiddish studies—and two part-time lectures, all of whom received their academic degrees from the Department. The teaching staff is joined by 16 Russian-speaking academics sent by the Chais Center in Jerusalem, who teach four to six-week mini-courses throughout the year.

www.cjs.iaas.msu.ru

The Center for Jewish and Biblical Studies at St. Petersburg State University

In May 2007, following evaluations conducted of possibilities to strengthen Judaic studies in the second largest city in the former Soviet Union, AVI CHAI, in full partnership with the Chais Family Foundation, approved funding, over the next two academic years that seeks to strengthen and expand two impressive academic programs of Jewish studies that are imbedded in the academic institutions in which they are housed.

In cooperation with the Hebrew University, the Center for Biblical and Jewish Studies was founded in 2000 as a division of the Faculty of Philosophy at St. Petersburg State University, which, together with the Moscow State University, represents the most prestigious academic institutions in the FSU. Co-directed by Professors Igor Tantlevskij, a respected local scholar who has published widely in Biblical Studies, and Hagai Ben-Shammai of the Hebrew University, the Center's academic mission is to train scholars in Biblical and Medieval Jewish Studies and Modern Jewish History. There are currently 42 students enrolled in the program, including six graduate students, and approximately 50 students from other faculty departments who audit the Center's courses.

Together with other funding that the Center has been able to secure, approved funding will enable the Center to accept students on an annual basis (up to 25 students per year), purchase needed textbooks and academic materials, and to launch a promotional campaign for the Center's programs. In addition, funding is also being provided for the creation of the Center's Judaica Collection, to be housed as part of St. Petersburg University's Lending Library, at the Faculty of Philosophy. www.philosophy.pu.ru

Project Judaica at St. Petersburg's European University

Directed by Dr. Valery Dymshits, Project Judaica was founded in 1989 as a research center dedicated to the study of the Jewish heritage and in 2004 officially recognized as a cross-disciplinary center within the private European University, a post-graduate academic institution founded in St. Petersburg after the fall of Communism.

The program focuses on the history and culture of East European Jewry, with courses taught by a mixture of Judaica scholars from St. Petersburg and invited faculty from abroad, including Israeli and American academics. Due to financial difficulties, the number of graduate students is limited, with five students presently enrolled in the program and approximately 25 students from other departments

currently auditing Project Judaica's courses. Importantly, Project Judaica is involved in a number of academic activities outside its formal course curriculum, including research expeditions, exhibitions, publications, classes in Yiddish studies and East European Jewry, which attract students from other universities and regions to the programs monthly seminars and workshops.

Approved funding will enable Project Judaica to attract two additional graduate students per year over the next two years, purchase needed textbooks, begin to acquire books and educational materials on Jewish themes to establish a core Judaica library collection, and publish academic research articles penned by graduate students and academics in the program. In addition, approved funding also includes an allocation toward a promotional campaign for Project Judaica's activities. www.eu.spb.ru

PROGRAMS FOR JEWISH DAY SCHOOLS IN THE FSU

Improving the General Studies' Programs in Jewish Day Schools in the FSU

Since 2002, in an effort to increase Jewish day school enrollment, AVI CHAI has focused on improving the general studies programs in a select number of Jewish day schools in the FSU. Having monitored this program for four years, we have come to recognize that while all 20 schools initially part of this program (which provides salary stipends for teachers of math, English, physics, and other general studies subjects, and funding to purchase new laboratory equipment and materials), have made progress in improving their academic departments, it was in three out of the schools—those with directors and supporting staff who see academic excellence as a primary goal—in which the grant funding has been able to make significant improvements.

In 2007 the contours of the grant were reshaped and the program currently focuses on three top-performing and highly-effectively managed schools in Russia and Ukraine. Each of the schools (two in Russia and one in Ukraine) are receiving two years of funding to: (1) supplement teacher salaries so that they can continue

to attract highly qualified teachers in core general studies subjects; (2) develop honors tracks that would draw academically strong students to the schools; (3) allow for tutorials for strong students to prepare them for inter-school academic Olympics and university entrance exams; (4) purchase laboratory equipment and teaching materials; and (5) enhance marketing and recruitment.

Judaic Enhancement in Jewish Day Schools in the FSU

In an effort to enhance the Jewish educational experiences of children attending Jewish day schools in the FSU, since the 2003/04 academic year, AVI CHAI has provided funding to a combined total of 28 schools—in Moscow, St. Petersburg, Kazan, Rostov, Novosibirsk, Kiev, Kharkov, Odessa, Zhitomir, Lugansk, Donetsk, Dnepropetrovsk, and Riga—to support Family *Shabbatonim*, Hebrew and Judaic tutorials, educational clubs that include Jewish music and theater ensembles, school newspapers, Jewish calendars, and *Bar* and *Bat Mitzva* preparation and celebration. In addition, funding has also been allocated to enable schools to expand their in-school Jewish libraries, which are open to students and parents.

An evaluation of the first two-years of these programs confirmed the impact of informal Jewish educational programs on the schools, students, and their families, at the same time outlining a number of recommendations, which included the need for greater involvement of parents, most of whom have very limited Jewish backgrounds, to become more aware of the value of Jewish study and involvement. www.chinuchfsu.com

NETA in the FSU

Following an extensive evaluation by the Jewish Agency's FSU Education Division and the Israeli Ministry of Education, which together oversee 44 Jewish day schools in the FSU, in time for the 2005/06 academic year, the NETA Hebrew Language Curriculum, supported by AVI CHAI, was identified as a possible program to address the issues of low-level Hebrew language instruction.

To date, 12 schools in seven cities (Moscow, St. Petersburg, Kazan, Odessa, Kiev, Dnepropetrovsk, and Kishinev) with 1,565 students from grades 6 to 11, led by 46 teachers (38 of whom have participated in NETA's FSU introductory seminar in Jerusalem and are receiving ongoing supervision and guidance from the NETA FSU professional staff) are using NETA for the Hebrew-language component of the Jewish studies' program in their respective schools.

In April and May 2007, the NETA placement tests were administered to first and second year students, with the results of those tests compared with those that students took prior to joining the program. According to the data, while some students showed regression, the majority of students in the pilot program are showing success on the unit tests and are able to progress with the increased level to the next NETA unit. Comparative analysis of the placement test indicates that most first year students showed progress while the majority of second year students displayed even greater progress in their studies. In the coming months, the Jewish Agency is planning to conduct an internal evaluation of the program to determine ways in which NETA can be expanded to benefit additional Jewish schools in the FSU.

Funding for NETA FSU is being shared between AVI CHAI, Mr. Lev Leviev's Or Avner Foundation, the Jewish Agency, and Israel's Ministry of Education, with the Jewish Agency fully responsible for all programmatic and financial aspects of the program.

www.netahebrew.com

Promoting *Yom Ha'atzma'ut* in Jewish Day Schools in the FSU

In the second year of a project geared to highlight and promote *Yom Ha'atzma'ut* in Jewish day schools in the FSU, 38 schools and approximately 600 students in the 5th to 11th grades are taking part in the virtual quiz on Israeli topics and marking *Yom Ha'atzma'ut* at school-wide celebrations, with the participation of the student body, teachers, and parents. At the start of the school year, participating schools received flags, videos, large maps of Israel, musical cassettes with Israeli songs, and prizes for participation, which include a one-week trip to

Israel for up to 44 first-prize winners of the virtual quiz competition. While the project has seen an increase in participation on and around *Yom Ha'atzma'ut*, and in some schools has become the highlight of the Spring school calendar, the Jewish Agency is currently working on a plan to further increase school interest and participation in this program.

Funding for the program is being shared between AVI CHAI and the Jewish Agency's FSU Education department. www.1948.ru

ENRICHMENT SEMINARS FOR JEWISH YOUTH COUNSELORS AND SUMMER CAMPING PROGRAMS

Since 2004, AVI CHAI has supported a number of initiatives that seek to enhance the Jewish educational component of overnight summer camps and year-round enrichment seminars for Jewish youth counselors in the FSU. Based on evaluations and ongoing visits to supported programs, AVI CHAI also approved funding toward follow-up activities, focusing on those which enable local youth counselors to lead Jewish programming in their respective cities and regions. A primary goal in all supported programs is to expand the number of Jewish campers, local counselors, and families that take part in these ongoing activities.

Netzer Olami Training and Enrichment Seminars

Since 2005, AVI CHAI funding toward a series of regional counselor training seminars, which offer a combination of Jewish learning and experience for youth counselors who take part in *Netzer*, the World Union for Progressive Judaism's programs in the FSU, has seen a noteworthy increase in *Netzer's* operation. The number of local youth counselors taking part in the four-day regional training seminars has grown from 115 in 2006 to 260 in 2007. The training seminars, which take place in Moscow, Siberia, Ukraine, Belarus, and in the Baltic States, are designed with an eye toward strengthening Jewish identity, conveying knowledge about Jewish history, tradition, literature and Hebrew language, familiarizing counselors with Jewish bookshelf, and

encouraging observance of Jewish tradition. Each seminar incorporates a Shabbat experience and features lectures and discussions around basic themes in Judaism, Jewish history and current events, leadership development and text study. www.netzer.ru

Or Avner's Program for Youth Leadership

Since August 2007, *Or Avner's* initiative of expanding their pilot camping programs to include a system of training and enrichment seminars geared to attracting local youth to undertake leadership positions in seven pilot regions in the FSU—Moscow, Nizhny Novgorod, Rostov, Kharkov, Lugansk, Donetsk, and Minsk—has been able to attract 71 new local youth counselors, bringing the overall total to 210 local youth counselors who participate in an ongoing series of carefully planned educational seminars held in each region. Under the supervision of two local educational coordinators, local youth counselors, following one year of training, take part in planning and then leading a wide variety of Jewishly-themed informal programs, including after-school activities, Sunday schools, winter camps, pre-holiday celebrations, and as counselors in regional overnight camps.

In the summer of 2007, a total of 1,089 children, 498 of whom do not attend Jewish day schools, took part in the program. While three cities were added to the 2007 pilot, these numbers represent an increase of 452 campers over the previous summer. Beyond the camp program, local Rabbis and educators speak highly of the impact that the newly trained counselors are having on the Jewish programming in their cities and of their success in “linking the silos”; as a result of the camp experience, a total of 38 children enrolled in local *Or Avner* Jewish day schools following the 2007 camp season. Over the coming months, *Or Avner* hopes to attract additional local youth to the program, including a group of younger youth, from 14 to 16 years of age, to participate in the training seminars and to serve as junior counselors in ongoing programs.



Literary Publications on Jewish and Israeli Themes in the Russian Language



Prof. Hagai Ben Shammai leading one of Sefer's Academic Schools for Jewish Studies in the FSU



Eshkol—Jewish and Israeli Programs in Leading Intellectual Clubs and Cafés in Moscow

FINANCIAL HIGHLIGHTS

Consolidated Statements of Financial Positions

	DECEMBER 31	
	2007	2006
ASSETS		
Cash and cash equivalents	\$181,422,110	\$227,945,647
Investments, at market value		
Bonds and notes (cost, 2007-\$105,534,932; 2006-\$48,719,804)	110,681,328	51,964,413
Global equities and mutual funds (cost, 2007-\$168,410,116; 2006-\$99,507,941)	195,284,167	131,839,599
Limited partnerships and hedge funds (cost, 2007-\$141,680,019; 2006-\$143,254,682)	259,716,520	250,949,110
Property and equipment, net	38,871,535	36,189,309
Other assets	3,567,572	2,233,228
TOTAL ASSETS	\$789,543,232	\$701,121,306
LIABILITIES AND NET ASSETS		
Investment purchases not settled		\$855,606
Other payables	\$6,625,000	9,275,000
Capital	782,918,232	690,990,700
TOTAL LIABILITIES AND NET ASSETS	\$789,543,232	\$701,121,306

FINANCIAL HIGHLIGHTS

Consolidated Statements of Financial Activities

	YEAR ENDED DECEMBER 31	
	2007	2006
REVENUE		
Contributions	\$91,598,020	\$7,000,000
Net realized gain on sale of investments	23,828,746	30,238,272
Net unrealized gain on investments	7,181,643	31,971,739
Interest income	7,036,223	5,406,190
Dividend income	5,370,277	4,435,216
Gain from limited partnerships	208,470	1,127,566
Foreign exchange gain	8,862,612	9,767,029
Other income	151,174	5,303
TOTAL REVENUE	\$144,237,165	\$89,951,315
EXPENSES		
Program grants, projects & related expenses	\$41,730,314	\$31,971,518
Administrative expenses		
Salaries, payroll taxes and employee benefits	4,149,268	3,503,618
Contribution to Defined Benefit Pension Plan	2,777,385	
U.S. federal & state taxes	1,138,477	917,186
Depreciation	997,166	188,413
Rent	369,385	309,711
Travel and lodging	334,300	296,598
Professional fees	307,607	308,319
Insurance	91,812	90,054
Telephone	87,178	84,112
Consultants & temporary staff	49,963	30,489
Postage	27,066	30,226
Annual report	13,762	73,434
Other	235,950	235,995
TOTAL EXPENSES	\$52,309,633	\$38,039,673
INCREASE IN CAPITAL	\$91,927,532	\$51,911,642
CAPITAL AT BEGINNING OF YEAR	\$690,990,700	\$639,079,058
CAPITAL AT END OF YEAR	\$782,918,232	\$690,990,700

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2007 Grant Activity—North America

	GRANTS APPROVED @12/31/06	ADDITIONAL APPROVALS IN 2007*	PAYMENTS MADE IN 2007	BALANCE @12/31/07
FOSTERING HIGHER LEVELS OF JEWISH LITERACY				
By providing content				
AVI CHAI Bookshelf for High Schools	\$750,000	\$218,000	\$343,000	\$625,000
Chinuch.org	360,000	(25,000)	180,000	155,000
Developing Tanakh Standards	192,000	1,068,000	380,000	880,000
Experiments in Educational Technology	300,000	(25,000)	105,000	170,000
NETA	4,560,000	340,000	1,156,000	3,744,000
Remote Teacher via Video Conferencing	100,000	221,000	130,000	191,000
TaL AM	4,176,000	2,019,000	2,709,000	3,486,000
By preparing and supporting teachers				
Hebrew Union College MA in Jewish Education— Day Schools	479,000		34,000	445,000
Home Subsidies for Jewish Studies Teachers	2,600,000		30,000	2,570,000
Ivriyon	91,000	275,000	72,000	294,000
Mentoring for Novice Teachers/ Jewish New Teacher Project	250,000	500,000	395,000	355,000
Pardes Educators Program	1,700,000	5,500,000	1,050,000	6,150,000
Talmud Program for Women—Yeshiva University	1,124,000	(300,000)	217,000	607,000
University of Pennsylvania MS Ed Degree	600,000			600,000
By enriching and developing leadership				
Principals Training:				
Harvard University	450,000		156,000	294,000
Jewish Theological Seminary	603,000		301,000	302,000
Lookstein Center at Bar-Ilan University	744,000	(24,000)	170,000	550,000
DEEPENING RELIGIOUS PURPOSEFULNESS				
Alot Program—Camps Sternberg/Mogen Avraham	841,000		337,000	504,000
BabagaNewz	3,595,000		1,250,000	2,345,000
Cornerstone Fellows	1,027,000	50,000	517,000	560,000
Enhancing Immigrant Schools in New York City	620,000	2,032,000	635,000	2,017,000
Lekhu Lakhem	599,000	(30,000)	89,000	480,000
Melton Mini-School for Pre-school Parents	620,000		60,000	560,000
Planning Grants for Camp Movement Educational Programs		200,000	30,000	170,000
Shabbat Enhancement/ Experiential Educators Program	1,464,000		232,000	1,232,000
Starter Jewish Libraries for High School Students	267,000		101,000	166,000
SuLaM—Judaic Enrichment for RAVSAK Community Day School Heads	1,176,000	(3,000)	531,000	642,000
Tze Ul'mad	45,000			45,000

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2007 Grant Activity—North America (continued)

	GRANTS APPROVED @12/31/06	ADDITIONAL APPROVALS IN 2007*	PAYMENTS MADE IN 2007	BALANCE @12/31/07
PROMOTING JEWISH PEOPLEHOOD AND ISRAEL				
David Project—Israeli Yeshivot and Seminaries		117,000	50,000	67,000
David Project—North American High Schools	240,000	613,000	213,000	640,000
Israel Blog by/for High School Students		35,000	3,000	32,000
Israel Education and Advocacy Books	214,000		16,000	198,000
Israel HighWay	143,000	(18,000)	30,000	95,000
Israel Studies for Day School Teachers	471,000	32,000		503,000
Jewish Agency for Israel—Summer Camping	794,000	(3,000)	328,000	463,000
Jewish Virtual Library Website		150,000		150,000
MASA	130,000	600,000	299,000	431,000
Student Israel Advocacy Initiatives on Campus (Hillel and ICC)	284,000		234,000	50,000
Taglit-Birthright Israel	3,334,000		1,041,000	2,293,000
Write On For Israel:				
Chicago Jewish News & CFJE	411,000	100,000	181,000	330,000
The New York Jewish Week	395,000	56,000	251,000	200,000
Planning Grant		75,000	30,000	45,000
STRENGTHENING INSTITUTIONS				
Building Loan Program—Camps**	23,500,000		2,637,500	20,862,500
Building Loan Program—Camps Related Costs		40,000	40,000	
Building Loan Program—Day Schools**	21,204,500		1,265,500	19,939,000
Building Loan Program—Day Schools Related Costs		471,000	471,000	
Grants To Encourage Continuation From Jewish Middle School to High School	364,000		33,000	331,000
New Orleans Re-Enrollment**		300,000		300,000
INSPIRING PARTNERS AND SUCCESSORS				
AVI CHAI Fellowship		2,745,000		2,745,000
MATCH	1,464,000	(109,000)	170,000	1,185,000
Partnership for Excellence in Jewish Education (PEJE)		1,500,000		1,500,000
Thought Leadership	1,767,000		313,000	1,454,000

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2007 Grant Activity—North America (continued)

	GRANTS APPROVED @12/31/06	ADDITIONAL APPROVALS IN 2007*	PAYMENTS MADE IN 2007	BALANCE @12/31/07
OTHER PROJECTS THAT ARE WINDING DOWN				
JBooks.com	153,000		89,000	64,000
Marketing AVI CHAI's Message	132,000		34,000	98,000
Miscellaneous Grants and Related Expenses	121,000	1,126,000	1,106,000	141,000
Netivot Program—Harvard University	40,000		40,000	
South Florida Day School Scholarships	288,000		68,000	220,000
GRANTS TOTAL	\$84,782,500	\$19,846,000	\$20,153,000	\$84,475,500

* Net of grant cancellations

** Grant payments are net of loans repaid

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2007 Grant Activity—Israel

	GRANTS APPROVED @12/31/06	ADDITIONAL APPROVALS IN 2007*	PAYMENTS MADE IN 2007	BALANCE @12/31/07
ENCOURAGING MUTUAL UNDERSTANDING				
Eretz Acheret	\$500,000	\$(7,000)	\$223,000	\$270,000
Haredi College of Jerusalem	135,000	250,000	215,000	170,000
Kehillot Sharot	140,000	378,000	300,000	218,000
Keshet School	255,000	400,000	355,000	300,000
Melitz Center for Jewish-Zionist Education	214,000	176,000	130,000	260,000
Olamot: Israeli Jewish Identity in Upper Nazareth	115,000	396,000	95,000	416,000
Tzav Pius	2,713,000	626,000	1,482,000	1,857,000
Yesodot	1,635,000		535,000	1,100,000
ENCOURAGING JEWISH STUDY				
Informal Jewish Study				
Alma Hebrew College	265,000	350,000	390,000	225,000
BaMidbar	100,000	174,000	170,000	104,000
Bayit		990,000		990,000
Elul	387,000	430,000	343,000	474,000
ITIM: Jewish Life Center for FSU Olim	51,000	100,000	141,000	10,000
Jewish Culture Festivals	38,000	188,000	115,000	111,000
Journey to Jewish Heritage	284,000	348,000	242,000	390,000
Melton Maftehot	89,000		22,000	67,000
Speaking Poetry	148,000	335,000	246,000	237,000
Yi'ud V'yichud: IDF Center for Jewish-Zionist Identity	50,000		50,000	
State Schools				
Hartman Jewish Educational Empowerment	300,000		175,000	125,000
Hebrew Culture in Tel Aviv	588,000		60,000	528,000
Ma'arag	411,000	537,000	343,000	605,000
Mikranet	249,000		157,000	92,000
Morasha	356,000	650,000	605,000	401,000
Parashat HaShavuah	105,000		35,000	70,000
Revivim	3,039,000	814,000	1,141,000	2,712,000
Yad Ben-Zvi Bible Curriculum	25,000	75,000	50,000	50,000
YAHALOM	230,000	350,000	350,000	230,000

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2007 Grant Activity—Israel (continued)

	GRANTS APPROVED @12/31/06	ADDITIONAL APPROVALS IN 2007*	PAYMENTS MADE IN 2007	BALANCE @12/31/07
Mass Media: Television, Internet, and Radio				
AVI CHAI Lexicon of Jewish Culture	\$361,000		\$184,000	\$177,000
AVI CHAI Library	374,000	550,000	74,000	850,000
AVI CHAI on Television	5,292,000		310,000	4,982,000
Jewish Encyclopedia in Russian	192,000		125,000	67,000
MidrashNet		125,000		125,000
Piyyut Website	520,000		370,000	150,000
Other				
Panim	149,000	240,000	115,000	274,000
ENCOURAGING A NEW JEWISH LEADERSHIP				
Beit Morasha of Jerusalem	300,000	750,000	650,000	400,000
Kolot	440,000	395,000	400,000	435,000
MiMizrach Shemesh	604,000	610,000	497,000	717,000
Pre-Army Mechinot	650,000	703,000	813,000	540,000
Tehuda	938,000	(70,000)	318,000	550,000
Tzohar	544,000	650,000	740,000	454,000
RESEARCH AND STUDY				
Bar-Ilan University— Research on Judaism and Society	119,000		30,000	89,000
Guttman 2010		550,000		550,000
Sabbaticals	514,000	(26,000)	102,000	386,000
Small-Grant Initiatives for Olim	108,000	260,000	79,000	289,000
OTHER				
Beit AVI CHAI	3,970,000	4,464,000	3,934,000	4,500,000
MASA	130,000	500,000	280,000	350,000
Miscellaneous Grants and Related Expenses	235,000	552,000	471,000	316,000
Website Support for AVI CHAI Projects	65,000		20,000	45,000
GRANTS TOTAL	\$27,927,000	\$17,813,000	\$17,482,000	\$28,258,000

* Net of grant cancellations

FINANCIAL HIGHLIGHTS

AVI CHAI Schedule of 2007 Grant Activity—FSU

	GRANTS APPROVED @12/31/06	ADDITIONAL APPROVALS IN 2007*	PAYMENTS MADE IN 2007	BALANCE @12/31/07
ENCOURAGING JEWISH STUDY AND INVOLVEMENT FOR UNAFFILIATED JEWS				
Booknik.ru—Russian-Language Website on Jewish Texts and Ideas	\$168,000	\$379,000	\$396,000	\$151,000
Eshkol	511,000		472,000	39,000
Eshkol—St. Petersburg		244,000	100,000	144,000
Jewish Children’s Books in Russian	65,000		18,000	47,000
Jewish-Israeli Book Festival		157,000	157,000	
Klezfest Seminar and Festival in St. Petersburg		145,000	41,000	104,000
Publication of Books on Jewish and Israeli Themes:				
Prose of Jewish Life Book Series	95,000	206,000	301,000	
Chais Family Library of Jewish Thought	200,000		111,000	89,000
ENHANCING THE FIELD OF ACADEMIC JEWISH STUDIES				
Sefer: Enhancing Field of Jewish Studies	37,000	331,000	128,000	240,000
The Center for Jewish Studies and Project Judaica in St. Petersburg		171,000	60,000	111,000
The Department of Jewish Studies at Moscow State University	722,000	371,000	551,000	542,000
PROGRAMS FOR JEWISH DAY SCHOOLS				
Improving General Studies Programs In Jewish Day Schools	200,000	133,000	150,000	183,000
Judaic Enhancement in Jewish Schools	738,000	1,526,000	964,000	1,300,000
NETA	482,000			482,000
Promoting Yom Ha’atzma’ut	121,000	50,000		171,000
ENRICHMENT SEMINARS FOR JEWISH YOUTH COUNSELORS AND SUMMER CAMPING PROGRAMS				
JDC Youth Training Program and Educational Enhancement for Family Camps	167,000		86,000	81,000
Jewish Agency for Israel	126,000			126,000
Netzer Olami Training and Enrichment Seminars	50,000	110,000	105,000	55,000
Or Avner Program for Youth Leadership	565,000	413,000	400,000	578,000
OTHER				
Related Expenses		55,000	55,000	
GRANTS TOTAL	\$4,247,000	\$4,291,000	\$4,095,000	\$4,443,000

* Net of grant cancellations

INDEX

PROJECT NAME	TRUSTEE	STAFF	PAGE #
Alma Hebrew College	Meir Buzaglo	Miriam K. Warshaviak, Karen Weiss	32
Alot Program—Camps Sternberg/Mogen Avraham	Lief D. Rosenblatt	Yossi Prager, Marvin Schick	16
AVI CHAI Bookshelf for High Schools	Lauren K. Merkin	Nina S. Butler, Michael Trapunsky	11
AVI CHAI Fellowships	Mem Bernstein, Arthur W. Fried	Leah Nadich Meir	11
AVI CHAI Lexicon of Jewish Culture	Mem Bernstein	Eli Kannai, Avigdor Shinan	37
AVI CHAI Library	David E. Tadmor	Aliza Corb, Avigdor Shinan	37
AVI CHAI on Television	Mem Bernstein	Dani Danieli, Suri Drucker	38
BabagaNewz	Mem Bernstein	Rachel Mohl Abrahams, Joel Einleger	16
BaMidbar	Meir Buzaglo	Aliza Corb	33
Bayit	Avital Darmon	Karen Weiss	33
Beit AVI CHAI	Mem Bernstein, Arthur W. Fried	Dani Danieli	40
Beit Morasha of Jerusalem	Arthur W. Fried	Eli Silver	31
Booknik.ru: A Russian-Language Website on Jewish Texts and Ideas	George Rohr	David Rozenon	47
Building Loan Program—Camps	Lief D. Rosenblatt	Joel Einleger	21
Building Loan Program—Day Schools	Alan R. Feld	Yossi Prager, Marvin Schick	21
Chinuch.org	George Rohr	Nina S. Butler, Eli Kannai	12
Cornerstone Fellows	Lief D. Rosenblatt	Joel Einleger	16
David Project—Israeli Yeshivot and Seminaries	Alan R. Feld	Miriam K. Warshaviak	19
David Project—North American High Schools	Alan R. Feld	Yossi Prager	19
Developing Tanakh Standards	Arthur W. Fried	Leah Nadich Meir	12
Elul	Arthur W. Fried	Karen Weiss	33
Enhancing Immigrant Schools in New York City	Alan R. Feld, Lauren K. Merkin, George Rohr	Rachel Mohl Abrahams	17
Eretz Acheret	David E. Tadmor	Aliza Corb	29
Eshkol: Programs on Jewish and Israeli Literature and Culture in Popular Intellectual Venues	George Rohr	David Rozenon	47
Experiments in Educational Technology	Arthur W. Fried	Nina S. Butler, Eli Kannai	12
Grants to Encourage Continuation from Jewish Middle School to High School	Mem Bernstein, Lauren K. Merkin	Galli Aizenman	21
Guttman 2010	Arthur W. Fried Eli Silver	Liora Pascal, Marvin Schick,	39
Haredi College of Jerusalem	Meir Buzaglo	Miriam K. Warshaviak	29
Hartman Jewish Educational Empowerment	Arthur W. Fried	Aliza Corb	35
Hebrew Culture in Tel Aviv	David E. Tadmor	Aliza Corb	35
Hebrew Union College MA in Jewish Education with a Specialization in Day Schools	Lief D. Rosenblatt	Joel Einleger	14
Home Subsidies for Jewish Studies Teachers	Alan R. Feld	Galli Aizenman	14
Improving the General Studies' Programs in Jewish Day Schools in the FSU	George Rohr	David Rozenon	51
Israel Blog by/for High School Students	Mem Bernstein	Leah Nadich Meir	19

INDEX

PROJECT NAME	TRUSTEE	STAFF	PAGE #
Israel Education and Advocacy Books	Lauren K. Merkin	Michael Trapunsky	19
Israel Studies for Day School and Supplementary School Teachers	Lief D. Rosenblatt	Galli Aizenman	19
ITIM: Jewish Life Center for FSU Olim	David E. Tadmor	Miriam K. Warshaviak	34
Ivriyon	Ruth R. Wisse	Leah Nadich Meir	14
Jewish Agency for Israel –Summer Camping	Lief D. Rosenblatt	Joel Einleger	19
Jewish Culture Festivals	Arthur W. Fried	Dani Danieli	34
Jewish Encyclopedia in Russian	David E. Tadmor	Eli Kannai, Eli Silver	38
Jewish Virtual Library Website	Arthur W. Fried	Eli Kannai	20
Journey to Jewish Heritage	Meir Buzaglo	Aliza Corb	34
Judaic Enhancement in Jewish Day Schools in the FSU	George Rohr	David Rozenon	52
Kehillot Sharot	Mem Bernstein	Karen Weiss	29
Keshet School	Mem Bernstein	Eli Silver	29
Klezfest Seminar and Festival in St. Petersburg	George Rohr	David Rozenon	48
Kolot	David E. Tadmor	Karen Weiss	31
Lekhū Lakhem	Lief D. Rosenblatt	Galli Aizenman	17
Ma'arag	Avital Darmon	Eli Silver	35
MASA	Mem Bernstein, Arthur W. Fried	Miriam K. Warshaviak	20
MATCH: Matching First-Time Donors to Jewish Education	Lauren K. Merkin	Deena K. Fuchs	22
Melitz Center for Jewish-Zionist Education	Avital Darmon	Eli Silver	30
Melton Maftechot	Arthur W. Fried	Aliza Corb	34
Melton Mini-School for Preschool Parents	Lief D. Rosenblatt	Joel Einleger	17
Mentoring for Novice Teachers/Jewish New Teacher Project	Lauren K. Merkin	Michael S. Berger	14
MidrashNet	Arthur W. Fried	Eli Kannai, Karen Weiss	38
Mikranet	Avital Darmon	Aliza Corb, Eli Kannai	36
MiMizrach Shemesh	Arthur W. Fried	Karen Weiss	31
Morasha	David E. Tadmor	Eli Silver	36
NETA	George Rohr, Ruth R. Wisse	Leah Nadich Meir	13
NETA in the FSU	George Rohr	David Rozenon	52
Netzer Olami Training and Enrichment Seminars	George Rohr	David Rozenon	53
New Orleans Day School Re-Enrollment Incentive	Arthur W. Fried	Yossi Prager	21
Olamot: Israeli Jewish Identity in Upper Nazareth	Avital Darmon	Karen Weiss	30
Or Avner's Program for Youth Leadership	George Rohr	David Rozenon	53
Panim	David E. Tadmor	Karen Weiss	39
Pardes Educators Program	Arthur W. Fried	Michael S. Berger	15
Partnership for Excellence in Jewish Education (PEJE)	Lauren K. Merkin	Deena K. Fuchs, Yossi Prager	22
Piyyut Website	Meir Buzaglo	Eli Kannai, Karen Weiss	39
Planning Grants for Camp Movement Educational Programs	Lief D. Rosenblatt	Joel Einleger	18
Pre-Army Mechinot	Arthur W. Fried	Eli Silver, Miriam K. Warshaviak	31

INDEX

PROJECT NAME	TRUSTEE	STAFF	PAGE #
Principals Training–Harvard University	Lauren K. Merkin	Rachel Mohl Abrahams	15
Principals Training–Jewish Theological Seminary	Lauren K. Merkin	Michael S. Berger	15
Principals Training–Lookstein Center	Alan R. Feld	Michael S. Berger	16
Project Judaica at St. Petersburg’s European University	George Rohr	David Rozenon	51
Promoting Yom Ha’atzma’ut in Jewish Day Schools in the FSU	George Rohr	David Rozenon	52
Publication of Books on Jewish and Israeli Themes: The Chais Family Library of Jewish Thought	George Rohr	David Rozenon	49
Publication of Books on Jewish and Israeli Themes: The Prose of Jewish Life Book Series	George Rohr	David Rozenon	48
Remote Teacher Via Video Conferencing	Arthur W. Fried	Nina S. Butler, Eli Kannai	13
Revivim	Arthur W. Fried	Aliza Corb	37
Sabbaticals	Avital Darmon	Ilana Brosh, Aliza Corb	39
Sefer: Enhancing the Field of Jewish Studies in the FSU	George Rohr	David Rozenon	49
Shabbat Enhancement/Experiential Educators Grants	Lauren K. Merkin	Galli Aizenman	18
Small Grant Initiatives for Olim	Avital Darmon	Miriam K. Warshaviak	40
Speaking Poetry	Meir Buzaglo	Karen Weiss	34
Starter Jewish Libraries for High School Students	Lauren K. Merkin	Michael Trapunsky	18
Student Israel Advocacy Initiatives on Campus (Hillel & Israel on Campus Coalition)	George Rohr	Galli Aizenman	20
SULAM–Judaic Enrichment for RAVSAK Community Day School Heads	Arthur W. Fried	Michael S. Berger	18
Taglit-Birthright Israel	Lauren K. Merkin	Leah Nadich Meir	20
TaL AM	Lauren K. Merkin	Joel Einleger	13
Talmud Program for Women — Yeshiva University	Lauren K. Merkin	Rachel Mohl Abrahams	15
Tehuda	Avital Darmon	Karen Weiss	32
The Center for Jewish and Biblical Studies at St. Petersburg State University	George Rohr	David Rozenon	50
The Department of Jewish Studies at Moscow State University	George Rohr	David Rozenon	50
Thought Leadership	Mem Bernstein, Ruth R. Wisse Jack Wertheimer	Deena K. Fuchs, Yossi Prager,	10
Tzav Pius	Mem Bernstein, Arthur W. Fried	Eliraz Ner-Gaon, Aliza Gershon, Raaya Levy	30
Tze Ul’mad	Lief D. Rosenblatt	Joel Einleger	18
Tzohar	Arthur W. Fried	Eli Silver	32
University of Pennsylvania MS Ed. Degree	Lauren K. Merkin	Rachel Mohl Abrahams	15
Write On For Israel	Lief D. Rosenblatt	Galli Aizenman	21
Yad Ben-Zvi Bible Curriculum	Avital Darmon	Aliza Corb	37
YAHALOM	Avital Darmon	Eli Silver	37
Yesodot	David E. Tadmor	Aliza Corb	30
Yi’ud V’yichud: IDF Center for Jewish-Zionist Identity	Arthur W. Fried	Eli Silver	35

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