

Annual Report 2009

SHALOM HARTMAN INSTITUTE



Table of Contents

Letter from the Presidents.....	1-2
Kogod Research Center for Contemporary Jewish Thought	3
Senior & Junior Fellows.....	4
Gender and Judaism.....	4
Osher Department of Religious Pluralism	5
Education Center for Israeli-Jewish Identity.....	7
Be'eri.....	8
Lev Aharon.....	10
Hartman High Schools.....	10
Shalom Hartman Institute North America.....	12
Department of Rabbinic Enrichment.....	13
Melamdin School for Teacher Education.....	13
Department of Lay Leadership Education.....	14
North American Judaic Scholars Circle.....	15
Boards of Directors.....	16
Financials.....	17-18

Letter from the Presidents



Dear Friends,

One of the greatest challenges for us – and for any research and education institute enduring the recent protracted financial upheaval – lies in negotiating a paradox: Cutting expenses and enhancing fiscal responsibility, while preserving the creativity, vision and depth that are the Institute's raison d'être. 2009 was a critical year, during which we reduced costs, reevaluated our priorities and concentrated on our strengths. Through these measures we succeeded in paying back the loans we borrowed against our endowment in order to weather the financial crisis, and concluded the year with a balanced budget.

We initiated a major restructuring in 2009, reconstituting the Institute into three core centers: the **Kogod Research Center for Contemporary Jewish Thought**, the **Education Center for Israeli-Jewish Identity**, and the **Shalom Hartman Institute North America**.

The **Kogod Research Center** refines our focus on generating 'applied Jewish thought,' innovative approaches and responses to the key challenges facing Israel and contemporary Jewry. Researching topics such as The Status of the Non-Jew in the Jewish State, Foundations of Contemporary Judaism in North America, Halakha and

Holiness, and Israeli-Jewish Identity, our **Senior Fellows** practice the premise that Torah is neither confined to heaven nor to the ivory tower, but a living framework with crucial applications for our time. Our programs in the area of Judaism and gender yielded new insights into tradition's relationship to women's bodies and new opportunities for the role of women in Jewish academia. Our journal **Havruta** continued to translate the Institute's scholarship into language accessible to interested readers everywhere; our new online journal in Hebrew, **Reishit**, and our monthly Hebrew digital newsletter drew extensive media attention and engaged the Israeli academy and public in dialogue; and our website exponentially increased peoples' engagement with our work around the globe. In the past year we refreshed our research ranks, bringing a new generation of scholars to the fore. With the launch of the **North American Scholars Circle** we have extended our Israel-based scholarly debate, including an elite cadre of American academics in the mission to address central challenges facing contemporary North American Jewish life.

Our **Education Center for Israeli-Jewish Identity** promotes pluralistic Jewish education as a cornerstone of Israel's future. **Be'eri** – which pioneers a new national model for pluralistic Jewish education in Israeli non-religious high schools – is operating

in 54 schools this year, while tens of schools are waiting to join as soon as funds become available. Strategically partnering in citywide initiatives, **Be'eri** is moving toward its goal of creating a tipping point that will alter the country's non-religious high school system. **Lev Aharon**, our training seminars for IDF senior officers on issues of Jewish identity and religious pluralism, has won a new three-year national tender to continue serving all high-ranking officers including Majors, Lieutenant Colonels and Colonels. The Institute's model high schools continue to excel in academics, build community involvement, and distinguish themselves on all levels – most recently by the Charles E. Smith School being awarded Israel's National Education Award for 2009.

The Shalom Hartman Institute North America is spearheading the launch of a new division of the Institute in America that will enhance our presence and impact. We are pleased to announce that the new division will be overseen by our incoming North American president, the distinguished and well-known Dr. Yehuda Kurtzer. In the past year, the **Department for Rabbinic Enrichment** provided intensive pluralistic learning for more than 125 rabbis of all denominations, with our three-year program now graduating its third cohort and beginning its fourth in July. Our **Department of Lay Leadership** has launched a new program that is providing advance-level learning for

hundreds of lay leaders across North America, through a combination of onsite classes led by our rabbinic fellows and lectures by our top scholars on DVD. **Melamdin** – our teacher training program which provides a graduate degree from Tel Aviv University – is producing a growing elite cadre of Jewish studies teachers for community schools of all denominations, thereby working to enrich a new generation of North American Jewry.

For all of it, we have you – our friends and partners – to thank. Thank you for making all the accomplishments of the past year possible and for standing strong with us, especially in difficult times, as we aspire to serve the Jewish people and enrich the quality of Jewish life in Israel and around the world.

Sincerely yours,



KOGOD RESEARCH CENTER FOR CONTEMPORARY JEWISH THOUGHT

Kogod Research Center for Contemporary Jewish Thought

Senior & Junior Fellows Programs

"The Senior Fellows Program manages to achieve levels of interaction, engagement and dialogue between Fellows that far exceeds anything encountered in the best institutes for advanced study around the world. Scholars actually learn together, rather than merely working side by side."

- Prof. Menachem Fisch, Senior Research Fellow

"The Junior Scholars Program at the Shalom Hartman Institute has been a fabulous experience for me. It has not only provided me with the financial support necessary to fully focus on the advancement of my dissertation, but more importantly, it has given me the opportunity to dialogue with and learn from talented colleagues and senior scholars working in other fields of Judaic studies. I have been powerfully inspired by the Institute's vision of Judaic scholarship as a force essential to the project of valorizing and regenerating Judaism for the 21st century."

- Dov Weiss, Junior Scholar at SHI and doctoral candidate at University of Chicago Divinity School

"And Live By Them": From Scholarship to Application

Drawing upon 3000 years of Jewish intellectual thought to shape the conversation of contemporary Jewry, the Institute's **Senior Fellows** are committed to bridging past and present, scholarship and living Judaism, for Jews around the world. Producing applied Jewish thought with critical relevance to the challenges of modern life, the 2009 program served as home to 40 distinguished scholars from Israel's major universities, who represented a wide range of areas in Jewish scholarship, including Political Philosophy, Halakha, Ethics, and Theology. Additionally, the **Junior Scholars Program** cultivated a select group of young Judaic Studies scholars, thereby investing in a strong future for Jewish intellectual development in years to come.

Through the invigorating, open environment of the Research Center, the programs facilitate an ongoing exchange and refinement of ideas—with a focus on how centuries of Jewish tradition can enrich the present-day reality of the Jewish people.

Gender and Judaism

"Maskilot is the answer to the challenges inherent in academic development – the isolation, the self-doubt, the writing blocks. It has given me a room of my own, which Virginia Woolf understood over 100 years ago as an essential condition for women's (and anyone's) creativity. Yet beyond the "room," the program has given me access to the leading thinkers in my field of study, enabling me to develop my own unique academic voice in an unusually rich intellectual context. This powerful combination touches every chapter, every claim I write, informing it with a nuanced reading of details as well as a deep exploration of fundamental questions regarding hermeneutics, methodology and values – our own and those of the Jewish texts we investigate."

- Channa Pinchasi, PhD candidate

Bringing Women and Feminism to Jewish Scholarship

Women in academia face myriad obstacles that hinder their advancement, including wage disparities, deep-rooted stereotypes, and a disproportionate allocation of childrearing and family responsibilities. Thus even as women have increasingly gained entry into positions of Jewish leadership, there persists a dearth of women academics in Judaic Studies—a lack which serves to reinforce patriarchal norms within the scholarly tradition. **Maskilot** is a fellowship program providing outstanding women doctoral students with essential resources that enable them to complete their PhDs and assume their rightful place in Israeli academia, thereby joining the ongoing, dynamic conversation shaping contemporary Judaism.

Exploring the intersections of Judaic studies and women's studies, **Seder Nashim** yields insights for both disciplines while uncovering new possibilities for the place of women in Jewish life. Supervised by distinguished academics, the second year of the program included 15 promising young Israeli graduate and post-graduate students. The program will produce a collection of academic writings by participants, in order to make the program's original thinking and scholarship available to anyone interested in better understanding the ways in which feminism and contemporary Jewish thinking can enrich each other.

Osher Department of Religious Pluralism

Exposing Christian Leaders to the Richness of Judaism

Through diverse initiatives, the Osher Department of Religious Pluralism facilitates interreligious learning, while simultaneously educating Christian leaders in the living ideas of Judaism. By engaging influential Christians with the realities of Jewish life and Israel today, the Institute dispels stereotypes born of anachronistic attitudes, and provides these leaders with the opportunity to enrich themselves and by extension, their communities.

In a comprehensive year-long program, the **Christian Leadership Initiative** introduces prominent Christian leaders from North America to the rich tapestry of contemporary Judaism and Israeli society. Similarly, the **Angelicum-Berrie Fellows Program** serves as the main resource on Judaism for one of Rome's most prestigious theological universities, exposing some of the future leaders of Catholicism to a deeper understanding of the realities on the ground in Israel and in Jewish communities worldwide.

For over two decades, the Institute's annual **International Theology Conference** has brought together leading theologians from Judaism, Christianity and Islam for intensive study, with the view that each religion holds lessons that can enhance the other. The 22nd conference was attended by 51 theologians from countries as diverse as North America, Turkey, Great Britain and Bosnia. Engaging with texts from all three religions, participants focused on the theme Living in the Shadow of Death, and considered how the religious rituals surrounding death and afterlife reflect on each religion's philosophy for living.

"The Christian Leadership Initiative has given me a greater understanding of Biblical and rabbinic trends, a deeper appreciation of my own faith and new perspectives on Israeli life in its many complexities."

- Rev. Dr. William Madges

"The conference is characterized by mutual interfaith study and discussion of texts among Jewish, Christian, and Muslim scholars in the heart of Jerusalem each year. As the violence and tensions between the religious traditions of the world continue to escalate, particularly in the Middle East but also globally, there is no reason whatsoever for this annual gathering to work, and yet, strangely, it continues to do so... This conference is, in my knowledge, unique in what it attempts to do and how it attempts to do it. It remains an extraordinary achievement; I see it as a small-scale subversion of apocalypse through the practice of humanity and the extension of self to other."

- Prof. Kimberley Patton, Harvard University

Department of Publications

Publications in English

'Kogod Library of Judaic Studies' New Publications in Partnership with Continuum Press

Messiahs and Resurrection in 'The Gabriel Revelation' by Israel Knohl
Providing significant new research on the recently discovered 'Gabriel Revelation,' this book posits that deeper interconnections exist between early Judaism and Christianity than were originally believed, with the potential to influence interfaith relationships in the present day. Knohl's thesis has attracted interest from international experts and was featured prominently in *The New York Times*.

Mysticism and Madness: The Religious Thought of Rabbi Nachman of Bratslav

by Zvi Mark
Against the backdrop of today's renaissance in Jewish spirituality, Mark's book explores the roots of this vital new agenda, led by the cutting edge figure of Rabbi Nachman of Bratslav. Illustrating the many facets of Bratslavian mysticism, Mark delivers important insights into what is currently one of most powerful and rejuvenating movements in Jewish life.

'Havruta' Journal

Now in its third issue, **Havruta** translates the ideas of the Institute into applied scholarship, and disseminates that scholarship in the form of a journal, replete with discussion and interdisciplinary insights, to readers around the world.

Havruta's spring 2009 issue is entitled *The Spiritual Quest: Myth, Mysticism and Meaning*, and features a collection of original scholarship exploring the rich tradition of spiritual discovery within Judaism, in a time when Jewish spirituality is in the midst of a groundbreaking resurgence.





EDUCATION CENTER FOR ISRAELI-JEWISH IDENTITY

Education Center for Israeli-Jewish Identity

Be'eri

Locations of Be'eri Schools



Be'eri – Proud Israeli, Proudly Jewish

Many non-religious Israelis, who are the majority of the nation, equate Judaism with a way of life that bears no relevance to their own. **Be'eri** turns young Israelis into proud Jews, revealing to them, often for the first time, that there are many different and inspiring ways to be Jewish. Through the generous support of numerous funders including the Russell Berrie Foundation and the Avi Chai Foundation, **Be'eri** provides training to hundreds of teachers and principals throughout the country, serving as a pluralistic resource center for non-religious high schools while nurturing students' awareness that they are part of a nation with a heritage, culture and purpose. 2009 was a year of tremendous growth and impact for **Be'eri**, which expanded to 54 schools and partnered with two major Israeli municipalities – Haifa and Modi'in. Through its strategic expansion, **Be'eri** is creating a critical shift in the personal and national identity of tens of thousands of non-religious Israeli youth.



Key elements that combined to make **Be'eri** a major Israeli-Jewish education program in Israel in 2009 include:

Integration into Existing Infrastructure – Instead of devoting valuable resources and energy to building new infrastructure, **Be'eri** channels its energies through the existing infrastructure of the public school system, using high schools as the delivery system for a Jewish educational experience unlike any other in Israel. Using this strategic method, Be'eri aims to reach a minimum of 25% of Israel's non-religious high schools and partner with eight to ten major municipalities within the next five years.

Strategic Partnerships – Through partnerships with key Israeli municipalities, **Be'eri** is embarking on a mission to take responsibility for all the schools in a given city, for maximum impact on Israeli society as a whole. Partnering with key municipalities enhances the long-term sustainability of **Be'eri**, with the public sector funding a growing percentage of the program's costs.

Access to a Renowned Think Tank – Bringing together leading scholars and educators in the field of pluralistic Jewish studies under one roof, SHI is uniquely positioned to transform Israeli-Jewish education. **Be'eri** draws on SHI's renowned faculty and wealth of Judaic scholarship, its extensive experience in working with Israeli educators, and its uncompromising commitment to openness and diversity, harnessing them in a holistic program that addresses all elements of the high school environment.

In-House 'School for Teacher Education' – **Be'eri** provides educators from high schools across Israel with training and enrichment services that expand their knowledge, impart diverse pedagogic ideas and tools, and equip them to play leading roles in strengthening pluralistic Jewish values and identity among their students. In 2009 **Be'eri** laid the foundations for a new 'School for Teacher Education' that it will launch in September 2010 in partnership with Keren Karev.

A Growing Curriculum – **Be'eri** has produced a series of compelling, pluralistic textbooks and curricular units that enrich the Jewish studies of non-religious high school students. These textbooks and units have been endorsed – and in some cases are explicitly preferred – by the Ministry of Education. The newest releases include *Magic of the Siddur*, *Ahead of the Bar Mitzvah Year*, and a first book in Bible.

Family Education – **Be'eri** integrates student education with parental involvement, facilitating a Beit Midrash program that engages parents, students and teachers together in dynamic discussions of the ideas most crucial to Jewish life in Israel today.

Lev Aharon

"The program inspired in me a great sense of love – for my country, my people and my birthplace. I felt within me the waking and beating of a Jewish soul, which most of the time is latent and asleep... I understood better the complexity of Israeli society, its challenges, and the centrality of the IDF officers within it and, in particular, the scope of my responsibility as an officer to make a meaningful difference and to exert an educational influence over Israeli society toward greater morality and justice."

- Lieutenant Colonel Raz

Strengthening the State of Israel From Within

One of the most severe existential threats to Israel as a Jewish State is the growing alienation of its people from their Jewish identity. Recognizing that Israel's military elite are uniquely positioned to shape the guiding principles of the nation, the IDF has made Jewish identity education a critical priority—and has selected **Lev Aharon**, the Institute's Jewish identity education initiative for military officers, as its program of choice. Providing more than 1,000 IDF senior officers with pluralistic Israeli-Jewish identity training each year, the program instills in Majors, Lieutenant-Colonels and Colonels a mission that is not defined by external threats, but instead arises from the keystone values of Jewish culture, heritage and history. Now in its fourth year, in 2009 **Lev Aharon** introduced an additional, advanced program for Lieutenant-Colonels which explores leadership ideals in Judaism through the various paradigms of model leaders presented in Biblical and Rabbinic texts. Through a combination of lectures, text study and intimate group discussions, **Lev Aharon** strengthens officers' sense of purpose, belonging and solidarity, enabling them to better serve the Jewish State.

Hartman High Schools

In 2009 the Charles E. Smith High School won Israel's National Education Award thanks to its unrivaled levels of academic achievement, social integration, and community and parental involvement. One of the most prestigious prizes that can be awarded to a school, the National Education Award has not been conferred on a school in Jerusalem for more than a decade.

Combining Outstanding Commitment to Judaism, Social Action, and Academic Achievement

The **Charles E. Smith Experimental High School for Boys** garnered country-wide recognition in 2009 when the school won the National Education Award, one of the highest honors that can be conferred on an educational institution in Israel. Alongside this prestigious award, the school earned a municipal award in Jerusalem for students' volunteer work with rehabilitated prisoners.

With an emphasis on Jewish values in action, both the boys' high school and the **Midrashiya High School for Girls** foster community involvement in diverse areas, such as tutoring, projects to help the needy, and ecological initiatives, with the aim to cultivate socially aware and morally courageous leaders in the Jewish community. With the guidance of dedicated teachers, each student develops an individually meaningful relationship to Judaism and the mitzvot, while simultaneously learning to embrace the diverse spectrum of viewpoints found within the Jewish world and beyond.

The girls' high school integrates principles of Modern Orthodox Judaism within a context of female empowerment, such as through a women's prayer service in the school that includes Torah reading, as well as teaching Jewish studies in small groups in a Beit Midrash setting, which allows each student to develop her own unique voice and learn to express her views with confidence. The school's "My Body, Myself" program counters mass media's damaging messages regarding women's bodies while nurturing students' physical self-awareness and well-being through yoga, dance and meditation.

With a student body of nearly 600 in total, the Hartman high schools promote a vision of Modern Orthodox Judaism that is open to modernity, tolerant of diversity and respectful to all who are created in the image of God, while simultaneously facilitating acts of social leadership, academic excellence, and a continuously deepening commitment to Judaism.



S H A L O M

H A R T M A N

Shalom Hartman Institute North America

I N S T I T U T E

N O R T H A M E R I C A

Rabbinic Leadership Initiative

"The RLI works on two levels: First, we are exposed to a superb combination of teachers and subjects that spark discussion on Jewish identity, our mission as rabbis, where we are and where we ought to be. Subjects are articulated in a unique way. It's not just a bunch of texts, but texts with a purpose, strung together in a narrative. Secondly, we are exposed to experiences – movies, field trips, Israeli personalities, politicians, artists – that we otherwise would not get. The RLI also enables us to be exposed to each other. It's a wonderful group of 28 rabbis, each bringing his or her own experience, struggles and support for colleagues. Each comes from a different background, bringing problems and getting 27 voices to help. I take all of these experiences and translate them to suit the needs of my community. By bringing the RLI together, the Hartman Institute is shaping open-minded Judaism in North America."

- Rabbi Manes Kogan, Queens, New York

Melamdin School for Teacher Education

The first day of school began with a ceremony. I looked around at the students scattered across the schoolyard and found this return to high school fascinating. My first instinct was to try to identify the various groups – the 'cool kids', the 'rebels', etc. But the students who most intrigued me were those who looked at me nonplussed, as though saying 'Forget it, Teach; I'm 'too cool for school.' These moments fill me with satisfaction as I think to myself: 'I'm way cooler than them! I lived the Tel Aviv party scene for years, I backpacked through India, I live on the edge!' -- Wait – do people still say 'cool'???

- Excerpted from the award-winning blog of Melamdin graduate

Yuval Sari, describing his first year as a teacher in an Israeli high school

Building an Elite Cadre of Rabbis to Enrich North America

The flagship program of the Institute for over three decades, the **Rabbinic Leadership Initiative** was created in response to the intensifying need in North America for spiritually engaged, intellectually thriving community rabbis, who can in turn deliver an enriched, relevant Judaism to thousands of congregants. So far the initiative has impacted on the lives of more than half a million North American Jews, combating intellectual and spiritual malaise in Jewish communities and promoting Jewish vitality and continuity nationwide.

A three-year program, the initiative brings together rabbis from all streams of Judaism—including Reform, Conservative, Orthodox, Reconstructionist, Renewal and Post Denominational—for rigorous exposure to the highest levels of Jewish intellectual thought. Focusing on the theme Foundations of a Thoughtful Judaism, the program delves into the central ideas of Jewish tradition in the core areas of Ethics, Faith and Politics, thereby training rabbis in the knowledge and skills to become idea leaders for the nation.

The annual **Rabbinic Torah Study Seminar** brought together more than 100 rabbis in the summer of 2009 for two weeks of intensive group study. Rabbis of all denominations sat side by side and grappled with the troubling events of the past year under the heading of Crisis and Uncertainty: Paradigms of Resilience. Through thought-provoking engagement with leading scholars and a pluralistic exchange of ideas, the seminar equipped participants with practical and intellectual tools for nurturing morale in their communities.

Achieving the Gold Standard in Jewish Youth Education

In partnership with the Jim Joseph Foundation and Tel Aviv University, the **Melamdin School for Teacher Education** exemplifies the Institute's commitment to enriching pluralistic Jewish education in North America, one outstanding teacher at a time. Combining the Institute's wealth of intellectual resources with an intensive MA program at Tel Aviv University and hands-on pedagogical training, **Melamdin** sets the bar for Jewish high school education in North America at a new high. Standards of acceptance to the program are markedly selective, contingent on an advanced knowledge of Jewish studies and Hebrew language, as well as demonstrated leadership capability. In 2009 the program graduated a third cohort of educators, equipping them with the intellectual and pedagogical skills to inspire and educate a new generation of Jewish high school students.

The Lay Leadership Summer Retreat



DVD Series

Enriching Contemporary Judaism Through Leadership

A community is only as strong as its leaders, and through the annual week-long **Lay Leadership Summer Retreat** North American lay leaders engaged with knowledge and ideas that can enhance Jewish life in their communities. Nearly 80 lay leaders came together to discuss the theme *Crisis and Uncertainty: Paradigms of Resilience* through an analysis of Jewish texts – including Bible, Talmud, post-Holocaust theology and Zionist literature – from the perspective of their responses to turmoil and crisis. The 2009 retreat attracted many new lay leaders of partnering organizations to attend the program for the first time. As has been the case over three decades, the retreat provided a dynamic synthesis of textual learning, cultural and political explorations, and lectures from world-renowned scholars on topics of immediate relevance to contemporary Judaism.

Creating an Overseas Sensation

Hundreds of people in North America benefited in 2009 from the new distance learning lecture and study series, which grants communities around the world the opportunity to engage in the Institute's most advanced teachings with some of its most distinguished scholars on a year-round basis. Combining dynamic graduate-level lectures on DVD from major figures at the Institute with comprehensive study tools, the distance learning package – which includes a set of eight high quality DVDs and textbooks – equipped dozens of rabbis and hundreds of community leaders with the means to engage in and disseminate the Institute's pluralistic exploration of contemporary Jewish topics in cities across North America. The theme of the inaugural series was *Leadership and Crisis: Jewish Resources and Responses*, providing a timely source of strength and inspiration in response to recent current events. Volumes Two and Three will address new issues and aim to reach an even wider audience.

North American Judaic Scholars Circle



Applied Scholarship in North America: Foundations for a New Language

Confronted with existential challenges on several fronts, Judaism in North America is facing a critical test: Unless new, meaningful approaches can be formulated to make Judaism relevant to contemporary life, its fate hangs precariously in the balance. To meet this challenge head-on, in 2009 the Institute launched the **North American Scholars Circle ('NASC')**, selecting some of the country's most outstanding Judaic Studies scholars from top universities, as well as some of its leading educators and rabbis, to participate in shaping a new Jewish conversation in North America. Joining forces with a cadre of prominent thinkers in Israel, **NASC** Fellows strive to enhance the level of Jewish thought, discussion and ideas within the context of academia. The theme of the first year is *Ikrim: Foundations for Contemporary Judaism in North America*. The program aims to further thought and conversation regarding the core values of Judaism, defining an overarching purpose of the Jewish tradition as a whole for Jews around the world.

North American Fellows

1. Gordon Bernat-Kunin, Milken High School
2. Alfredo Borodowski, Shalom Hartman Institute North America
3. Elliot Cosgrove, Park Avenue Synagogue
4. Jeremy Dauber, Columbia University
5. Charlotte Elisheva Fonrobert, Stanford University
6. Joel Hecker, Reconstructionist Rabbinical College
7. Ari Y. Kelman, UC Davis
8. Yehuda Kurtzer, Brandeis University and Shalom Hartman Institute North America
9. Daniel Lehmann, Boston Hebrew College
10. Laura Levitt, Temple University
11. Leon Morris, Skirball Center for Adult Jewish Learning and Temple Adas Israel
12. David Myers, UCLA
13. Or Rose, Boston Hebrew College and Andover Newton Theological School
14. Don Seeman, Emory University
15. Naomi Seidman, Graduate Theological Union and UC Berkeley
16. Eliyahu Stern, University of Oxford and Yale University
17. Wendy Zierler, Hebrew Union College

Israeli Fellows

1. Moshe Halbertal, Shalom Hartman Institute and The Hebrew University of Jerusalem
2. Donniel Hartman, Shalom Hartman Institute
3. Moshe Idel, Shalom Hartman Institute and The Hebrew University of Jerusalem
4. Israel Knohl, Shalom Hartman Institute and The Hebrew University of Jerusalem
5. Adam Rubin, Hebrew Union College
6. Rachel Sabath Beit-Halachmi, Shalom Hartman Institute
7. Stuart Schoffman, Shalom Hartman Institute
8. Noam Zion, Shalom Hartman Institute

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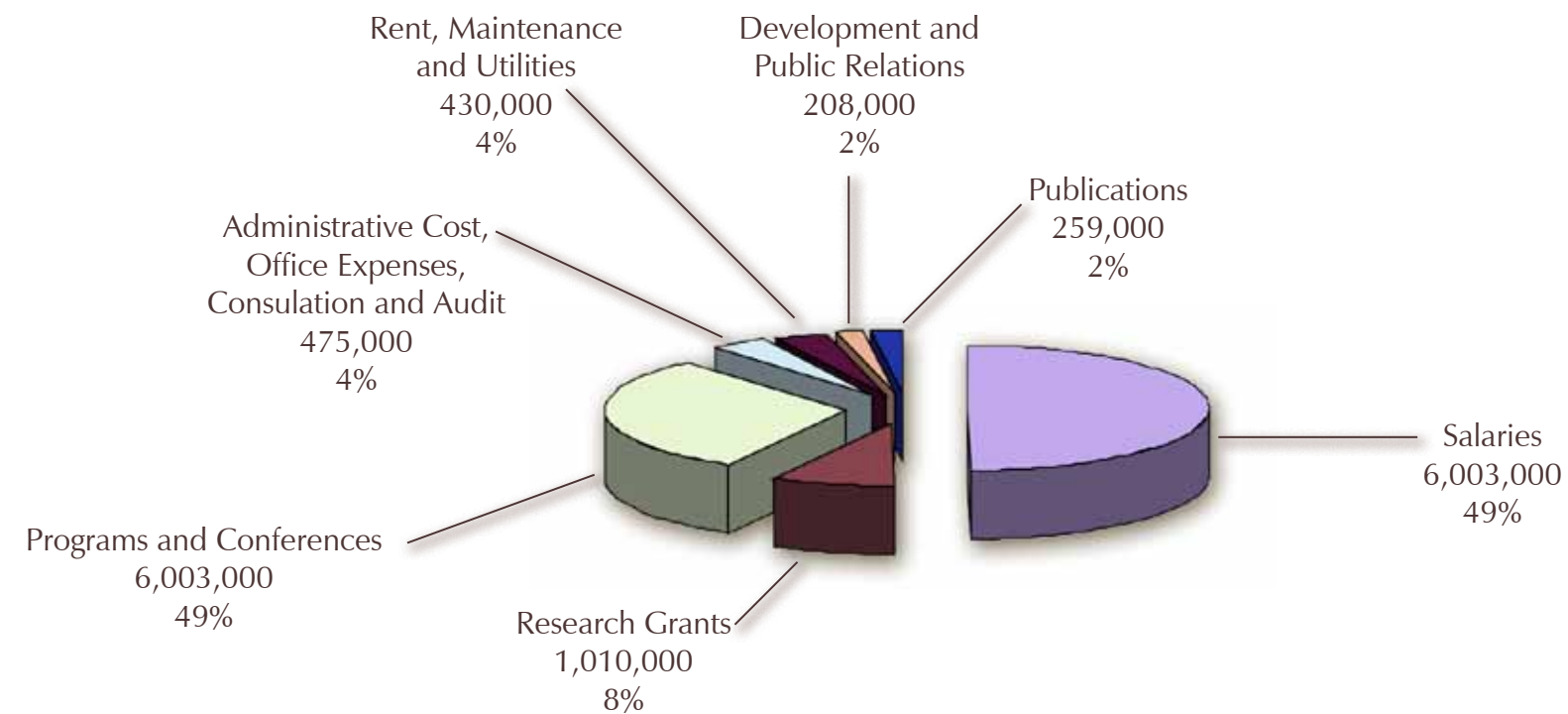
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Financials 2009

By Use

Salaries	6,003,000
Research Grants	1,010,000
Programs and Conferences	3,687,000
Administrative Costs, Office Expenses, Consultation and Audit	475,000
Rent, Maintenance and Utilities	430,000
Development and Public Relations	208,000
Publications	259,000
Total	\$12,072,000



By Center

Kogod Research Center for Contemporary Jewish Thought	1,195,000
Education Center for Israeli-Jewish Identity	
Be'eri	3,065,000
Lev Aharon	903,000
High Schools	3,700,000
Shalom Hartman North America	1,512,000
Development and Public Relations, Administration and Building Maintenance	1,697,000
Total	\$12,072,000

