

2013
תשע"ג-תשע"ד

ANNUAL REPORT

SHALOM HARTMAN
INSTITUTE



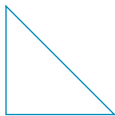
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SHALOM HARTMAN
INSTITUTE

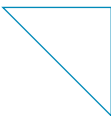
ANNUAL REPORT 2013

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LETTER FROM THE PRESIDENT

Dear Friends:

It is my pleasure to report that the state of the Institute is excellent. For a number of years now, we have been surpassing our programmatic benchmarks and meeting our fundraising goals. We have been growing quantitatively by more than ten percent a year and dramatically improving the quality of our work across the board.

Our goal has been and continues to be to seed Israel and the Jewish world with innovative thought and creative leaders who can develop a Judaism and Jewish community of greater depth, commitment, and value capable of responding to the challenges of modernity and contributing to it. Through our research and educational centers, we strengthen Jewish life worldwide and enhance the relationship between Israel and World Jewry by producing and promulgating a Judaism imbued with ideas and values and founded on mutual respect and religious pluralism.

In working to fulfill our mission, we have increasingly adopted a “start-up” culture as we search for new programs and faculty, while constantly reevaluating, and if necessary reimagining, our existing ones to effectuate a “tipping point” in elevating Jewish life.

In 2013, we completed the shift in the focus of our research center from the Kogod Research Center for Advanced Judaic Studies to the Kogod Research Center for Contemporary Jewish Thought. With extensive changes in personnel and a new educational structure, the Center is better positioned to fulfill its role in generating and publicizing ideas for an ever-evolving, modern Judaism.

Addressing the need for new research and educational faculty within the Institute, we

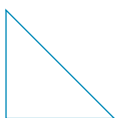


reestablished our Graduate Beit Midrash program and laid the seeds for the 2014 launch of the David Hartman Center for Intellectual Leadership, tasked with training and nurturing a new generation of ideologically and gender-diverse intellectual leaders.

Our two Orthodox high schools continued their curricular reassessments, increasing their educational focus on democracy, exploring new modalities of feminist education and expression in the Midrashiya High School for Girls, and piloting Israel's first-ever, school-wide, gender education program for boys in the Charles E. Smith High School for Boys.

The Be'eri Program, which is now running in 125 secular high schools throughout Israel, underwent a significant program reassessment and put forth a new and innovative three-year business plan. With the astounding breadth of its activities, Be'eri will now increase and focus its efforts on developing and training student leaders across the country.

The Lev Aharon program for senior IDF leadership was awarded its fourth, three-year tender. Army-wide activity with lieutenant colonels, colonels, and lieutenant generals has been expanded to include unit-specific and designated seminars in which the entire senior staff of brigades and divisions comes as a group to study issues of Jewish-Israeli identity, the meaning of Israel as a Jewish and democratic state, and military ethics.



Our iEngage Project, which works to change the basic narrative around Israel, and to enhance the relationship between Israel and world Jewry, launched its second educational product, which addresses issues of religious pluralism and the relationship between state and religion in Israel. We began, as well, research on a third curriculum. The third series will focus on the Israeli-Palestinian conflict and ways that our politically diverse community can transcend its differences and engage in a common values discourse.

At the same time, we are constantly exploring new educational programs and platforms and new institutional partnerships. Leading federations across North America, Hillels, JCC's, and synagogues have been among those that have partnered with the Institute to bring iEngage programming to ever-more diverse audiences. We have further expanded our mission to develop an iEngage curriculum for the Christian community. In 2013, our print, web, and social media presence expanded dramatically, and tens of thousands of people now regularly read and discuss our ideas.

Our programs for rabbis and lay leaders in North America have undergone leadership and subsequent significant programmatic change, reassessment, and reevaluation. This has led to unprecedented growth in both programs and enhancement of the quality of our educational offerings.

In 2013, Shalom Hartman Institute of North America established itself as a leading educational force within the American Jewish community, generating a constant flow of new partnerships and opportunities. To meet this growth, we have dramatically expanded our educational faculty and staff, and most importantly, have enriched and enhanced Institute-wide understanding of and sensitivity to North American Jewish life. These have enabled us to better fulfill our mission as the leading bi-continental Jewish educational institution.

All of this programmatic growth and innovation would not be possible without a first-class administrative and financial staff. We have significantly upgraded our budgetary controls and oversight and dramatically enhanced the administrative leadership and support provided to our educational activities. We believe that a standard of excellence must permeate every dimension of our work, and our administrative leadership has led the Institute in this standard.

As I said at the outset, the state of the Institute is excellent. Professional and lay leadership, at every level, are guiding and managing our wide array of activities with profound skill, dedication, and wisdom. This year's success is due to them, and it is to them that we owe both gratitude and thanks. Their commitment and acumen have enabled the Institute to reach a point at which the sum total of our activities is creating a "Hartman movement." A movement wherein religious, educational, communal, and lay leaders of different backgrounds, denominations, and beliefs come together in search of Torah, ideas, programs, and curricula to better serve our people. It is a movement without formal affiliation or dues. A movement built around a common cause and search for a Judaism of depth, relevance, excellence, and value.

I want to thank you for your friendship, support, and loyalty, and most importantly your belief that together we can better fulfill our responsibility to our people and our tradition.

Sincerely yours,



Donniel Hartman
President, Shalom Hartman Institute



OUR MISSION

THE Shalom Hartman Institute is a center of transformative thinking and teaching that addresses the major challenges facing the Jewish people and elevates the quality of Jewish life in Israel and around the world. A leader in sophisticated, ideas-based Jewish education for community leaders and change agents, the Institute is committed to the significance of Jewish ideas, the power of applied scholarship, and the conviction that great teaching contributes to the growth and continual revitalization of the Jewish people.



SHALOM HARTMAN INSTITUTE

The Kogod Research Center for Contemporary Jewish Thought is the heart of the Institute. Fellows in this think tank generate ideas and research on the most pressing issues relating to Jewish life in Israel and around the world. The fruits of this research are spread to the public through cutting-edge educational initiatives spearheaded by the **Center for Israeli-Jewish Identity** and **Shalom Hartman Institute of North America**, through our extensive reach into the public sphere via traditional and new media platforms, and by participation in key public events in the Jewish world.

Our ideas and initiatives enrich the resources, vision, and commitment of leaders and change agents – scholars, rabbis, educators, lay leaders, and other professionals – who set the agendas of the educational, religious, and community institutions that shape the future of Jewish life.

SPHERES OF INFLUENCE

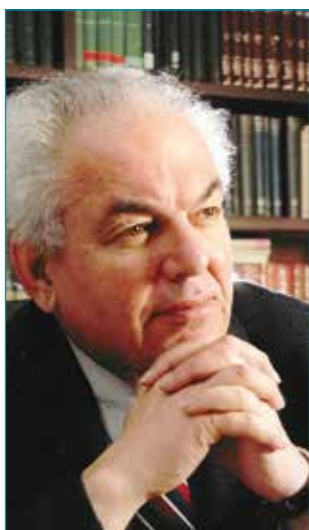
North American
Change Agents

Israeli
Change Agents

Hartman Institute

Public





Shalom Hartman Institute mourns the passing of Rabbi Prof. David Hartman as our founder's legacy is celebrated worldwide



Jerusalem campus is named for steadfast partner Robert P. Kogod



iEngage partnerships are created to transmit curricula to key communities in North America



iEngage 2.0



Hartman Video Lecture Series library expands with the release of *Tribes of Israel: A Shared Homeland for a Divided People* and *Dilemmas of Faith*



New Paths:
Christians
Engaging
Israel launches
Images of Israel
curriculum



Israel Ministry of Defense
chooses Lev Aharon as its
flagship Jewish identity
training program for senior
IDF officers



First cohort of Hartman Campus
Fellows completes fellowship
while second cohort launches,
bringing iEngage philosophy to
more than a dozen universities in
North America



Hundreds study David Hartman's legacy
at Hartman Summer Programs



Charles E. Smith High School for Boys and
Midrashiya High School for Girls rank at the top
for student scores in Hebrew, English, science,
and math



Be'eri trains hundreds of teachers
across Israel at three branches of
the School for Teacher Education —
Hartman Institute campus in Jerusalem,
Be'er Sheva, and Karmiel



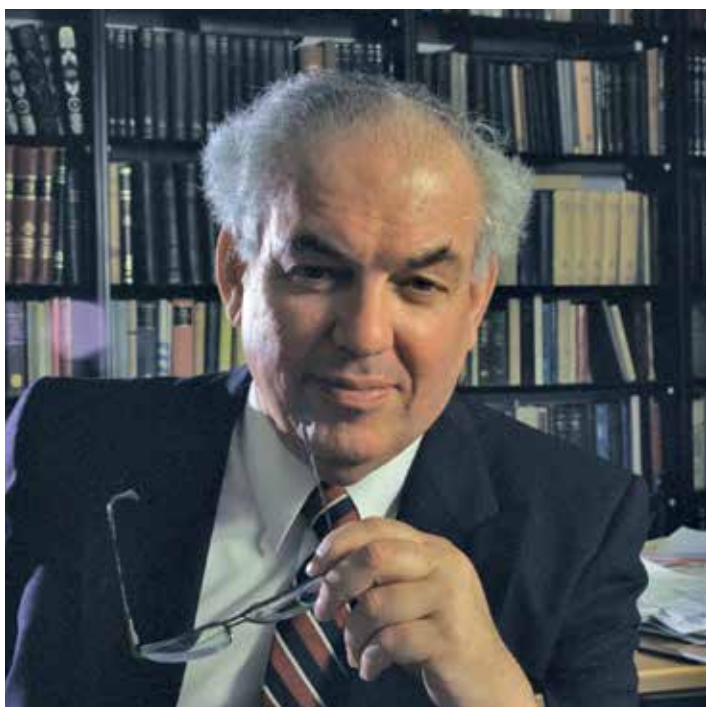
2013 Hartman
Conference for a
Jewish-Democratic
Israel addresses
tribalism vs. unity
in Israeli society



The 28 rabbis of the
fourth cohort of the
Rabbinic Leadership
Initiative graduate
as Hartman Senior
Rabbinic Fellows



David Hartman is honored posthumously
with Union for Reform Judaism's
Alexander M. Schindler Award for World
Jewry at Biennial Convention



A LIVING COVENANT:

CELEBRATING THE LEGACY OF DAVID HARTMAN

The Hartman community mourned the passing of our beloved founder, teacher, and dear friend Rabbi Prof. David Hartman on Rosh Hodesh Adar 5773, February 10, 2013.

David Hartman was one of the leading philosophers and educators of his generation. Over the course of six decades, he taught and mentored generations of students, rabbis, community leaders, and public figures who are today at the forefront of Jewish education and thought in Israel and around the world. Through his teaching and writing, his legacy will continue to shape the future of Jewish life for decades to come.

MAY HIS MEMORY BE FOR A BLESSING.

During the year that followed David Hartman's death, we were heartened to see the outpouring of love and respect for this visionary figure. The scores of articles and the hundreds of personal messages that the Institute received attest to the impact David had on the lives of countless individuals.

We opened our doors to thousands of people to celebrate and examine David Hartman's legacy. Major public events in Israel and North America generated discussion on his transformative thought and the ways in which it informs contemporary Judaism.



May 14-15, 2013, Jerusalem: Tikkun Leil Shavuot, From Revelation to Covenant: A Journey in the Footsteps of David Hartman – Our annual Shavuot study, which attracted hundreds of participants, was dedicated to exploring modern applications of David Hartman's thought.



May 5, 2013, New York: A Heart of Many Rooms: Celebrating the Legacy of Rabbi Prof. David Hartman – A day-long festival open to the public and televised on Shalom TV celebrated the life and work of David Hartman through plenary sessions and workshops that explored the influence of his teachings.



Summer 2013 Study Programs, Jerusalem: A Living Covenant: Confronting and Rethinking the Teachings of David Hartman – More than 400 community leaders, rabbis, and educators explored how David Hartman's teachings have enabled, empowered, and shaped modern Jewish thought and life.



"I would not be a rabbi if I had not studied with Rabbi David Hartman [...] Each day I try to live and teach the Torah that I learned from Rabbi Hartman, a Torah that is desperately needed in the fractured Jewish communities where we live, especially in Israel. Our Jewish communities must expand the circle of our concern to include both the Jews with whom we agree and those with whom we disagree. This was David's Torah of pluralism, which he taught with passion and persuasiveness."

– Rabbi Rick Jacobs, President of the Union for Reform Judaism



"I believe that society sometimes needs strong gusts of wind, and David Hartman was this. What unites true people of spirit is courage and the connection between spirit and prophecy. This is a model that the education system must adopt."

– Shai Piron, Israeli Minister of Education, Hartman Conference Opening Plenary, February 2014



KOGOD RESEARCH CENTER FOR CONTEMPORARY JEWISH THOUGHT



CULTIVATING

INNOVATIVE AND INSPIRING
THINKERS TO TRANSFORM THE
JEWISH WORLD

Born of compelling ideas, Judaism's future rests on its ability to continually generate new thinking grounded in a rich past, while remaining relevant to contemporary life by providing meaningful responses to the existential questions facing Jews around the world. The Shalom Hartman Institute's Kogod Research Center for Contemporary Jewish Thought produces such thinking through supporting individual fellows in generating new ideas, developing new faculty, convening the academic community, and empowering a new generation of scholars.

FLOW OF IDEAS



GENERATING NEW IDEAS

The Kogod Center is home to the brightest minds in Israeli academia, drawn from the faculties of leading institutes of advanced education. These fellows come together to apply cutting-edge scholarship to the burning questions of our time. Their intensive year-round research develops new directions in Jewish thought, original interpretations of classical Jewish concepts and ideas, and innovative responses to the challenges facing Judaism and the Jewish people.

2013 RECOGNITION FOR SHI SCHOLARS' CONTRIBUTIONS:



Moshe Idel chosen as president of World Union of Jewish Studies



Dov Elbaum receives 2013 Marc and Henia z"l Liebhaber Prize for the Promotion of Religious Tolerance in Israel

Dr. Micah Goodman announced as 2014 recipient



Yossi Klein Halevi awarded Jewish Book Council's Everett Family Foundation Jewish Book of the Year Award for 2013 for *Like Dreamers: The Israeli Paratroopers Who Reunited Jerusalem and Divided a Nation*





"I began my affiliation with Hartman through Maskilot, and it was incredible. I was supported personally and professionally, and I was exposed to a great diversity of thought and new ways of thinking."

SPOTLIGHT ON AVITAL DAVIDOVITCH-ESHED



Joined Hartman in 2008

Current Position: SHI Fellow

Graduate of Hartman Institute's Maskilot Fellowship for Outstanding Women Scholars

Affiliated with Tel Aviv University

Area of Research: Medieval Jewish history, gender history, Jewish-Christian religious and cultural interaction

Research Focus: Examination of the cultural construction of the concept "pnuya" (single woman) in medieval Jewish culture, drawing parallels among the economic, ideological, religious, and esthetic values that shaped these concepts, and examining the ways in which this complex web of powerful cultural forces defined and shaped the body, sexuality, social status, and self-identity of Jewish women



EMPOWERING A NEW GENERATION OF SCHOLARS

Open to critical and creative discussion, the **Beit Midrash for Emerging Leaders in Education and Society** is cultivating a new generation of researchers, educators, and social activists. Our Beit Midrash creates a dialogue that empowers a new generation of young scholars and educators to take ownership of Jewish culture and practice and influence the emerging Jewish-Israeli discourse by creating initiatives that translate thought into action.

BRINGING SCHOLARSHIP TO THE PUBLIC SPHERE



Our Beit Midrash students brought their scholarship into the public sphere through "Talking Solidarity," an event they initiated, held on Tisha B'Av

Our Beit Midrash program serves as a pathway into the Kogod Research Center. In the long term, we envision that outstanding graduates of the Beit Midrash will become Hartman scholars, contributing their diverse voices to Israeli and Jewish society and academia.

WHO STUDIES IN THE BEIT MIDRASH PROGRAM?

25

students of all backgrounds

12

plan to pursue careers in academia

7

work in education:
Teachers at the Hartman Institute's Charles E. Smith High School for Boys
Assistant principal at a school for disadvantaged children
Director of a hostel for developmentally challenged students

4

are social activists

“ ”

The Hartman Institute has become my intellectual and emotional home. The amazing Beit Midrash program and Hartman's out-of-the-box thinking paint such a warm and real picture that it's a true privilege to be a part of it.
— Yossi Ben-Harush,
Teacher of Jewish Thought, Charles E. Smith High School

CONVENING THE ACADEMIC COMMUNITY

The Hartman Institute's annual academic conferences bring together leading scholars from around the world for deep textual exploration based on the notion that a multidisciplinary community of scholars studying classical texts together can achieve shared understanding and new discourses for addressing contemporary challenges.

The **International Theology Conference** convenes leading Jewish, Christian, and Muslim theologians for a week of interreligious study. Unlike other interfaith encounters, the aim of the conference is not to search for points of commonality among the three religions but to create a forum where each can learn from the other. Participants employ the Institute's methodology of the pluralistic Beit Midrash – deep textual examination through *havruta* (partnership) study to probe religious texts from a multiplicity of perspectives. This exploration leads to new interpretations that can be applied to contemporary issues that exist at the intersection of religion and modernity.

The 2013 conference explored how the concept of forgiveness is construed and valued in the three religions, asking what forgiveness can offer as a resource for contemporary ethics and community-building. Participants looked at the character of forgiveness in different contexts, how forgiveness is related in the texts to justice, whether forgiveness operates only in the individual sphere, and if it has a role in a larger societal framework.

The **International Philosophy Conference** brings together leading philosophers of law and political theory from around the world for an intense dialogue between Jewish tradition and the modern intellectual world. Drawing upon the sources of Jewish thought and general philosophy, the conference provides an interdisciplinary intellectual interchange that enriches both fields. Participants are called upon to deal with contemporary moral and political issues facing the Jewish people and the world at large.

The 27th annual conference, which took place in June 2013 in Jerusalem, attracted more than 40 distinguished participants from universities around the world, who examined the theme "Truth, Principle, and Compromise: Can They Coexist?" Participants explored compromise as a value, truth as a central good, and the dilemma of moral norms colliding with pressing circumstances, focusing on the need and ability to accommodate the religious, political, and national differences that accompany the Jewish people's return to power and sovereignty.



SHIFTING THE PUBLIC CONVERSATION

Individual and team research is shared through print, online, and video publications, media appearances, and public events that reach a broad audience in Israel and around the world.

SHIFTING THE PUBLIC CONVERSATION THROUGH SCHOLARSHIP

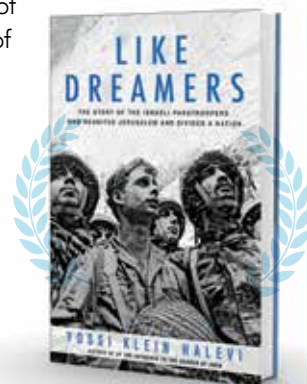
The Shalom Hartman Institute's **Department of Publications** utilizes print, video, and editorial channels to distribute ideas far beyond the walls of academia.

2013 DEPARTMENT OF PUBLICATIONS RELEASES

| | | | |
|--|--|--|---|
|  |  |  | <p>Yakir Englander and Avi Sagi: <i>The New Discourse in Religious Zionist Law on Sexuality and the Body</i> (Hebrew)</p> |
| <p>Zvi Zohar: <i>Rabbinic Creativity in the Modern Middle East</i> (English)</p> | <p>Yoske Achituv z"l: <i>A Critique of Contemporary Religious Zionism - Selected Writings</i> (Hebrew)</p> | | |

2013 HARTMAN SCHOLAR BOOK RELEASES

- Yitzhak Benbaji, *Reading Waltzer* (Routledge)
- Dov Elbaum, *Into the Fullness of the Void: A Spiritual Autobiography* (Jewish Lights Press)
- Yossi Klein Halevi, *Like Dreamers: The Israeli Paratroopers Who Reunited Jerusalem and Divided a Nation* (HarperCollins) – Winner of the Jewish Book Council's Everett Family Foundation Jewish Book of the Year Award for 2013
- Tzvi Mark, *Scroll of Secrets: The Hidden Messianic Vision of R. Nahman of Bratslav* (Bar-Ilan University Press)
- Moshe Meir, *Thorns and Thistles* (Zmura Beitan Press)
- Hizky Shoham, *Mordecai is Riding a Horse* (Bar-Ilan University Press)
- Eliyahu Stern, *The Genius: Elijah of Vilna and the Making of Modern Judaism* (Yale University Press)



SHIFTING THE PUBLIC CONVERSATION THROUGH THE MEDIA

Hartman scholars are featured almost daily in Israeli and international media platforms, offering views and insights on Jewish thought, pluralism, the relationship between Israel and world Jewry, matters of religion and state, Jewish holidays, and current events, such as the U.S.-Israel relationship.

The Shalom Hartman Institute was featured in profiles by *Haaretz*, *Baltimore Jewish Times*, *New York Jewish Week*, *Los Angeles Jewish Journal*, *jWeekly* (San Francisco), Associated Press, and Joint Media News Service.

SHI Fellows have appeared in major mainstream media, Jewish newspapers, and websites:



The Hartman YouTube channel hosts numerous classes, lectures, and webinars by Hartman faculty. Webinars enable a virtually limitless audience to view live conversations and pre-recorded sessions. Our collaboration with Shalom TV in North America brings select content to an even wider audience through their cable channel, On Demand programming, and online streaming.



Ed Feinstein, Yehuda Kurtzer,
Sharon Brous: The Future of
American Judaism



Yossi Klein Halevi:
Yom Kippur War
40th Anniversary





iENGAGE: THE ENGAGING ISRAEL PROJECT AT THE SHALOM HARTMAN INSTITUTE

CREATING

A NEW NARRATIVE FOR
UNDERSTANDING AND BUILDING
RELATIONSHIPS WITH ISRAEL

Based on thought generated by an international team of scholars, the iEngage Project goes deeper than politics or advocacy to reframe the contemporary discussion about the enduring significance of the State of Israel for Jews worldwide. By elevating the conversation about Israel from one responding to crisis to a discussion based on Jewish values and ideas, iEngage is equipping Jews worldwide with a quintessentially Jewish values-based vocabulary that empowers them to define and articulate why Israel can and should be fundamental to their Jewish identity.

The iEngage team has developed core curricula to be taught through a variety of channels to a diverse range of key audiences. The ideas modeled in these curricula are translated into customized study programs for Jewish leaders and change agents who then leverage their networks of influence to spread the thought developed by the Project.

2013 saw the iEngage Project further solidify its position as the premier educational program on Israel engagement, reaching tens of thousands of constituents within the Jewish community across North America. This year, we engaged in extensive efforts to expand the intellectual and educational thinking developed and promulgated by the Project, while developing new partnerships and initiatives to bring iEngage to ever-wider and more diverse audiences.



iEngage
Engaging Israel Project



In a time when CNN may serve as the loudest voice on Israel, it's a relief and a necessary tikkun (repair) to offer a dialogue that is expansive (religious pluralism, peoplehood, values) as well as nuanced and multi-vocal. [iEngage participants] are challenged intellectually and emotionally as they consider their relationship with Israel, the Jewish people, and their Jewish identity.

– Rabbi in Los Angeles

DEVELOPING NEW WAYS OF THINKING

This year, the iEngage research team focused on the question that more than any other threatens the ability of world Jewry to “get behind Israel” – how the world Jewish community can engage in the joint project of Israel and build a common public space despite profound differences. This research involved the exploration of core Jewish sources on the issue of collective identity, pluralism and tolerance, and unity and diversity in the public space.

In October 2013, the second iEngage Video Lecture Series – *The Tribes of Israel: A Shared Homeland for a Divided People* – was released. This series confronts the challenge of creating a Jewish and democratic public space in the modern State of Israel for a people divided along religious, ideological, national, and geographic affiliations. The series begins a conversation to restructure the relationship between the collective and the individual “tribes” that comprise it.



In these confusing times, dealing with the complexity of Israel's past, present, and future has never been more difficult. The Hartman discussions have helped enormously, in laying out the issues and opening the door to meaningful discussion with the rabbi and fellow congregants. The importance of this discussion cannot be overstated.

– Participant in iEngage 2.0 course, Village Temple, New York

The *Tribes of Israel* invites participants to embark on a threefold journey that includes:

- Exploring the veracity of the traditional crisis narratives
- Developing a new understanding of the complexity of the tribes that share the State of Israel – an understanding that lays new foundations for the possibility of a common enterprise
- Delving into possible models of the church/state relationship to serve as a foundation for the tribes of Israel to share the public space in a way that is respectful and empowering.

Through lectures, interviews with experts, and text-based study, the *Tribes of Israel* video lecture series presents a new narrative for engaging with Israel from a values-based perspective. *Tribes of Israel* joins *Engaging Israel: Foundations for a New Relationship*, the original iEngage video lecture series, now in its third printing. These two series are now being used by hundreds of communities across North America, transforming the way thousands of people relate to Israel.

A majority of participants in synagogue-based iEngage classes report improved knowledge, capability to formulate views, ability to respond to and engage with difficult questions, and comfort level inhabiting Israel debates that they had previously avoided or found to be polarizing.

TRIBES OF ISRAEL UNITS



The Jewish People as a Tribal Family

Lecture with **Donniel Hartman**



The "Orthodox" Jewish Tribes

Lecture and Interviews with **Yechezkel Fogel, Yael Chechik, Dov Elbaum, and Yedidia Stern**



The "Liberal" Jewish Tribes

Lecture and Interviews with **Ruth Calderon, Rani Jaeger, Melila Hellner-Eshed, and Dani Elazar**



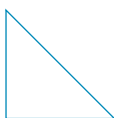
The Arab Palestinian Israeli Tribes

Lecture and Interviews with **Amal Jabareen and Mohammad Darawshe**

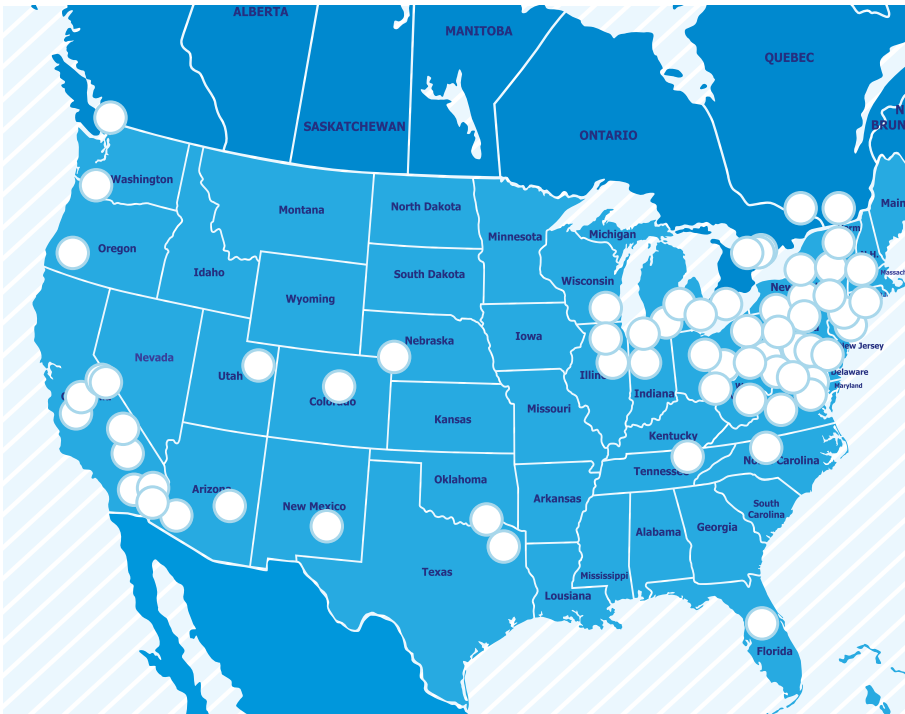


The North American Jewish Tribes

Lectures and Interviews with **Rick Jacobs, Yehuda Kurtzer, and Sharon Brous**



iENGAGE ACROSS NORTH AMERICA



Unity and Diversity in the Jewish Tradition

Lecture with **Donniel Hartman**



The Porous "Wall of Separation" between Church and State: Lessons from the U.S. and Canada

Lecture with **Donniel Hartman**



Synagogue and State: The Israeli Experience

Lecture and Interviews with **Ruth Gavison** and **Danny Statman**



Sharing the Public Sphere: New Foundations for a Jewish Democracy

Lecture with **Donniel Hartman**



Tribes and Peoplehood: Reflections on Living in a Tribal Family

Interviews with **Yossi Klein Halevi**, **Rachel Sabath Beit-Halachmi**, **Yehuda Kurtzer**, **Melila Hellner-Eshed**, **Gil Troy**, and **Tal Becker**

iEngage 3: Jewish Values and the Israeli Palestinian Conflict

The third iEngage curriculum, currently in development, seeks to shape the way Judaism and the Jewish people think and talk about the Israeli-Palestinian conflict. No other issue, with the possible exception of religious pluralism, so divides the Jewish people or so risks alienating increasing numbers of Jews from the State of Israel itself.

For decades now, the Jewish world has debated the “Two-State Solution.” Different camps have staked out conflicting positions regarding this model and the specific core issues in dispute at the negotiating table. What has been missing, however, is a process of excavating and identifying the values and moral claims that lie behind the policy positions. These values remain buried, and their absence produces a purely political discourse that is hopelessly vitriolic and disconnected from the moral resources of our people.

iEngage 3 will develop a shared Jewish-values narrative that can underpin the discourse, enable Jews to talk to each other, and respond to the challenges of the conflict in a manner worthy of our tradition and the best of our aspirations. Creating this values space will facilitate a deep and respectful debate about the conflict despite our differences and will create the foundations for a broader reengagement with the State of Israel and its challenges.



SHIFTING THE PUBLIC CONVERSATION

Our iEngage fellows publish two weekly columns in major Israeli news outlets: Donniel Hartman, Tal Becker, and Yossi Klein Halevi in the *Times of Israel* and Shraga Bar-On, Shlomit Harrosh, Marcie Lenk, Daniel Statman, and Alex Yakobson in the *Jerusalem Post*. These articles reach tens of thousands of readers through the platforms on which they are published, as well as on social media platforms and targeted mailings.

Our iEngage columns posted on the *Times of Israel*, Israel's fastest growing news media website, have received tens of thousands of views, "likes," comments, and social media mentions. These columns have been cited and linked to by many bloggers, including rabbis both affiliated with and new to the Institute. These columns are also sent directly to the thousands of subscribers on the Institute's mailing lists.

The iEngage Project unveiled **"Reporting Jewish: Do Journalists Have the Tools to Succeed?"** at the annual American Jewish Press Association conference. The study identified needs and challenges facing journalists in Jewish media outlets, helping them to succeed in presenting a picture of Israel and Judaism that they feel is accurate and reliable. Excitement around the report resulted in the launch of the Hartman Institute-American Jewish Press Association Ethics Project, chaired by SHI Director of Internet and Media Alan Abbey.

WIDELY READ iENGAGE COLUMNS



DONNIEL HARTMAN:
Syria, Moral
Responsibilities
and Ambiguous
Circumstances



MARCIE LENK:
Make Room for
Christmas in Jerusalem



YOSSI KLEIN HALEVI:
Pesach Jews Vs. Purim
Jews: The Agony of our
Dilemma



COLLABORATING WITH PARTNERS TO REFRAME THE DISCUSSION ABOUT ISRAEL

iEngage is now widely recognized as the leading educational resource for teaching and talking about Israel in settings across North America. The demand for iEngage study has led to partnerships with local and national agencies to create community-wide conversations about Israel. Highlights from 2013 include:



- **Northern California iEngage Initiative** - Through the generosity of the Koret Foundation, iEngage curricula are now in 26 sites in the San Francisco Bay area. In addition to local iEngage classes, Hartman regularly convenes community-wide public programs with iEngage scholars to bring participants from across the region together for communal study.



- **Southern California Engaging Israel Initiative** - Through partnerships with the Jewish Federation of Greater Los Angeles and the Board of Rabbis of Southern California, 20 congregations in the Los Angeles area are studying iEngage. The Hartman Institute regularly convenes community-wide public programs with iEngage scholars to bring participants from across the region together for communal study.



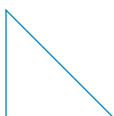
- **iEngage New York** - SHI North America in partnership with UJA - Federation of New York offers iEngage curricula to 60 sites in the New York metropolitan area. Since September 2013, congregations of all denominations have begun teaching iEngage curricula. In New York, our city wide initiative has enabled a series of unprecedented collaborations, such as in White Plains, where five synagogues from across the denominations collaborated for an iEngage course. The partnership offers enrichment opportunities for rabbis teaching the course, such as Rabbinic Beit Midrash programs taught by visiting iEngage scholars.



- **Hartman Institute-Union for Reform Judaism (URJ) Israel Engagement Initiative** - This project brings iEngage curricula to 45 Reform congregations across North America. The initiative provides additional resources for rabbis and participants, such as webinars, consultations, and regional gatherings.



- **iEngage in Greater Boston** - With the generous help of Combined Jewish Philanthropies, ten additional sites were able to offer iEngage classes this year, bringing the number of iEngage sites in Boston to 27. Participating rabbis study with Hartman scholars in regular Beit Midrash programs with Hartman scholars, and community-wide public programs are offered throughout the year.





■ **iEngage in Denver** - Synagogues across the community came together to study iEngage through a program supported by the Rocky Mountain Rabbinical Council and the Colorado Agency for Jewish Education. This program was inspired by a rabbinical retreat the previous year in which rabbis from different denominations studied iEngage together. The rabbis found iEngage enabled them to open a new conversation about Israel among their colleagues, inspiring them to bring the program to their congregants.



I participate in the Rocky Mountain Rabbinical Council in Denver, CO. A few years ago, it was almost impossible for us to have a conversation about Israel. Last year the RMRC took on iEngage for collective self-study. It's given us a vehicle to transcend and include our differences. Now when we talk to each other about Israel, there's more collegiality in the tone of our conversations, more sympathy and mutual respect.

– Rabbi in Denver

INFUSING ISRAEL DIALOGUE ON CAMPUS WITH A VALUES—BASED PERSPECTIVE

One of the major iEngage developments in 2013 was the successful extension of the program to younger audiences. College students, perhaps more than any other constituency, are less convinced or motivated by the traditional crisis narratives in which the relationship with Israel has often been grounded. For this reason, engagement with this constituency has become a major iEngage focus. Our campus outreach includes several components, which together are re-shaping the Israel discourse on campus.



The **Hartman Fellowship for Campus Professionals** was created in partnership with Hillel: The Foundation for Jewish Campus Life. The fellowship trains senior campus professionals such as Hillel directors to think in more nuanced terms about Israel as a core element of Jewish life. This enables them to cultivate substantive and compelling conversations about Israel, deepening students' relationships with the Jewish state. As a result, these skilled educators connect students to a richer understanding of themselves as Jews and as members of the Jewish people. Program participants are tasked with implementing an iEngage-related program on their campuses. In Summer 2013, the first cohort of the Hartman Fellowship for Campus Professionals successfully completed the program as Cohort II began.





"I'm not usually one to proclaim having transformational experiences but this summer was a time of transformation in how I think about the next generation of Israel education."

—Emily Briskman, Campus Fellows Cohort II, Director of the Israel Education Center at the Jewish United Fund / Jewish Federation of Metropolitan Chicago, after Summer 2013 seminar in Israel



"I believe that when students understand how and why their values are inherently Jewish, when they have an opportunity to engage with how their Jewish identity informs the decisions they make, and have a context for these values to be classified as Jewish, that campus professionals can strengthen cultural Jewish identities."

— Gail Swedroe, Campus Fellows Cohort II, Assistant Director and Campus Rabbi, University of Florida Hillel

iEngage is working in partnership with several campuses – directly or through Campus Fellows – to bring iEngage learning to college students in a variety of innovative ways. iEngage Campus Fellows on 25 colleges across North America have begun implementing a diverse range of iEngage programming on campus and taking an active public role in national conversations on Israel through publication in national Jewish media outlets.

Our iEngage college programming has resulted in many initiatives, including:

- **Three-part lecture series** entitled "Ethics, War, and Democracy in Israel" at the Center for Jewish Life at Princeton University.
- **Ten-session iEngage-based student fellowship** funded by a local foundation at The Ohio State University Hillel. Fellows were required to convene a number of conversations with peers throughout the semester.
- **Leadership seminar** incorporating aspects of the iEngage curriculum and methodology within a larger framework of campus leadership at Fiedler Hillel at Northwestern University.
- **iEngage seminar for elite students** at Columbia University in partnership with the Barnard/Columbia Hillel. Each month, iEngage fellows addressed the group with topics from the iEngage curriculum tailored to a campus audience.



ENGAGING EMERGING LEADERS

- **iEngage Seminar for Social Justice Professionals** aims to educate leadership in the social justice sector on what a relationship with Israel can look like, consistent with values of social justice and true to the integration of Jewish and democratic ideals. The first iEngage Seminar for Social Justice Professionals cohort met for five one-day seminars in Spring 2013. The cohort was made up of 16 professional leaders from Jewish social justice organizations including AVODAH: The Jewish Service Corps, Keshet, National Council of Jewish Women, New Israel Fund, T'ruah, and others.
- **iEngage Rabbinical Student Seminars** convened a cross-denominational group of rabbinical students studying in Israel for a year for two three-day seminars dedicated to discussing creating relationships with Israel from a values-based perspective. These seminars engage future rabbinic leaders who often exemplify the ambivalence so prevalent among their peers vis-à-vis Israel.
- **Masa-iEngage Fellows Program** - In recognition of the crucial role that young adults play in the development of Jewish communities of the 21st century, the Hartman Institute and Masa Israel Journey partnered to create the Masa-iEngage Fellows Program. The Fellowship worked to initiate new methods for emerging North American leaders to engage with Israel.
- **iEngage Summer Internship Program** brings talented and involved advanced undergraduate students and recent graduates from top universities to the Hartman Institute to experience iEngage thought firsthand and bring it back to their campuses.



BUILDING FOUNDATIONS WITH LEADERS OF OTHER FAITHS

NEW PATHS: CHRISTIANS ENGAGING ISRAEL

Recognizing the importance of moving Christian audiences beyond their knowledge of Israel in the times of Jesus to an awareness of the challenges of the modern state, the iEngage team expanded the Project to address the challenge of Christian engagement with Israel. **New Paths: Christians Engaging Israel** presents North American Christians with contemporary Israel in all its complexity, setting forth a fresh basis on which Christians can engage with the Jewish community and the State of Israel. Bringing Christian theology and values to bear on thought about Israel and engagement with it, the project offers new language and approaches to address issues that have been contentious within churches and between Christians and Jews.

Foundational courses, beginning with the *Images of Israel* course developed by the Hartman Institute in partnership with Lutheran-affiliated Muhlenberg College, aim to develop a new lens through which Christians can understand the reality which is Israel and to foster a new relationship with it. Launched in June 2013, *Images of Israel* is divided into six units.

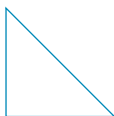
Images of Israel was produced in June 2013, and since that time, *New Paths* events have been held across North America. The course is being taught in dozens of Christian communities representing a variety of denominations.



“

At First Baptist Jefferson, Georgia, Images of Israel allowed us to visit Jerusalem and see Israel from a different perspective. The images of the Old City, juxtaposed with modernity, cast Jerusalem and Israel in a way that our people had never imagined. In addition, most had never realized the complexities and the challenges of living in Israel, whether one is Jewish, Muslim, or Christian. The study gave us an understanding of why peace in Israel is so fragile, yet so desperately desired, and why the land holds power over those who lay claim to it. We left the study feeling better informed, less judgmental, and more appreciative of all of the religions and the people that lay claim to "The Holy Land."

—Dr. Michael Helms,
Senior Pastor, First Baptist
Church, Jefferson, GA



IMAGES OF ISRAEL UNITS



Holiness - Many Christians call Israel "the Holy Land." What does this mean? The first unit offers a gateway to understanding Israel with a walk through Jerusalem, a place holy to Jews, Christians, and Muslims in different ways, a city which is both ancient and modern, and a city claimed by both Jews and Palestinians.



Covenant - The biblical story of God's call to Abraham and Sarah forged the collective identity of the Jewish people, who continue today to share a common bond whether they are religious or secular. The chapter explores the present-day implications of the covenant for Jewish identity, Christian self-understanding, and the State of Israel.



Rejection - By tracing Christian teachings about Jews and Judaism from the New Testament through modern church statements, the unit takes participants through the long, pervasive Church tradition that God rejected the Jews. While that tradition challenges the very idea of a Jewish state, recent Christian thinking represents a turn toward a more promising future.



Conflict - Two peoples call the same geographical territory home. Neither Jews nor Palestinians had been sovereign there for centuries when both sought to create a national identity in the twentieth century. Some form of sharing the land has been the most consistent approach to addressing the conflict. This unit offers participants the voices of Palestinians as a people with hopes for independence, justice, and peace.



Hope - This unit encounters the State of Israel through its Proclamation of Independence, which expresses the enduring aspirations that still shape its life. Here we explore what Israel hopes to be, its values and ideals, recognizing that they are both challenges to be met and standards to which Israel holds itself accountable.



Encounter - This final unit delves more fully into the shared values of peoplehood and homeland and provides constructive foundations on which to base encounters with fellow Christians, the Jewish community, and with Israel.

CHRISTIAN LEADERSHIP INITIATIVE



The comprehensive, year-long Christian Leadership Initiative (CLI) study program, run in partnership with AJC, introduces prominent Christian leaders and change agents from North America to the central ideas of Jewish ethics and faith, the diverse ideologies and practices of contemporary world Jewry, the meaning of Israel for world Jewry, foundations of religious pluralism, and interreligious study.

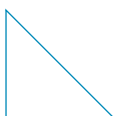
The third CLI cohort, comprising prominent Christian clergy and academics, finished its term of study with a two-week seminar at the Hartman Institute in July 2013. Participants explored the richness of Judaism and the complexity of Jewish life in Israel through traditional Jewish havruta-style study, seminars on theology and Middle East politics, and excursions to unique sites in Israel that illuminate issues beyond the conflict, discovering a Judaism that is vibrant in its contemporary practice and complex in its multiplicity of dimensions and ideas.

Alumni of the program have been instrumental in developing the New Paths: Christians Engaging Israel curriculum and spreading this thought to their congregants and students. Many CLI alumni bring groups of seminary students to Israel and the Hartman Institute to learn about Judaism and Israel.



“What is the impact of this kind of study? I read the Hebrew Scripture as well as the New Testament with greater inter-textual understanding. I learn to respect a key aspect of Jewish scholarship: always including and thereby preserving the minority voice. I renew a commitment to the importance of interfaith work. Working for the common good with persons of other ways of faith is a prompting of the Spirit in our day, I believe.”

— Molly T. Marshall,
CLI Cohort III,
President and Professor
of Theology and
Spiritual Formation,
Central Baptist
Theological Seminary



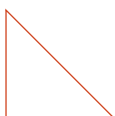




CENTER FOR ISRAELI—JEWISH IDENTITY



NURTURING ISRAELI—JEWISH
IDENTITY, KNOWLEDGE, AND PRIDE



EMPOWERING YOUTH TO FORM A PLURALISTIC JEWISH–ISRAELI IDENTITY



BE'ERI בארי
SHALOM HARTMAN מכון
INSTITUTE הרטמן שלום

BE'ERI PROGRAM FOR PLURALISTIC JEWISH–ISRAELI IDENTITY EDUCATION

The mission of the **Be'eri** program is to:

- Expand the breadth and depth of pluralistic Jewish-Israeli identity education among Israeli youth attending non-religious state high schools.
- Introduce non-religious Israelis to a multifaceted approach to Judaism that is meaningful and relevant to their daily lives.
- Present Jewish-Israeli culture in a manner that helps Israelis who are not religiously observant to form a pluralistic worldview with which to address challenges of living in a diverse Jewish-Israeli democracy.
- Continually develop innovative informal educational methodologies that encourage educators, students, and parents to take Jewish values-based social action.

The Be'eri program, its team, and its pedagogical approach have been central in strengthening the place of *Tarbut Yisrael* (Jewish heritage studies) in the secular Israeli educational system. This change has created a paradigm shift in the personal and national identity of tens of thousands of Israeli youth, transforming them into proud Jews and introducing them – often for the first time – to the many different and inspiring ways that there are to be Jewish.

Be'eri's efforts in the field of Jewish-Israeli identity education have been central in bringing about three significant structural changes within the Israeli education system:

- Ministry of Education (MoE) recognition of *Tarbut Yisrael* as a teaching discipline. Prior to Be'eri, Jewish-Israeli identity education in secular high-schools was non-existent or minimal at best. Today, the MoE mandates and funds compulsory *Tarbut Yisrael* hours for all 7th and 8th grade students.
- Creation of standardized, MoE-approved syllabi and textbooks for grades 7-9.
- Allocation of additional government funds to promote Jewish studies in secular high schools.

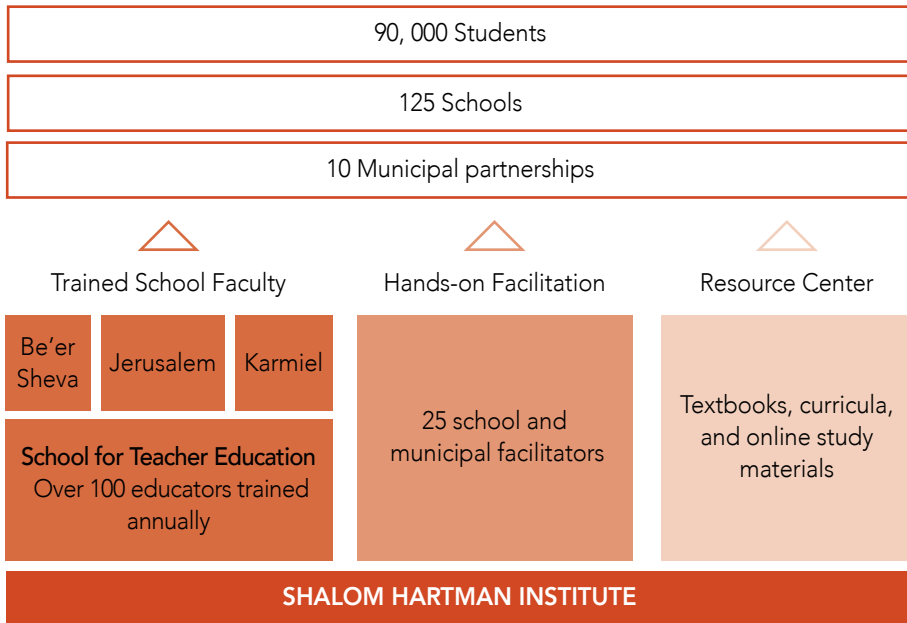


"Since its inception, Be'eri has become the leading educational program in Jewish culture and identity for secular high schools in Israel. By strengthening the pluralistic Jewish-Israeli identity of educators and students alike, Be'eri has empowered schools to take back ownership of their Jewish education. During the coming years we aim to further strengthen educators and student leaders in taking a significant role in shaping the future of the Israeli-Jewish public sphere and in articulating the nature of the Jewish-democratic state and the Israel-world Jewry discourse."

– Dani Elazar, Vice President, Shalom Hartman Institute and Director, Be'eri

BE'ERI ECOSYSTEM

Be'eri impacts students and teachers through a holistic combination of components:



In just eight years, Be'eri has become the largest and most influential Jewish-Israeli identity education program in Israel. A holistic combination of components, influencing students, teachers, and government and civil leadership, has and is creating a new meaning of Jewish heritage in Israeli society.

BEERI ACCOMPLISHMENTS

| 125 | 90,000 | > 100 | 10 | 25 | Central Resource Center |
|---|---|--|---|---|--|
| high schools - 30% of secular Israeli high schools - are part of the Be'eri network | students in grades 7-12 study in a Be'eri program in any given year | teachers and principals are trained in intensive, MoE-certified <i>Tarbut Yisrael</i> programs at the Be'eri School for Teacher Education annually | municipal partnerships actively promote <i>Tarbut Yisrael</i> in local schools and broader community ecosystems | Be'eri facilitators provide on-the-ground support for Be'eri schools and municipal partners | supplies educators with the Be'eri textbooks, curricula, and online study materials that they need to succeed in their roles |

BE'ERI SCHOOL FOR TEACHER EDUCATION

The Ministry of Education-certified Be'eri School for Teacher Education, based in Jerusalem with regional branches in Be'er Sheva and Karmiel, provides teachers and principals with in-depth training in *Tarbut Yisrael* pedagogy. The School's wide geographic reach, the significant number of teachers that it trains annually, the number of study hours required for certification, and the quality and depth of studies have made it one of the leading programs strengthening pluralistic Jewish-Israeli education.

2013–2014 AT THE BE'ERI SCHOOL FOR TEACHER EDUCATION

| | | | |
|--|--|--|---|
| 88 | 23 | 25 | 15 |
| educators trained in two-year certification course | principals and community managers trained in the practical application of <i>Tarbut Yisrael</i> in schools and organizations | Be'eri facilitators trained in enrichment course for leading educators | senior city officials participated in Leadership Program for Senior Municipal Professionals |
| 60 | 14 | 90 | 100s |
| advanced <i>Tarbut Yisrael</i> teachers from Jerusalem, Karmiel, Modi'in, and Tel Aviv participated in the Municipal Teacher Leadership Initiative | principals trained in the Gvanim-Be'eri Program for Primary School Principals | Haifa-based elementary school teachers trained in initiatives run in partnership with the Haifa Municipality, the Ministry of Education, and the Gordon College of Education | of educators participated in a range of seminars and courses offered by the School |



"Today, there's a known thirst for learning Jewish studies. One of our big challenges is to transmit a Judaism that deals with the democratic challenge and non-Jews in the Jewish state. Our goal is to transform educators and students into feeling at home with Jewish culture, into people who are in dialogue with Judaism, but who also bring themselves and their homes into the conversation with tradition."

– Rani Jaeger, Director, Be'eri School for Teacher Education



"The challenges of Israeli society today and their solutions lie in understanding Tarbut Yisrael (Jewish culture)... I believe that this culture creates a consciousness that influences the world of ideas and people's behavior and activity in the world. Jewish, Israeli, pluralistic discourse is Be'eri's way of creating this consciousness."

SPOTLIGHT ON ITAY YAVIN



Joined Hartman: In 1997, to study for an MA in *Tarbut Yisrael*

Joined Be'eri: In 2009, as Haifa municipal facilitator, responsible for developing Be'eri municipal partnership model

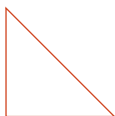
Today Itay serves as Be'eri regional manager for Haifa and the north, responsible for Be'eri School for Teacher Education branch in Karmiel; a team of seven Be'eri facilitators that work with the 42 schools in the region; municipal, management, teacher, and student leadership training programs; and public events.

Background: Born in Kfar Yehezkel in the Jezreel Valley to a family with roots in pre-state Israel, Itay describes his childhood as "very secular, very Israeli – lots of *tiyulim*, army, agriculture, and nature, nature, nature."

Pluralism in Israeli Society: Itay lives pluralism. He has participated in dialogue groups with Jewish and Arab educators, secular and haredi educators, religious Zionist and secular educators.

Journey to Jewish Renewal: "I have a BA in biology and education and worked as a biology teacher and in education administration for many years.... I sensed that something was missing among my students – not in a religious sense, but that a connection to Jewish identity and Judaism would give them meaning."

THE BE'ERI TEAM



MUNICIPAL PARTNERSHIPS

The strong partnerships that Be’eri has forged with the Ministry of Education, municipalities, and other pluralistic organizations have enabled us to scale the program and implement it broadly through citywide events and local initiatives for teachers, senior municipal leadership, student leadership, and the public.

Be’eri operates in partnership with 10 municipalities and in 125 schools.

BE’ERI PHILANTHROPIC AND PUBLIC PARTNERS

Philanthropic Partners

The Russell Berrie Foundation
Keren Karev
Keren Daniel
Edward Fein
UJA – Federation of New York
Crown Family Philanthropies
Jewish Federation of Greater Pittsburgh
Montreal Federation CJA
The Alan B. Slifka Foundation
Jewish Community Federation of San Francisco
The June Baumgartner Gelbart Foundation
Rochester-Modi’in Partnership

Israeli Philanthropic Partners

Keren Nadav
Mr. Alan Feld and Dr. LeeOna Fisher
Ms. Raya Strauss Ben Dror
Tmura: The Israeli Public Service Venture Fund

Public Partners

Israel Ministry of Education
Municipality of Haifa
Municipality of Modi’in
Municipality of Be’er Sheva
Municipality of Nazereth Illit
Golan Regional Council
Municipality of Karmiel
Municipality of Or Akiva
Hof HaKarmel Regional Council
Municipality of Herzliya
Municipality of Kiryat Ono

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We have benefitted from first-rate professional facilitation, attention to the unique needs of the city, educational leadership, and great creativity in responding appropriately to the needs of our different institutions. I am pleased that this strategic partnership, aimed at advancing this crucial municipal and national priority, has come to be. I strongly endorse this partnership with this Institute led by its pursuit of excellence in all that it endeavors.

– Hefzi Zohar, Deputy Mayor of Be’er Sheva



‘A visit to Tichon Hadash [High School] in Tel Aviv. I watched Be’eri’s Tarbut Yisrael program in grades 7 and 10. Much nachas: a Jewish Israeli conversation at its best.’
–Knesset Member Ruth Calderon, Facebook post

THE NEXT HORIZON: BUILDING ON OUR ACHIEVEMENTS AND TAKING THEM TO THE NEXT LEVEL

The quality of Be’eri’s training, resources, and programming, combined with the impressive reach of the program, has earned Be’eri recognition and a leading reputation among national and municipal decision-makers. Be’eri’s strength and presence have caused the program to reach a tipping point; Be’eri is now ready to use its strong base and influential voice to move *Tarbut Yisrael* to the next level.

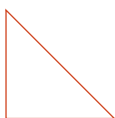
Be’eri’s business plan for the next three years outlines the following goals:

- **Teacher Training:** The quality of teaching is the cornerstone of any educational program. Be’eri will accelerate *Tarbut Yisrael* teacher training to respond to the growing need.

Target: Increase percentage of trained *Tarbut Yisrael* teachers in Be’eri schools from 40% to 70% (200 new teachers certified over three-year period).
- **Impact in Schools:** Be’eri has successfully established a strong *Tarbut Yisrael* studies base in lower high school (grades 7-9). Focusing on upper high school (grades 10-12) will enable us to expand and deepen leadership building, enhance educational continuity and impact, and create a new generation of secular scholars and educators.

Target: Double the number of schools offering *Tarbut Yisrael* studies in 10th grade (from 40 to 80) and the number of schools that have a *Tarbut Yisrael* major (from 30 to 60).
- **National and Municipal Partnerships:** Leverage national and municipal partnerships to influence change agents in the education system and the broader ecosystem.

Target: Develop strategic partnerships and targeted training programs to influence change agents in the national and municipal education system and broader ecosystem such as youth movements and cadet programs for public service.
- **MoE Ownership:** Ensure substantial long-term Ministry of Education commitment to advance and fund *Tarbut Yisrael* studies throughout the high school years (grades 7-12).



ENHANCING THE ISRAELI MILITARY DISCUSSION ON JEWISH VALUES AND ETHICS

LEV AHARON SENIOR ARMY OFFICERS PROGRAM

The Israeli military experience is a major milestone in the lives of the hundreds of thousands of young adults who pass through its ranks every year. The mission of the **Lev Aharon** program is to assist senior Israel Defense Forces (IDF) officers in developing a strong, positive Jewish-Israeli identity that will inform and guide the style of their military leadership and service.

Following a competitive application process, in 2013 Lev Aharon was once again chosen by the IDF Education Corps to be the content provider for Jewish-Israeli identity training of senior IDF officers.

Serving as a safe environment for asking relevant questions and discussing challenging issues, Lev Aharon initiates a personal process for each of the participating officers by instigating new manners of thinking about the civil liberty of individuals and communities. Dozens of seminars and workshops given each year expose participants to a complex set of parameters regarding Israeli society and provide them with innovative tools with which to understand their individual cultures, heritage, and personal relationships with the state and land of Israel.

More than 1,500 majors, lieutenant colonels, and colonels, many of whom will go on to become key leaders and change agents in the Israeli public, private, and non-profit sectors after their military service, participate in the program annually. Participants explore intersections of Jewish and Israeli identity, Zionism, religious pluralism, and the complex interplay between Judaism and democracy in Israeli society.

The transformative seminars often provide officers with their first opportunity for unguarded, honest expression within the military framework. Many senior officers report that they are extremely proud to serve in a military that makes this type of open discussion an integral service component for its leaders.



2013 LEV AHARON COURSE HIGHLIGHTS

- Challenges in the Field in the Modern Era: Ethics in Social Media and the Limits of Privacy
- Challenges Facing the IDF: The Place of the Army in Israeli Society and Recruitment of Ultra-Orthodox Citizens
- Leadership and Decision-making in a Multicultural Society

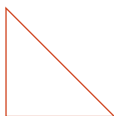
IDF Chief of Staff Applauds Program in Action

IDF Chief of Staff Benny Gantz, along with the IDF Chief of Human Resources Brigadier General Orna Barbivai and the outgoing and the incoming Commanders of the Education Corps, visited the Shalom Hartman Institute to experience the Lev Aharon program. Addressing a group of high-ranking officers attending a Lev Aharon seminar, Gantz said that the ever-increasing complexities of modern Israel require the IDF Education Corps to create a values-based security network for generations to come through programs such as Lev Aharon.

EDUCATING THE MODERN ORTHODOX LEADERSHIP OF TOMORROW

The Hartman Institute's **Charles E. Smith High School for Boys** and **Midrashiya High School for Girls**, recognized as among the finest high schools in the country, are nurturing and educating a generation of future leaders within Israel's Orthodox community. The schools educate students to be committed to democratic values, open to new ideas, and respectful of the diversity in Israeli and Jewish life.

Vanguards in the Orthodox community, Hartman high schools provide rigorous Jewish and general studies programs that promote critical thinking, tolerance, individual creativity, community leadership, social responsibility, and commitment to gender equality.





MIDRASHIYA HIGH SCHOOL FOR GIRLS

Established in Jerusalem in 2007, the **Midrashiya** has successfully implemented an educational vision that fuses Jewish tradition and learning, an obligation to halakha, and feminist ideology. The school curriculum is designed to nurture public and personal identity, encourage meaningful academic and community achievements, and develop a deep understanding of Judaism, Israel, and the world.

The Midrashiya aims to develop the personal identity of each student through a variety of programs that encourage knowledgeable and confident engagement with tradition and the modern world. A dedication to female empowerment permeates the school's Beit Midrash study, prayer, physical education, and community involvement.

In an unprecedented move by the Israeli Ministry of Education, the Midrashiya was given a mandate to independently develop its Orthodox feminist curriculum for use as the model for Orthodox girls' high schools nationwide. The success of the Midrashiya's educational program and the resulting interest in it have been infectious. Academic teams from around the country are turning to the Midrashiya for training on how to use its innovative curriculum to empower the next generation of Orthodox women leaders.



מדרשיית הרטמן לבנות
בית ספר נישוי
SHALOM HARTMAN
INSTITUTE שלום הרטמן

“

After studying at the Midrashiya for five years, I understand the school's philosophical approach to feminism. Feminism is not just a slogan; it's a way of life. It's complicated, deep, and far-reaching. At the Midrashiya we have real role models for how we want to see ourselves.

– Nurit Muskat
Barkan, Class of 2014

RECENT MIDRASHIYA ACHIEVEMENTS

- The Midrashiya ranked second out of all Jerusalem high schools for student scores in math, science, Hebrew, and English.
- The Jerusalem municipality partnered with the Midrashiya to create enrichment programs for the wider community including open events such as “You Promised Me a Dove,” in which Midrashiya students, parents, and members of the wider community came together for a meaningful pre-Yom Kippur evening of study and song.
- “Limonada B’Shnekel” (Lemonade for 2 Shekels), a film produced by students in the school’s Communications/Film major, won first place in a national Ministry of Education competition for creativity in the religious educational school system.
- 9th grade students advanced to the national science competition in chemistry.

CHARLES E. SMITH HIGH SCHOOL FOR BOYS

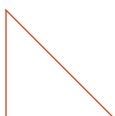
The unique educational approach of the **Charles E. Smith High School** leads students and alumni to achieve academic excellence while demonstrating a commitment to social justice and Jewish tradition in the world of contemporary culture and science. As part of its mandate as an experimental Orthodox high school, the school continually develops and implements new educational programs that emphasize respect for diversity and the obligation to approach “the other” from a place of tolerance and understanding.



- The school’s Gender Pedagogy program aims to present students with models of masculinity, while actively educating toward an egalitarian society intolerant of discrimination and violence.
- As part of its commitment to instilling pluralism, the school coordinates encounters (*mifgashim*) with individuals from different social or demographic backgrounds. These interactions are central in enabling students to build a religious identity based on values of coexistence and understanding.

SOCIAL INVOLVEMENT

One of the central tenets of the school’s educational vision is the importance of social involvement and volunteerism. Throughout all six years of school, students are required to dedicate several hours every week to projects that benefit the community. Hands-on work is augmented by lectures and learning of Jewish sources on values of social involvement and Israeli society. The value of volunteerism instilled by the school teaches students the importance of social



awareness and giving back to the community while exposing them to new populations.

Projects include distribution of food baskets to low-income families; a schoolbook lending library; work with disadvantaged youth, including children of foreign workers; the promotion of coexistence and peace; the rehabilitation of ex-convicts; work with the elderly; and medical clowning.

RECENT CHARLES E. SMITH HIGH SCHOOL ACHIEVEMENTS

- The Charles E. Smith High School ranked at the top for student scores in science, math, Hebrew, and English.
- Students in the school's theater major won a prize from Yad Vashem for their performance of "The Court Jesters," based on the book by Avigdor Dagan about four prisoners in Auschwitz.
- A 12th grade student won 3rd place in the Science Museum/Intel competition for his paper on Nazi Germany.
- A 12th grade student won 1st place in a creative writing competition of the Shai Agnon House.
- Two 12th grade students won the Tel Aviv University Dan David "Name Your Hero" Essay Competition.

“

We are so happy that we have the opportunity to participate in [the Born Migrants] project [working with the children of migrant workers]. It has made us recognize the general failure of our society to understand the severity of this situation. Working with these children gives us the feeling that we are doing something beneficial.

– Yitzhak Grundin and Ariel Sylvester, Class of 2016, Charles E. Smith High School for Boys











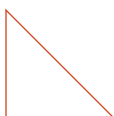
EMPOWERING INFLUENTIAL FEMALE LEADERS

Cheider Mishelach (literally, A Room of One's Own), a Beit Midrash for influential female leaders, ran in Tel Aviv in the 2013-14 academic year. This Beit Midrash created a discourse on what it means to be a Jewish-Israeli female leader.

Sessions addressed tensions and opportunities created by the intersection of feminist thought and life in a Jewish, democratic state, touching on the personal and the public through discussion of matters of religion and state, spiritual life, politics, and creativity. The program dealt with questions such as implications of the creation story, the courage to be smart and the legacy of strong women, women and resources, sexism, motherhood, the new role of women in the traditional space, friendship and competition, and partnership and marriage through the study of Judaic and feminist sources.

WHO STUDIES IN CHEIDER MISHELACH?

| | | | | | |
|---|---|---|---|---|---|
|  |  |  |  |  |  |
| Journalists at major Israeli news outlets | Senior IDF officers | Academics | Business and nonprofit executives | Senior educators | Lawyers |
| | | | |  |  |
| | | | | Artists | Homemakers |



INSPIRING NEW THINKING FOR ISRAELI SOCIETY

The Shalom Hartman Institute's annual **Conference for a Jewish-Democratic Israel** stands out among the plethora of conferences held in Israel by illuminating contemporary issues through a Jewish-values based lens in the goal of providing the interested Israeli public with an intellectual foundation for shifting its consciousness about Israeli-Jewish civil society. By convening a "gallery" of public leaders - political, academic, social, and media - the Hartman Institute creates an annual opportunity for the public to attain a clearer understanding of the deep Jewish roots of a democratic society and how they can and should be realized in modern day Israel.

The 2013 Conference, held two weeks after the national Knesset elections, focused on the theme of **The Day After the Elections: Unity or Tribalism**, exploring whether the Jewish state has succeeded in becoming a united national entity - the aspiration of the State's founders - or merely a collection of special-interest groups.

“

The solution for how to live together demands from us a different kind of thinking, thinking in which we do not all say 'I found it, it's all mine,' but in which we understand that Zionism will be actualized only when the halakha of sharing is accepted.

– Donniel Hartman,
Hartman Conference
opening plenary





SHALOM HARTMAN INSTITUTE OF NORTH AMERICA



CONNECTING LEADERS TO IDEAS
AND VALUES AT THE CORE OF
JEWISH LIFE



The Shalom Hartman Institute of North America reintroduces the centrality of deep Jewish ideas and thought into the North American Jewish public square and the halls of Jewish leadership in the goal of reinvigorating the Jewish conversation and revitalizing modern Jewish life. We actively partner with influential leaders and organizations in the Jewish community who have the power to take a “big picture” view of the communal landscape, shape the future of North American Jewish life, and enrich the public conversation. Creating a conversation in which rabbis, congregants, communal professionals, lay leaders, educators, and scholars participate produces a ripple effect that makes an impact on the broader community.

The Shalom Hartman Institute of North America is unique in that it combines a world-class think tank with an effective program delivery system. Our think tank grows, changes, and expands as issues evolve in modern Jewish life and in Israel, ensuring that the content of our curricula and the ideas that are essential to our mission are constantly renewed.

Through our national cohort programs and our partnerships with leading local organizations and individuals, SHI North America is able to deliver values-based curricula specifically tailored to the needs of local communities and leadership groups.

Our research and programs provide the leadership of the North American Jewish community with the tools to grapple with existential challenges and new opportunities. We work together to continually revitalize Judaism and keep it meaningful and relevant, examining critical questions such as:

How does Judaism compete in an open marketplace of ideas?

Are our institutions capable of offering a compelling message in an era where affiliation and even identity are questions of choice?

What does Jewish Peoplehood mean in an era of increased individualism, and what is its significance for Jews living in an open and welcoming North American society?

What is the nature and significance of Israel for North American Jewry?

Are our Jewish leaders capable of directing our community and its institutions with vision, conviction, and a clear sense of the ideas and values that ought to characterize a rich Jewish life?



SHALOM HARTMAN INSTITUTE
OF NORTH AMERICA מכון הרטמן שלום



Learning with the team of scholars and thinkers that David Hartman z”l assembled at the Shalom Hartman Institute transformed my rabbinate by giving me direction and vision in Jewish thinking based on innovative interpretations of age-old sources in our tradition.

– Rabbi Asher Lopatin,
President of Yeshivat
Chovevei Torah, RLII

CONNECTING LEADERS TO JEWISH VALUES AT THE CORE OF JEWISH LIFE

Our national cohort programs bring together key community leaders for immersive educational experiences that broaden and deepen their engagement with major Jewish issues and generate the critical camaraderie that successful leaders require. Through these leaders, who have been infused with new ideas, Hartman thought reaches the North American public sphere.

NATIONAL LEADERSHIP COHORTS



Rabbinic Leadership Initiative

(p. 51)

Change Agent:
Rabbis

Delivery System:
Synagogues

Reach: 100 alumni in senior synagogue and institutional positions reach tens of thousands of community members



Christian Leadership Initiative

(p. 32)

Change Agent:
Christian clergy and academics

Delivery System:
Christian congregations and institutions of higher learning

Reach: Dozens of alumni in prominent academic and church positions teach constituents about Judaism and Israel



Hartman Fellowship for Campus Professionals

(p. 27)

Change Agent: Hillel directors and Jewish campus professionals

Delivery System:
College campuses

Reach: Dozens of Jewish campus professionals reach thousands of students on campuses across North America

Hartman Fellowship for Jewish Social Justice Professionals

(p. 29)

Change Agent:
Jewish communal professionals working in the social justice sector

Delivery System: Jewish social justice organizations

Reach: Alumni apply iEngage philosophy to their own institutions and initiate new iEngage partnerships



RABBINIC LEADERSHIP INITIATIVE (RLI)

In what has been described by many rabbis as the most transformative experience of their rabbinate, the three-year Rabbinic Leadership Initiative immerses an elite cadre of North American rabbis in the highest levels of Jewish study, equipping them to meet contemporary challenges with ever-greater intellectual and moral sophistication.

For more than a decade, RLI has influenced rabbis and their congregations, providing them not only with deeper knowledge but also with an ever-widening network of colleagues, greater confidence in addressing pressing questions affecting North American Jewry, and new ways of thinking about their rabbinate and their roles as Jewish leaders. The RLI experience equips rabbis with the skills to transform local synagogues into open centers that strengthen and enrich Jewish life and encourage participation.

Participants spend a month each summer and a week each winter studying at the Hartman campus in Jerusalem. During the remainder of each year, participants engage in long-distance learning of classical and modern sources in havruta with rabbinic partners and in courses taught by leading Hartman Institute scholars. The pluralistic framework of the program fosters a vibrant exchange of ideas aimed at integrating learning into rabbis' ongoing work and creating a multi-denominational community of colleagues uniquely able to elevate the quality of Jewish life.



The Shalom Hartman Institute is a special place of Jewish learning and life that has changed my rabbinate but more importantly changed me as a Jew. My learning there has deepened my own faith in these troubling times. It has made me a more ardent Zionist, even with Israel's challenges, successes and failures... My studies at the Machon have widened my circle of rabbinic colleagues and challenged me to think more openly about the idea that the Jewish people has always had many different kind of Jews.

— Rabbi Denise Eger,
RLI IV



"These three years [in RLI] have allowed me to renew my energy and have stimulated me intellectually in so many untold ways. I joined as an enthusiastic student. I am now a committed Hasid of the Institute and its incredible faculty and resources."

SPOTLIGHT ON RABBI LIONEL MOSES



Rabbi of Shaare Zion Congregation, Hampstead, Quebec, a Conservative synagogue in the greater Montreal area

Joined Hartman in 2011 as a member of RLI IV

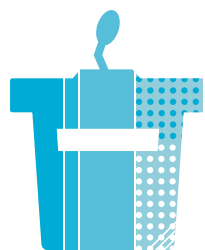
Became a Senior Rabbinic Fellow of the Hartman Institute in 2013

Taught *iEngage: Foundations for a New Relationship* and *The "Other" in Jewish Tradition: Challenges and Opportunities* at his congregation

On *iEngage*: "[It] has given me great insights into the complexities of Israel today, helping me bring Israel to my community, in sermons, teaching, and especially in [our community's] Engaging Israel program."

SUMMER AT HARTMAN

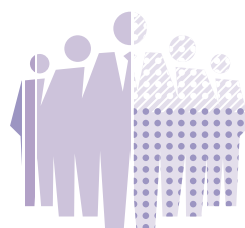
Each summer, our Jerusalem campus fills with the sounds of hundreds of rabbis, educators, and laypeople from around the globe coming together to learn in a variety of programs with top Hartman Institute scholars and visiting subject matter experts. Having experienced a journey through a vital Jewish topic, participants in our summer programs return to their home congregations and communities ready to transmit what they have learned through sermons, articles, and classes that they convene or teach.



27th International Philosophy Conference

Audience: Philosophers of law and political theory

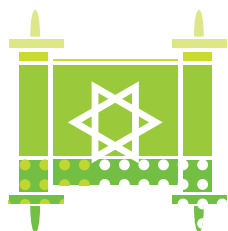
Number: 50
p. 17



Community Leadership Program Summer Retreat

Audience: Community leaders

Number: 100



Rabbinic Torah Study Seminar

Audience: Congregational rabbis and rabbinic educators of all denominations

Number: 100



Rabbinic Leadership Initiative Cohort IV+V

Audience: Outstanding rabbinic leaders

Number: 55
p. 51



Hartman Fellowship for Campus Professionals Cohort I+II

Audience: Jewish campus professionals

Number: 26
p. 27



Christian Leadership Initiative

Audience: Christian clergy and academics

Number: 16
p. 32



HIGHLIGHTS OF THE SUMMER 2013 STUDY ON THE THEME "A LIVING COVENANT: CONFRONTING AND RETHINKING THE TEACHINGS OF DAVID HARTMAN"



After three years of intensive study, the 28 rabbis of the fourth RLI cohort graduated and became Hartman Senior Rabbinic Fellows. Donniel Hartman and Knesset Member Dov Lipman were keynote speakers at the graduation.



The Hartman Institute welcomed the 27 members of RLI cohort V, who commenced their three years of study.



Each program featured day-long outings (*tiyulim*) presenting different aspects of Israeli society or history.



Evening lectures relating to North American Jewry and Israeli culture and politics featured guest speakers such as Justice Minister Tzipi Livni, Israel Religious Action Center Executive Director Anat Hoffman, Rabbi Shlomo Riskin, and top Israeli journalist Ilana Dayan.



Participants engaged in Israeli cultural activities, such as an outing to the opening ceremony of the Maccabiah Games and a private screening of the award-winning Israeli film *Fill the Void* with producer Assaf Amir.



IGNITING THE IMAGINATIONS OF COMMUNITY LEADERS

SHI North America develops and customizes study programs in partnership with professional and lay leaders at major communal organizations, with the goal of bringing big ideas into the work of Jewish organizational leadership and animating a culture of learning about major Jewish questions. SHI North America supplies curricula, faculty, and ongoing collaborative partnership to these agencies, which in turn convene cohorts of key stakeholders.

CONVENING SYNAGOGUE LEADERS

CREATING A VALUES BASED COMMUNITY: A FORUM FOR A CROSS DENOMINATIONAL SYNAGOGUE COLLABORATIVE IN TORONTO



Geared toward current or upcoming synagogue board members, committee chairs, or officers, this course addressed the underlying values of a synagogue community and developed a rich dialogue with traditional texts. The participants comprised key emerging leaders and their rabbis who can bring their learning forward - into boardrooms, committee meetings, and conversations.

CONVENING COMMUNITY PROFESSIONALS

HARTMAN JEWISH LEADERSHIP PROJECT IN THE BAY AREA

This project has established itself as the major educational resource for the leadership of the Bay Area Jewish community. Through the project, SHI North America has created valuable partnerships with major institutions and formed deep relationships with leaders who have the capacity to transform Jewish life in the Bay Area.

As a widely recognized major educational resource for transformational change and leadership for the Bay Area Jewish community, we were honored to send SHI Fellow Rani Jaeger to be the Hartman Scholar-in-Residence for a week at the Contemporary Jewish Museum, which resulted in nearly a dozen engagements with diverse segments of the Museum community.

“

Chances are that on any given day, there is a Shalom Hartman Institute Jewish educational program going on somewhere in the Bay Area.

- JWeekly, January 16, 2014

CONVENING COMMUNITY LEADERS

8 SUNDAYS LIVE IN LOS ANGELES

After many years of both iEngage and live video learning with our scholars, the AJC Sunday morning lecture series merged with the Hartman Los Angeles-area Leadership Seminar for a monthly series examining profound questions of our day. Hartman scholars made these questions come alive through engagement with traditional and contemporary texts, drawing forth lively and thoughtful conversation.

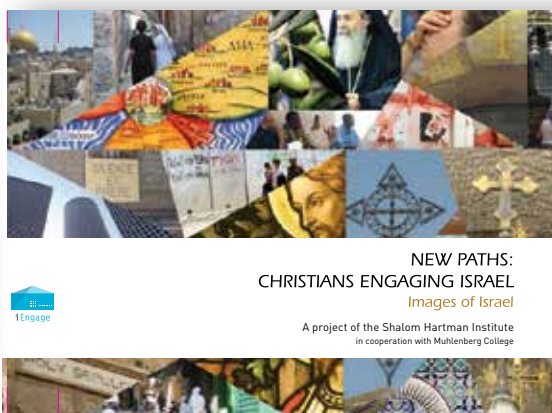


PROVIDING RESOURCES FOR RABBIS AND EDUCATORS

VIDEO LECTURE SERIES

The Hartman Video Lecture Series bring the excellence of Hartman scholarship directly to thousands of adult learners across North America. These series leverage the capabilities of rabbis and educators who have been trained by SHI scholars to work with their constituents to think more deeply about urgent questions facing the Jewish people on a range of topics that are central to the Jewish community.

- Two new series were released in Fall 2013: *Dilemmas of Faith* and *iEngage – The Tribes of Israel: A Shared Homeland for a Divided People*, which are being taught in Jewish communities worldwide.
- The incredibly popular *Engaging Israel: Foundations for a New Relationship*, released in 2011, continues to be taught in hundreds of North American congregations.
- *Images of Israel*, the first educational product of the New Paths: Christians Engaging Israel program, was released in Summer 2013 and is in use in dozens of Christian communities in North America.



PUBLIC CONVERSATIONS

Often held in collaboration with key organizations, our public programs bring SHI scholars, stakeholders, and the general community together for study and discussion around major themes and topics that define the Hartman curriculum.



Selected by the Jewish Federations of North America as one of ten premier institutes of Jewish learning in Jerusalem, the Hartman Institute hosted **Jewish Federations of North America General Assembly** participants for a morning of study dedicated to **religious diversity**.



Union of Reform Judaism President Rabbi Rick Jacobs opened the 2013 **Union for Reform Judaism's Biennial Convention** with an announcement of the Hartman Institute-Union for Reform Judaism partnership to bring iEngage curricula to Reform congregations across North America. During the same conference, the largest Jewish gathering in North America, David Hartman was posthumously honored by Rabbi Jacobs, who awarded him the Alexander M. Schindler Award for Service to World Jewry, and SHI scholars led plenary sessions and workshops on **pluralism in Israel and reframing the Israel conversation**.



The Jewish Week

Shalom Hartman Institute of North America partnered with **The New York Jewish Week** to present a series of public point-counter-point discussions:

- *The Challenges Ahead: Israel and America* with iEngage Fellow **Yossi Klein Halevi** and *The New Republic's* **Leon Wieseltier**
- *Navigating The 'Special Relationship': The U.S. and Israel and a Shifting Mideast* with SHI North America President **Yehuda Kurtzer** and **Malcolm Hoenlein**, executive vice chairman of the Conference of Presidents of Major American Jewish Organizations
- *Israel United, Israel Divided* with **Yossi Klein Halevi** and **Michael Oren**, former Israel Ambassador to the United States





ON THE HORIZON

DAVID HARTMAN CENTER FOR INTELLECTUAL LEADERSHIP

The **David Hartman Center for Intellectual Leadership** will honor the legacy of Shalom Hartman Institute founder David Hartman by advancing his mission of creating a training ground for the cultivation of the next generation of committed intellectual leaders. These leaders will be capable of generating a renaissance in Jewish life in Israel and around the world through their innovative ideas and applied scholarship.

The Center will offer a comprehensive spectrum of programs, aimed at accompanying outstanding scholars from the beginning of their graduate studies through their post-doctoral work. Scholars from Israel and around the world, focusing on the fields of Judaica, religion, philosophy, political science, and law, will be provided with the intense intellectual training, mentorship, and financial means that will challenge and enable them to mine their disciplines for ideas capable of addressing the central challenges and dilemmas facing contemporary Jewish and religious life.

The David Hartman Center will launch in Fall 2014 with the opening of two programs:

- **The Advanced Beit Midrash** will challenge and expand the intellectual horizons of 15 exceptional students at the start of their doctoral studies through intense text-based study of classical Jewish sources. Participants will benefit from the tutelage and mentorship of leading Shalom Hartman Institute scholars and faculty.
- **Maskilot**, a three-year program for five outstanding women, will empower women scholars in Judaic studies to become confident leaders through a course of study situated in an environment aimed at cultivating women who are confident with their intellect and who have been trained to be at the forefront of changing the academic discourse.

HEVRUTA GAP—YEAR PROGRAM

Hevruta, a collaborative project of the Shalom Hartman Institute and Hebrew College, is the first fully integrated gap-year program for North American and Israeli post-high school student leaders from diverse Jewish backgrounds. Launching in Fall 2014, the program will combine rigorous intellectual pursuit, text study, leadership training, and dialogue about Jewish identity, Israel, and its role in contemporary Jewish life. The program will serve as a pre-college opportunity for North American participants and as a *mechina* (preparatory) year for Israelis prior to their military or national service.

Despite a variety of gap-year programs in Israel for North Americans and a range of *mechina* programs for Israelis, Hevruta will bring these two groups together on equal footing, creating a powerful and essential intercultural exchange between Israeli and North American teens.



THE HARTMAN COMMUNITY

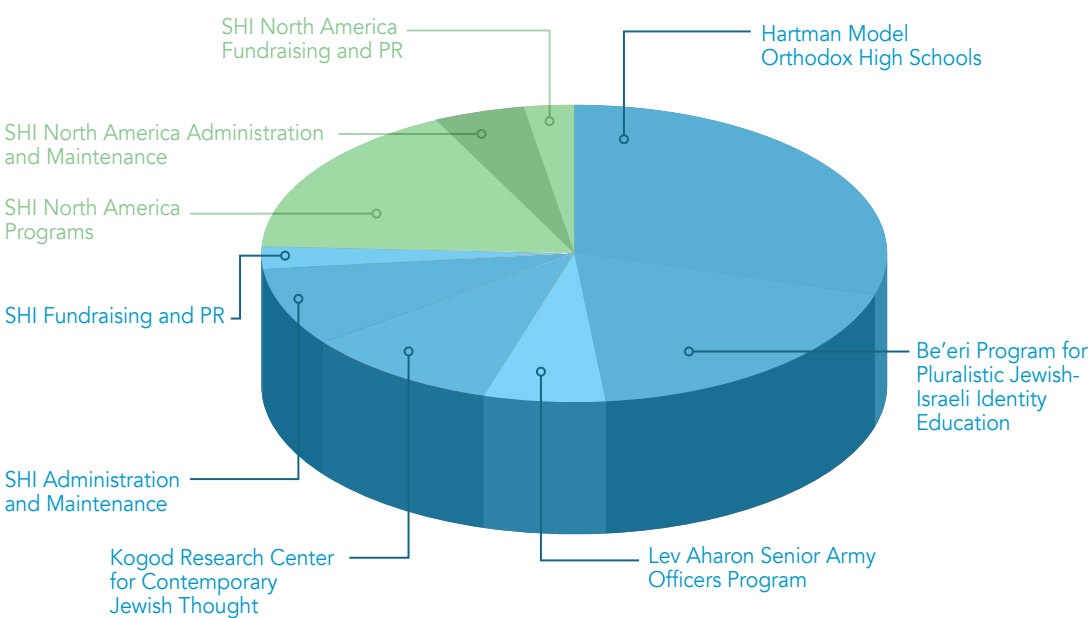
The Shalom Hartman Institute extends its deep gratitude to its many partners and donors for their collaboration and support in the service of Jewish identity, vitality, and pluralism. We are deeply indebted to our faculty and staff, who work together tirelessly to strengthen the Hartman Institute community and elevate Jewish life in Israel and around the world. This exceptional combination of individuals has enabled the Institute to provide enrichment, education, and training for thousands.



FINANCIALS

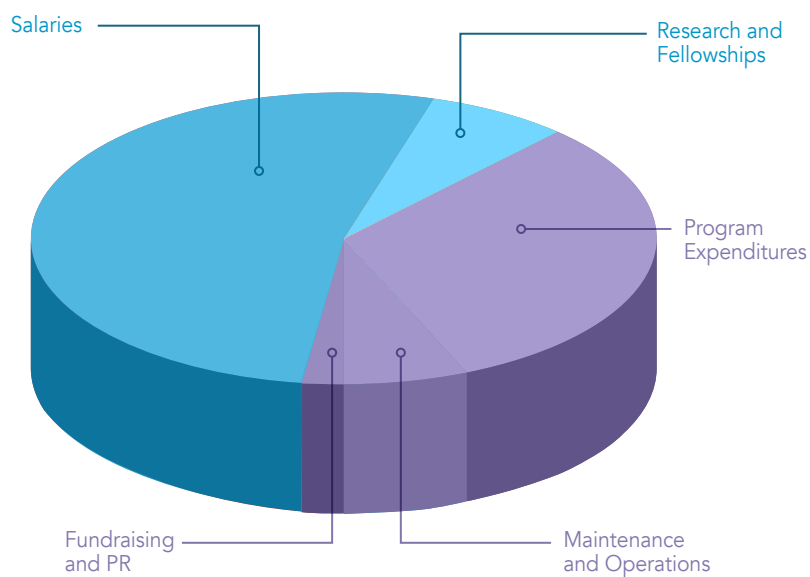
BY AREA OF ACTIVITY

| | USD | % |
|--|------------|-----|
| Kogod Research Center for Contemporary Jewish Thought | 1,793,189 | 10 |
| Center for Israeli-Jewish Identity | | |
| Be'eri Program for Pluralistic Jewish-Israeli Identity Education | 3,353,585 | 18 |
| Hartman Model Orthodox High Schools | 5,228,642 | 29 |
| Lev Aharon Senior Army Officers Program | 1,114,194 | 6 |
| Shalom Hartman Institute Administration and Maintenance | 1,515,425 | 8 |
| Shalom Hartman Institute Fundraising and PR | 434,049 | 2 |
| Shalom Hartman Institute of North America Programs | 3,586,688 | 20 |
| Shalom Hartman Institute of North America Administration and Maintenance | 711,181 | 4 |
| Shalom Hartman Institute of North America Fundraising and PR | 604,145 | 3 |
| Total | 18,341,098 | 100 |



FINANCIALS BY USE

| | USD | % |
|----------------------------|-------------------|------------|
| Personnel | | |
| Salaries | 9,845,971 | 54 |
| Research and Fellowships | 1,324,838 | 7 |
| Non-Personnel Expenses | | |
| Program Expenditures | 5,693,813 | 31 |
| Maintenance and Operations | 1,157,883 | 6 |
| Fundraising and PR | 318,593 | 2 |
| Total | 18,341,098 | 100 |



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מכון שאלום הרטמן
SHALOM HARTMAN INSTITUTE