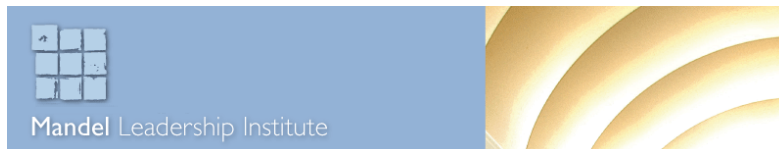


Sept-Oct 2008

INSIDE THIS ISSUE:

- "Review our actions, demand correction, give thanks for good things and plan for the future"** 2
A Letter from Dr. Eli Gottlieb, Director of the Mandel Leadership Institute
- Sorbonne Course Cultivates Graduate Community of Learners** 4
A unique management training program for Mandel graduates at the Sorbonne University which took place in July 2008 has been deemed by participants a great success by participants
- New Class of Jerusalem Fellows to Begin Re-Structured Program** 6
After a year-long hiatus, the Mandel Jerusalem Fellows program is re-opening with a new cohort of exceptional leaders.
- Different Readers Make Different Readings** 9
American and Israeli teachers meet to discuss matters close to their hearts
- Challenges in Education and Educational Leadership discussed at Mandel Graduation Ceremony** 11
The exciting event and the thought provoking statements of guest speaker, Prof. Ruth Gavison, were referred to in national media



Sept-Oct 2008

"Review our actions demand correction, give thanks for good things and plan for the future"

A Letter from Dr. Eli Gottlieb, Director of the Mandel Leadership Institute

Dear fellows, graduates, and friends,

The High Holiday season is a special time of year, as on the one hand we review our actions and address what needs correcting, and on the other hand, we give thanks for good things and plan for the future.

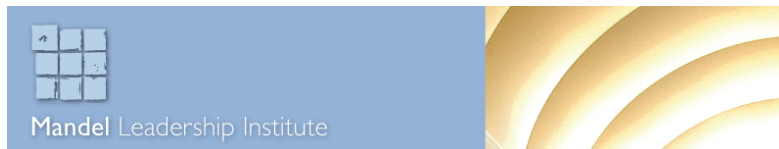
On the national level, it was a difficult year for the education system and for Israeli society, one in which we witnessed a protracted teachers' strike, and a profound crisis of national leadership. I hope that the Mandel Leadership Institute continues to be—more than ever—the arena for an in-depth, incisive public dialogue on all aspects of education and leadership in Israel.



Dr. Eli Gottlieb:
Addressing the
complex,
challenging
reality of Israeli
life.

For us to succeed in facilitating such a dialogue requires that we continue to foster collaborations of Mandel fellows and graduates, and strengthen ties with the hundreds of Mandel graduates in Israel and abroad. In the past year, the Mandel Graduate Unit has worked tirelessly to create a “community of graduates”—a community that holds real significance for its members both professionally and personally. The unique course at the Sorbonne, organized this summer by the Graduate Unit for our alumni, is just one example of this.

The many cooperative projects that we have conducted with educational and social organizations and with government ministries are another important way of creating significant change. I thank our partners for this and look forward to continued productive work. We also contributed to Israel's educational discourse through the publication of *Dialogue from the Heart of Confusion* by Dr. Daniel Marom and Micky Miller—a book that has received extensive media coverage and has been adopted by educators and academics.



Sept-Oct 2008

On the organizational level, our many successes during the year were tinged with some sadness. We welcomed new faces to the Mandel staff, including Adi Nir Sagi, the new director of the Mandel School for Educational Leadership, and Dr. Motti Shalem, director of the IDF Educational Leadership Development program, but we also said goodbye to dear friends with whom we had worked for many years. In particular, I would like to mention Dr. Neri Horowitz and his contribution to the Mandel Leadership Institute and to the Israeli civil service in recent years, both as a faculty member and as director of the Senior Civil Service Program. I would also like to thank the gifted staff of the program, who, together with Neri, developed a unique approach to the professional development of civil servants. I wish them all much success in their careers.

Our new academic year began this month, and both new and returning fellows—from Israel and abroad—were exposed to the complex, challenging reality of Israeli life in an intensive three-day site visit to Nazareth and Upper Nazareth. The visit laid bare some of the painful rifts in Israeli society, and emphasized to us all the importance of frank dialogue, clear vision, and educational leadership.

To conclude, we are about to start recruitment for Cohort 18 of the Mandel School for Educational Leadership and Cohort 27 of the Mandel Jerusalem Fellows. As the Mandel brothers have said many times, the Mandel Foundation's programs are marked by a commitment to invest in people with the values, ability and passion to change the world. I hope you will continue to assist us in realizing this ambition.

Best wishes for a good year, a year of peace and growth,

Dr. Eli Gottlieb
Director, Mandel Leadership Institute

Sorbonne Course Cultivates Graduate Community of Learners

A unique management training program for Mandel graduates at the Sorbonne University which took place in July 2008 has been deemed by a great success by participants, both academically, and in terms of community development.

The training program, attended by a group of 21 Mandel graduates, was run by the internationally renowned Institut d'Administration des Affaires (IAE), the business school of the Sorbonne University of Paris. It focused on the management of educational and social institutions in the context of globalization and privatization.

Using contemporary notions of institutional organization, the program aimed to provide participants with the knowledge and skills to formulate an informed perspective regarding educational and social policies, and to introduce alternative policy models into public discourse and practice.



Discussing privatization

“The program was very successful in terms of content. I not only learned new concepts but was able to re-structure existing knowledge, while giving a social, cultural and international context to material learned. This was very valuable”, said Ronen Goffer, founder and director of a not-for-profit organization, upon his return from France.

Borrowing from the French historical experience of integrating both state-run and privately-run health, welfare and education bodies, Mandel graduates were taught an academic and practical perception of reality which they are able to apply to their professional context.

“In Israel we are very exposed to the American model which promotes privatization in the public sector. Sometimes it seems that a critical view and a global perspective are lacking,” said group participant Efrat Shapira-Rosenberg.

“The French attitude that was presented to us during the course showed us that non-dichotomous thinking does exist. We learned how the French health

and education systems cope with privatization processes, without policy-makers automatically flowing with the current of privatization. We learned that significant processes such as privatization demand more creative and complex thinking,” said Shapira-Rosenberg.

Beyond the academic aspect, it seems that one of the achievements of the trip was a cultivation of the Mandel graduate community. The graduates constituted a diverse group; a combination of Jews and Arabs, men and women, religious and secular, school principals, CEOs of non profit organizations, teachers and inspectors. There were graduates from the first cohort to the most recent, spanning 13 years of the Mandel School for Educational Leadership. Nonetheless, this didn’t seem to affect their social cohesion.

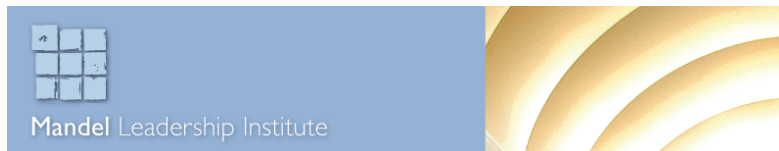
“The communal experience was encouraging,” said one graduate. “The ability to leave the experience of daily activity and take time out for study, shared thinking and reflection allowed people to be available to a community; available to listen, to learn, and to network. We found that we had a common Mandel discourse of common concepts, culture and organizational culture, and much appreciation for each others’ activity.”

Goffer describes the connections made between group members as, “an integral part of the learning process.”



“There were great group dynamics; the group was very serious about making the most of the course. People opened up and shared their insights and experience – this formed a vibrant energy and an excellent networking opportunity,” he said.

Dr. Salait Ron, another participant, describes “...an openness and willingness for joint study and a connection that will continue to accompany us in the future. In my eyes, it was the beginning of a process.” She smiles and continues, “It was great fun discovering that even if we finished our studies at Mandel ten years ago, Mandel is still home.”



Sept-Oct 2008

New Class of Jerusalem Fellows to Begin Re-Structured Program

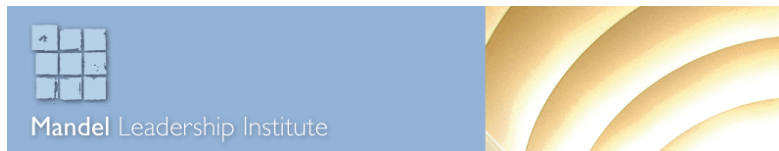
After a year-long hiatus, the Mandel Jerusalem Fellows program is re-opening with a new cohort of exceptional leaders. The Mandel Leadership Institute's longest-running program has been reconstituted to provide a year-long learning experience for fellows to reflect on their professional practice, to challenge and refine their conceptions of Jewish life and engagement, and to develop a well-grounded vision to implement in the next phase of their careers.

The select group of fellows for the 2008-9 year includes:

- **Wendy Amsellem**, Director of the Dr. Beth Samuels High School Program at the Drisha Institute
- **Rabbi Serena Eisenberg**, Executive Director of the Brown-RISD Hillel Foundation
- **Amichai Lau-Lavie**, Founding Executive and Artistic Director of Storahtelling, Inc.
- **Rabbi Miriam Margles**, Associate Rabbi of Kehillat Lev Shalem, The Woodstock Jewish Congregation
- **Esti Moskovitz-Kalman**, Director of Education at MAKOM – Israel Engagement Network

Last academic year, for the first time in 26 years, the Mandel Leadership Institute (MLI) made a strategic decision not to run the Jerusalem Fellows program. MLI staff spent 2007-2008 engaged in the same reflective practice it teaches its fellows. After a survey of tens of educators and communal professionals from around the world and reflection on the curriculum, MLI has reformulated the program to reflect the current needs of emerging leaders of Jewish education and communal life.

Similar to previous years, fellows will study educational philosophy and psychology, policy studies, and Jewish texts. In addition, the fellows will each work on developing the conceptual framework of an individual project.



Sept-Oct 2008

Each project will address a real need in Jewish education around the world, including youth philanthropy, informal education, the connection between American and Israeli Jews, and women in leadership positions. This year, for the first time, most classes will be run in English. Upon the completion of the program, fellows will return to work in the field of Jewish education for a minimum of three years.

Biographies of 2008-9 Mandel Jerusalem Fellows



for Adult Jewish Learning.

Wendy Amsellem is Director of the Dr. Beth Samuels High School Program and an alumna of the Drisha Scholars Circle. She is pursuing a PhD in Judaic Studies at New York University and has a BA in History and Literature from Harvard University. She has received a Wexner Graduate Fellowship and has taught at Meah and at the Skirball Center



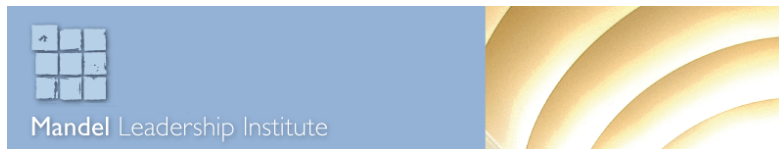
Serena graduated from the Reconstructionist Rabbinical College in 2002, where she studied as a Wexner Graduate Fellow. Previously, she worked for over a decade in the field of family welfare, with an MSW/JD from the University of California at Berkeley. Serena and her husband Yaron are the parents of five sons, ages 5 - 24.

Serena Eisenberg recently stepped down as Associate Chaplain of Brown University and as the Executive Director of the Brown-RISD Hillel. Previously, at the Jewish Community Federation and Endowment of San Francisco, she developed a youth philanthropy program and served as the interim director of the Israel and Overseas Department.



Amichai Lau-Lavie is an Israeli born Jewish educator and performing artist. Since 1999 he has served as the Founding Executive Director of Storahtelling, a New York based educational company providing access to Judaic literacy through arts and media for new generations.

In addition to studying at the State University of New York in



Sept-Oct 2008

New York City, Amichai has studied intensively at Yeshivat Har Etzion, Yeshiva Ein Tzurim, the Shalom Hartman Institute, and the Elul Center for Interdisciplinary Jewish Studies. Previously, Amichai worked as the scholar-in-residence at Congregation B'nai Jeshurun in NYC, was the Educational Director of "MEETS" Summer Programs at Melitz, and taught at Elul. The NY Jewish Week recently dubbed him "one of the most interesting thinkers in the Jewish World today."



Miriam Margles, a graduate of the Reconstructionist Rabbinical College, has been serving as the Associate Rabbi at Kehillat Lev Shalem, the Woodstock Jewish Congregation. Integrating Jewish learning, social justice and creative exploration in music, movement and writing, Miriam has facilitated workshops with various populations, including hospital patients, prison inmates, Israeli agunot, and adults and young people of all ages. She is co-founder of Encounter, engaging American Jewish leaders in face-to-face encounters with Palestinians. She has also worked with the Institute for Jewish Spirituality, TOVA - Artistic Projects for Social Change, and The Nesiya Institute. Miriam earned a Master's degree in Theological Studies from Harvard Divinity School and a Bachelor's of Fine Arts in creative writing from York University in Toronto. She is also a composer of original liturgical music.



Esti Moskovitz-Kalman holds an MA in Organizational Studies from Hebrew University and a BA in Psychology from Bar Ilan. Currently, she is the Director of Education at MAKOM – Israel Engagement Network. She has also worked as a Senior Consultant for the Center for Jewish Education in Baltimore and in a number of capacities at Melitz.



Different Readers Make Different Readings

American and Israeli teachers meet to discuss matters close to their hearts



Israeli and American teachers examine classroom cases together

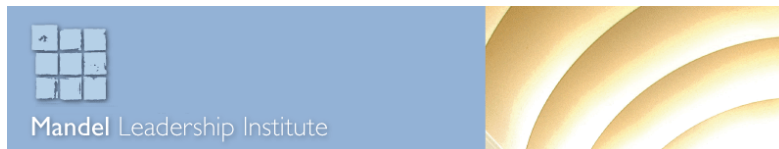
“I hate the Bible. It’s not related to me, I don’t understand what it says, I don’t understand why we have to learn Bible in a secular school. It’s not related to me, it’s not related to my family...”

These words, spoken by a frustrated 16 year old Israeli student to his bible teacher, come from a teaching case which was collaboratively examined in a recent encounter between participants of the Mandel Teacher Educators Institute (MTEI) and their Israeli colleagues connected to the Ovnayim Institute.

The MTEI group was in Israel at the Mandel Leadership Institute for a ten-day seminar, open to current members of the program as well as its alumni. MTEI is a two-year course of study that prepares educators to be "the teachers of teachers" within their own institutions and communities across the United States and Canada.

Participants of the MTEI Seminar met with Israeli teachers, facilitators and instructors connected to the Ovnayim Institute, a non-profit organization for educational knowledge and practice founded and directed by Mandel Graduate Shevi Govrin. This group meets regularly to write and discuss cases that present dilemmas related to teaching and learning.

The afternoon of mutual learning took place at MLI and featured the examination and discussion of cases from the classroom. “Investigating cases is a strategy to engage teachers in discussion of some



Sept-Oct 2008

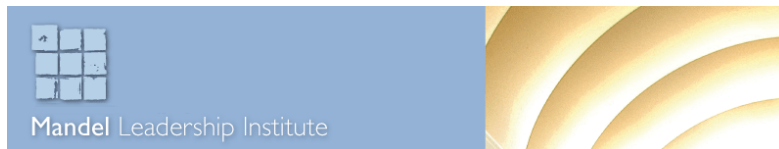
of the practical and difficult challenges of teaching,” said Dr. Gail Dorph, Director of MTEI. “Because case writing invites teachers to reflect on real dilemmas they face, studying cases can provide a rich opportunity for conversation and exploration of enduring dilemmas that relate not only to subject matter and pedagogy, but also to moral and ethical values.”

Participants formed small mixed discussion groups to examine the cases which addressed issues of the complexity inherent in educating students in Israel and in the US. The US Case “Eighth Graders Talk about Israel” described a class discussion about the students’ connection to Israel, while the Israeli case “With Joy and an Open Heart” described a bible teacher’s conversation with a 16-year old student who resented being obligated to learn Bible at school.

“Conversations such as these, which are rooted in our practice, beliefs and passions, are likely to create transformation of practice and attitudes because different readers make different readings, thus challenging each reader to reexamine his or her own values,” said Shevi Govrin.

“We hope that this conversation will be fruitful for all of us – echoing the themes and dilemma of our own lives,” she continued.

Both MTEI and Ovnayim are projects designed to engage educators in reflection on classroom practice, albeit with slightly different focuses. Using case discussions is one such strategy, and in this case, not only succeeded in creating an interesting conversation about adolescents' Jewish identity, but also shed light on some of the differences and similarities faced by Israeli and American educators.



Sept-Oct 2008

Challenges in Education and Educational Leadership discussed at Mandel Graduation Ceremony

The exciting event and the thought provoking statements of guest speaker, Prof. Ruth Gavison, were referred to in national media

This year's graduation ceremony of the Mandel Leadership Institute (MLI), held at the Bible Lands Museum in Jerusalem, proved to be not only a chance to bid farewell and good luck to graduates of the Mandel School for Educational Leadership and the IDF Program for Educational Leadership Development, but an opportunity to address Mandel graduates and fellows about the challenges facing educational leadership today.

The ceremony was honored by the presence of Chairman of the Mandel Foundation, Morton L. Mandel; Professor Ruth Gavison, founding President of the Metzilah Center; Shlomit Amichai, Director General of the Ministry of Education; and Brigadier-General Eli Shermeister, Head of the IDF's Education & Youth corps.

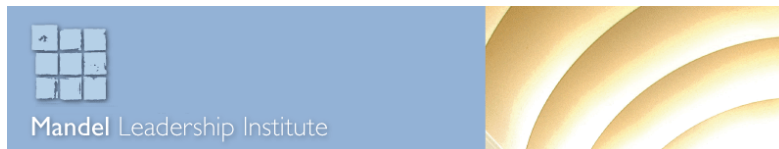


Prof. Gavison: The importance of a clear, vision-led leadership in education.
(photo: Douglas Guthree)

In her opening address, "Challenges for Educational Leadership that is Jewish, Zionist and Humanist in the 21st century", Professor Gavison discussed Israel's education system, emphasizing the importance of clear, vision-led leadership in education in order to maintain and strengthen Jewish and Israeli identity, which, according to Gavison, has weakened dramatically among the current generation of Israeli youth.

In order for Israel to remain a state for the Jewish people, claimed Gavison, it must embed in its educational curriculum issues and topics pertaining to the Jewish, Israeli and Zionist identity, "The educational system cannot and must not be indifferent or neutral to Jewish culture," she said.

Nonetheless, Gavison stated that strengthening Jewish and Israeli identity among students must be done according to democratic and pluralistic values which enable minority groups in Israeli society to express their own ethnic and group identity. Gavison appealed to the Mandel graduates to be influential forces that will combine striving for a pluralistic, democratic state on the one hand and a Jewish state on the other. "Mandel graduates are those



Sept-Oct 2008

who can found education initiatives which reach out to all sectors of society,” said Gavison.

Contemporary challenges in education were also touched upon by Shulamit Amichai, who spoke to the audience about a new Education Ministry scheme “Ofek Chadash” (New Horizon). This revival plan for the education system aims to improve teacher quality by raising teachers’ salaries, promoting professional development and raising the criteria for acceptance to teachers’ colleges. She too appealed to the Mandel graduates to continue to make a difference within the core of the Israeli education system.

Brigadier-General Shermeister commended the graduates of the IDF Educational Leadership Development program for their diligence, investment and high level of learning, and expressed thanks to Mr. Mandel and the Mandel Leadership Institute for their contribution to the IDF leadership and the State of Israel.



Mr. Mandel also addressed the graduates and staff of MLI. “We founded the Mandel Foundation in Israel in 1990, and the Mandel Leadership Institute in 1992,” he said. “From this small acorn, a mighty oak tree has grown. I could not be more proud to be able to congratulate you, and to have our family name linked to people of your quality.”

"This is just the beginning of your relationship with us. We want to be there for you in all the ways that we can,” concluded Mandel.