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Prof. Zeey Segal lecturing at the symposium on "Transparency and Information in the Third Sector"

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לבינט בעדינות של חיות יער

“אתגרים בעדינות של שיגוריים”

בעוכת כל הציפור והחיות השילט מארץ ישראל ומארץ בישוף, בו בנוי תצוגת מתכות המקבילות לבעלי החיים, החל משדרת רחוב 4 עד רחוב 18, המתחברת בין שנייה לשנייה, ובו נמצאים חיות יער הידבקות, וחיות יער ביתנים, חוליות יער, חיות יער תרוידות, חיות יער ברomite, חיות יער יער, חיות יער בישוף, חיות יער בישוף, חיות יער בישוף, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בחורות יער, מטפסות בח ontvangי חיות יער ומארץ בישוף. באגין וѦ ¬א¬ג

2002, 17 בדצמבר

2002, 18 בדצמבר
How did the idea of introducing a Nonprofit Management specialization at the School of Management come about?
The initiative for the specialization came from Professor Benjamin Gidron. Ben Gurion's School of Management is a relatively new school and is open to new ideas and new initiatives that are germane to our school. Professor Gidron convinced us that management of third sector organizations is a new and important field. We were unsure as to whether to run the program within the Department of Public Policy and Administration or the School of Business. In the final analysis we chose at this stage the School of Business, but we believe that frameworks additional will be offered in the future.

Who is the program designed for?
The program is designed for two types of students: (1) Practitioners in the third sector who have no training or appropriate management skills. (2) Students in other, related disciplines who have an interest, and wish to specialize in third sector management. As stated, the program is part of the MBA program, and has the same entry requirements.

What academic frameworks will the program entail?
The Nonprofit Management course has three different components that will be merged if necessary. The first is the academic MBA program for students enrolled at the university. The second is the Israeli Center for Third Sector Research, which shall also serve as the program’s research arm, and shall link to the work of doctoral students in the field. The third is designed for people involved in management of NPOs who are not regular students at the University. It will offer them short-term training in the form of in-service training, seminars, symposia, etc..

On which areas will the curriculum focus?
The curriculum will focus on the special mission of the nonprofit sector, its relationship with other sectors, and its place within the community. Likewise, the curriculum will focus on strategic aspects of NPOs, such as their goals, location, funders and competitors.

How is the curriculum structured?
The course is part of the department of Business Administration and has the same basic curriculum, with a focus on Nonprofit Management. Like all programs in the School of Management, the Nonprofit Management course is composed of both required and elective subjects. Courses in the Nonprofit Management program will be open also to all students who are interested in the subject. We believe that the principles of management are generic, and that the theories and techniques that characterize one type of management also apply to others. The above notwithstanding, Nonprofit Management, like other specializations at the School of Management, will be open to students who are not regular students at the University.

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Symposium: Transparency of Knowledge and Information in the Third Sector

Yael Alon

Transparency of information and knowledge in general, and in the Third Sector in particular, formed the main theme of the symposium held on November 4, 2002, jointly sponsored by the Israeli Center for Third Sector Research, the Central Bureau of Statistics and the Voluntary and Nonprofit Sector. The conference drew about 120 people, including academics, directors and members of NPOs and public officials.

Professor Benjamin Gidron, director of the Israeli Center for Third Sector Research, opened the first session with the question: “To whom does information on the third sector belong?” He clarified that while both the government authorities and the organizations possess the information, there are obstacles preventing its use by the public. Opening up more information to the public, he said, would further research, help the government authorities formulate policy toward the third sector, and further the interests of the organizations themselves. The Registrar of Amutot, attorney Amiram Bogat, who chaired the first session, claimed that the essence of the Nonprofit Associations Law is transparency. The associations’ reports to the Registrar, he added, are open to the public. In his opinion, there should be pressure on NPOs to provide information, in order to help donors and volunteers decide how to channel their contributions. Dr. Haim Ayalon, a board member of the Voluntary and Nonprofit Sector, stressed the importance of finding the correct balance between the desired level of transparency and the bureaucratic difficulties this poses for the associations. Professor Shlomo Yitzchaki, director of the Central Bureau of Statistics, also delivered words of greeting.

The keynote address at this session was delivered by Professor Zeev Segal of Tel Aviv University, who spoke of the need for greater transparency on the part of the authorities. Transparency has two aspects, he said: (1) the democratic aspect – the citizen has the right to receive information in order to understand and monitor government activity, and (2) the ownership aspect – the information belongs to the citizens, and is held on trust for them by the authority. In Israel, this right is anchored in the 1999 Freedom of Information Law. Professor Segal believes that, despite the authorities’ fear of disclosure, a positive process of transfer of information has been set in motion. Whether this process will gain momentum depends on the public’s insistence on its right to receive information and its willingness to back this up with legal action where necessary. Israel is joining Western Europe’s “transparency revolution,” which should serve as an important step toward preventing corruption.

According to Professor Segal, the demand for transparency should also be binding on organizations that define themselves as serving a public purpose, or that receive direct or indirect public funding.

The second session was chaired by Mr. Nisan Limor of the Israeli Center for Third Sector Research. Mr. Limor called on third sector organizations to adopt the principles of the Freedom of Information Law, and to set up internal disclosure mechanisms. This will benefit the public and the organization alike, since transparency encourages sound organization, and facilitates the learning process, and future attempts at streamlining. The main tools for transparency are the financial statement, and the director’s report.

In Israel, today, the public has access only to information on government allocations to third sector organizations. Information held by the Income Tax Authority is classified by law, and other information, that is, in theory, open to the public, is, in practice, inaccessible. Mr. Limor called on the authorities to follow the example of the United States, where tax returns by nonprofit organizations are subject to public scrutiny via the internet.

MK Yossi Paritzky argued that the absence of a law governing the transparency of NPOs is not fortuitous. Government allocations to NPOs exceed NIS 7 billion, and lack of transparency serves the interests of those in power. He repeatedly stressed that transparency would thwart the funds-government equation, and thereby help the war against corruption.

Income tax commissioner Ms. Tali Yaron Eldar pointed out that the Income Tax Law explicitly forbids the transmission of information on individuals to the public. In her opinion, however, an exception could be made in the case of information relating to third sector organizations. Indeed, the Income Tax Authority has begun computerizing the reports of these organizations, and it will soon be possible to receive aggregate information concerning them.

The Income Tax Authority can contribute to the transparency of third sector organizations by publishing a list of organizations whose donors receive tax credits under sections 46 of the Income Tax Law, and those that have been refused an exemption, as well as publishing all the criteria that qualify an organization for recognition as a “public institution,” over and above those enumerated by law. Likewise, guidelines are currently being devised on how to handle the tax returns of NPOs. These guidelines include a set of rules for auditors, which will clarify the associations’ duties vis-à-vis the tax authorities. It will also be possible to revoke an organization’s title to recognition as a public body, if it transpires that most of its income is funneled into paying the salaries of interested parties, or that it is engaging in commercial activity.

The final address was delivered by Mr. Avraham Kaplan, the Registrar of Endowments, who explained the difference between an endowment and a nonprofit association. A precondition for the establishment of an endowment is that the assets deposited in it serve to promote a public purpose. Today there are 2,200 endowments that own about NIS 4 billion and about 1,000 plots of land. To facilitate the efficient supervision of endowments, transparency is necessary, both vis-à-vis the supervisory body, and vis-à-vis the public. Accordingly, within the next few weeks, the Endowments Office plans to launch an internet site displaying all the information on all endowments registered with it.

Professor Israel Luski, head of Ben Gurion University’s Department of Economics, chaired the following session, devoted to research on third sector organizations. The first speaker, Dr. Zvia Segal Naphtali, presented a new study on nonprofit organizations in New York City. Detailed information, via income tax returns, exists for 9,000 of the 27,000 nonprofit organizations in New York City. The study shows that there has been a significant growth in the expenditure of these organizations over the last decades. It will be interesting to examine how the recession and events of September 11 will impact on the sector. The research
team has also drawn up a map of nonprofit associations in New York City, available online. The map makes it possible to trace the exact location and type of organizations situated in specific areas.

The study was based mainly on questionnaires that were sent to organizations, and on data supplied by the IRS. The data on nonprofit organizations can be accessed online at the GuideStar website. One of the problems the researchers encountered was duplication of information, due to the absence of overlap between the streams of information flowing from different sources. This highlights the need for cooperation between the “information manufacturers.”

(The presentation is in ICTR’s Internet cite: www.bgu.ac.il/ICTR.)

Ms. Rina Tochterman of the Israeli Center for Third Sector Research presented developments in the third sector in Israel during the 1990s as reflected in the Center’s Database. One striking development she called attention to was the rise in government transfers – both in the form of grants and contracts – to third sector organizations. Government allocations to the third sector (excluding local authority allocations) stood at about NIS 7.8 billion in 2001, 2.4 times as much as in 1997. This trend is even more marked in respect to contracts, which rose 5.3 fold (!) in the same period. This development indicates a growing government tendency to transfer some of its activities in the fields of education, religion, health, and welfare, to nonprofit organizations. (The report is in ICTR’s Internet cite: www.bgu.ac.il/ICTR.)

Ms. Navah Brenner and Mr. Amit Yagur-Karol of the Central Bureau of Statistics presented findings from the census of institutions and from the UN and Hopkins Project. The Project is currently engaged in building an international satellite account of NPOs in order to provide a fuller picture of the sector, and to enable a comparison with developments in other countries in the field. Israel is one of the eleven countries chosen to participate in the project. Data already exists on national differences regarding the scope of activities and breakdown of expenditure, inter alia, of third sector organizations. (The presentation is in ICTR’s Internet cite: www.bgu.ac.il/ICTR.)

In conclusion, we must persist in our demand for greater transparency vis-à-vis third sector organizations. Broadening the scope of available information will not only make the public more aware of the third sector’s important role in the country’s socioeconomic life, but will also help streamline policy decisions, and rationalize the nonprofits themselves.

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**Director's Column**

Last month, plans to open a new program in Nonprofit Management gained momentum. This new program will be offered as part of the School of Management’s MBA program at Ben Gurion University of the Negev in the academic year 2003-2004. Official notification of this development is expected shortly. The opening of this new program undoubtedly has many implications for the third sector in Israel. It will be the first graduate program in nonprofit management offered by an Israeli School of Management – an institution that also teaches Business and Public sector managers.

It is no secret that nonprofit management, like management in the business and public sectors, is today a complex domain that calls for expertise in a variety of disciplines and skills. Third sector organizations are not merely voluntary organizations based on the good will and enthusiasm of a small number of participants. Like organizations in the public and business sectors, nonprofit organizations often dispose of substantial budgets, employ a broad spectrum of professional and voluntary staff, raise funds from a number of sources, and operate in a changing political, economic and social climate. Training people to be successful directors of such organizations requires no less – and perhaps even more – of an investment than training them to be directors of business or public institutions.

As important as the scope of this program is its unique character. The domain of nonprofit management is a relative newcomer to the academic scene, and has not yet acquired a clear or definitive structure. Consequently, a number of teaching models have evolved for this field of study. The model we, at Ben Gurion University, have chosen for the time being incorporation into the Masters program of Business Administration (MBA) – was based on a study of similar programs at a number of leading institutions the world over, and an analysis of the needs of nonprofits in Israel, as we perceive them. This model has yet to prove itself, and will be modified in the course of time, as necessary.

The new program is based on three principles:

1. **Management of nonprofits, like management of business or public institutions, is, first and foremost, an activity that focuses on administration. Administration is a discipline that is taught today throughout the world in specialist frameworks – Schools of Management – rather than in disciplinary departments. This, in our opinion, is also the framework best suited to the training of directors of nonprofits who, like their counterparts in the business and public sectors, are not trained to work in a specific, substantive field (health, education, etc.).**

2. **The rationale for incorporating a program in nonprofit management in a business administration program is that, in the competitive environment in which we live today, a director of a nonprofit organization must know how to utilize the methodology of business administration, while preserving the values of the third sector. This rationale will be given due emphasis throughout the curriculum. Note that the curriculum will include courses in public sector administration, too.**

3. **As well as the manifest goal of training students to be qualified directors of nonprofit organizations, there is the additional goal of exposing other students of the School of Management – the country’s future directors in the business and public sectors – to third sector activity, and developing their sensitivity toward it. Experience at Harvard Business School shows that many business directors who were exposed to third sector studies, chose at some point in their careers to become directors of nonprofit organizations. Others took an active part in nonprofit organizations, as board members or in other ways. We expect similar results.**

The introduction of this new specialization is a measure of the long distance we have traveled in recent years in incorporating this area of study not only into the University’s research agenda, but also into its regular teaching and training framework. Initial contacts with the Dean of the Management School and his senior faculty on this subject have elicited considerable interest, and even enthusiasm, on their part, to enter into this new and challenging field. The unreserved support and creative input of Professor Amos Drori, the School’s Dean, Professor Arie Reichel, head of the Business Administration Program, and Professor Rafi Bar-El, former head of the Administration and Public Policy Program, in incorporating this specialization into the School of Management, will ensure a rewarding and interesting program for prospective students on the program.

*Continued on page F*
New Research at the Center –
The Properties and Characteristics of Social Change Organizations in the Third Sector in Israel

Dr. Ronni Kaufman

The Israeli Center for Third Sector Research is about to embark on a new research project focusing on social change organizations in Israel. The study is to be conducted by Dr. Ronni Kaufman of the Social Work Department in conjunction with Professor Benjamin Gidron, and will be financed by a grant from the National Science Foundation.

According to preliminary estimates of the Israeli Center for Third Sector Research, there are over 1,000 social change organizations in Israel. These organizations were set up in order to influence policy in the community and society in which they operate.

These organizations, also known as advocacy organizations or grass-roots organizations, enable the participation of ordinary citizens in policy-making and norm-setting processes, and are an integral feature of a pluralistic democracy.

The development of social change organizations in Israel and growing interest in these organizations by citizens, institutions and policy planners, makes an in-depth study of this topic imperative. The purpose of the current research project is to identify the characteristics and areas of activity of social change organizations in Israel.

The study will be based mainly on an ICTR database, which will, for the first time, make it possible to comprehensively map these organizations and their characteristics.

The mapping of social change organizations, and the formulation of common terms of reference, can help actors in the field find answers to important questions such as: In which areas and on what issues do social change organizations in Israel operate? How many organizations deal with each issue, and to what extent are they similar in size and goals? Do the organizations rely mainly on paid professional or voluntary staff? Who finances these organizations?

The data from this study will help formulate hypotheses for the purpose of further studies on the subject. The conclusions derived form the study will help facilitate the policy-making process for government agencies, philanthropic foundations, and other funders and directors of the organizations, as well as researchers specializing in issues of social change in Israel.

The Association of Third Sector and Civil Society Researchers in Israel

Dr. Hadara Bar-Mor

The Association of Third Sector and Civil Society Researchers in Israel was set up at the fifth conference of the Israeli Center for Third Sector Research, held in the Spring. On that occasion, an interim board for the Association was also elected, chaired by Dr. Hadara Bar-Mor (of the Netanya Academic College) and comprising the following members (in alphabetical order): Mr. Suheil Di’ab, director of the Zuhur Al-Jad Association; Ms. Debbie Haski-Levental, Schwartz Program, School of Social Work, The Hebrew University; Dr. Esther Iecovitz, Social Work Department, Ben Gurion University of the Negev; Attorney Ophir Katz, Ophir Katz and Co. (Attorneys); Mr. Nissan Limor, former Director-General, Council for Higher Education; Dr. Rita Mano-Nagrin, Human Services Department, Haifa University; and attorney Eitan Tsachor, Eitan Tsachor and Co., Law Firm.

The purpose of the Association is to promote research pertaining to the third sector and civil society, in all disciplines: the social sciences, law, the humanities and the life sciences. In order to implement this goal, the Association plans to run conferences, publish an academic journal, hold professional meetings, and encourage research and teaching in the field.

In recent years, the third sector has evolved into an area of scientific inquiry in its own right in academic institutions throughout the world. This is reflected in the heterogeneity of participants at ICTR conferences, who are engaged in different, and interesting aspects of third sector research. The range of the research highlights the need for a professional association to focus on the academic activity on this subject. The Association’s interim board convened twice in the summer of 2002 to discuss the Association’s legal status, membership conditions and future plans. The board also discussed organizational matters, ways of recruiting new members, and ways of implementing the Association’s goals.

The board hereby appeals to all those engaged in third sector research to submit a request for membership. We hope that, in the near future, all Israeli researchers in the field will join the Association, so that we will be able to turn our attention to promoting research initiatives. For details and a membership form, please contact Ms. Helen Tamam, Secretary of the Association, Netanya Academic College, Tel: 09-8607709.

The Israeli Center for Third Sector Research
thanks
Efrat Keinan
for her devoted work as the Center’s Administrative Coordinator, Congratulates her on the birth of a daughter and wishes her success in all her future undertakings.
The Third Sector in the Era of Global (dis) Order
ISTR Fifth International Conference

Dr. Paula Kabalo

The fifth conference of the International Society for Third Sector Research took place in Cape Town, South Africa, on July 2002. The conference, which coincided with the Society’s tenth anniversary, focused on changes taking place within civil society the world over, and the effect of these changes on the role of the third sector in the era of global (dis)order.

The theme for the conference was specially chosen to permit an in-depth study of two issues on the agenda: (1) How global sociopolitical and economic integration affects the third sector and the way it operates. (2) How the “internationalization” of civil society impacts on types of governance and on the concept of citizenship.

The conference aimed at providing third sector researchers and activists with a platform for debate, a forum for presenting their research, and an opportunity to come together in order to try and devise ways of coping with the challenges posed by the new global reality.

Researchers and activist from 61 countries attended the conference, and presented their practical and theoretical research findings, as well as their personal viewpoints. Workshops were also held on subjects relating to the third sector and civil society. Among these were: “The potential role of civil society in the resolution of states of conflict or disorder” and: “The role of the university in promoting global democracy.” Other workshops were based on geographical affiliation, and aimed at encouraging the formation of regional networks of researchers and practitioners.

The conference was held in Cape Town, against the background of Table Mountain, not far from the Cape of Good Hope, which, in the past, was notorious, inter alia, for its high security prison, situated on nearby Robben Island (in which Nelson Mandela served most of his sentence). Today, the area, and indeed, the entire country, is overtaken by a spirit of post-Apartheid euphoria, which tends to mask the underlying poverty and birth pangs of democracy.

Did the conference achieve its aims? In my opinion, the conference organizers fell into the trap of choosing a title for the conference that might have been lifted straight out of the tabloid press. In the opening event of the second discussion day, seven researchers from various countries were asked to give presentations on the way civil society in their countries contended with the pressing needs of the times. In the plenary discussions that ensued, the confusion characteristic of third sector research was evident at least two levels:

(1) The confusion between empirical research and personal experiences and viewpoints; (2) The confusion created by the plethora of definitions and interpretations of the term “civil society.”

The same confusion also characterized many of the workshops in which topics such as the limits, scope, and objectives of the third sector were repeatedly debated. While some researchers favored the American approach, and upheld the structural-operational definition devised by John Hopkins University in its international, comparative research project, there were many others who claimed that this definition and its derivatives failed to accommodate the Third World, where traditional structures of mutual aid and solidarity on a tribal, clan, and informal basis still exist.

At the other extreme, the Civicus group proposed drawing up an “index of civil societies” that would, initially, trace and map discrete models of civil society, and later serve as a basis for devising more general and universal definitions.

It would seem that third sector research in the context of civil society, albeit natural and necessary, also poses a number of basic challenges. These could divert third sector research from its main objectives into areas dictated by interpretations of the concept of civil society. In the absence of a comprehensives and consensual framework, these digressions could impede the creation of a shared platform of debate.

In conclusion, the Fifth Conference of the International Society of Third Sector Research served not only as a platform for presenting achievements and developments in this new field of research, but equally as a mirror of processes that are currently taking place within the third sector and global civil society. As such, it, in itself, serves as a subject for future study....
Should salaries of professionals employed by nonprofit organizations match those of their counterparts in the private and public sectors?

A website discussion group

Rinat Ben Noon

Last October, Ma’ariv published an article on the salaries of some senior officials in nonprofit organizations in Israel. The senior officials mentioned in the article earn between NIS 21,000 and NIS 39,000 per month. This means that the organizations spend a considerable portion of their budgets on salaries. In recent weeks, a debate has been conducted on Arnova’s discussion group on salary levels in the third sector in the USA. This debate, too, was triggered by the publication in the American press of the salaries of some senior officials in third sector organizations ($ 900,000 per annum!!). Like other discussions in Arnova, this one, too, evolved into a debate over issues of principles, such as: Has a nonprofit organization an obligation to pay lower salaries than for-profit organizations in the private and public sectors?

The discussion broached both the issue of the high salaries of senior officials and low salaries of practitioners in nonprofit organizations. The practitioners in this case are field workers, such as social workers, lawyers, teachers, etc. The debate was triggered by criticism of the high salaries paid to senior officials. Some of the participants in the debate argued that nonprofit organizations should serve as a moral example to others, and that directors of third sector organizations should be “altruistic”, unlike directors of organizations in the public sector. It should be borne in mind that in the USA, a nonprofit organization may have hundreds of thousands of members, and hundreds of millions of dollars. The more pragmatic participants in the debate discussed the problem of salaries from two angles: First, the organization’s need to employ skilled professionals capable of injecting “capital” into the organization, and second, the necessity of paying salaries to senior officials out of public funds. The problem is, how to draw a balance between the two.

Just as the debate on directors’ salaries began to gain momentum (no-one, naturally, took up their cause) a new element was introduced into the discussion. The true problem of the third sector, it was argued, was not the salaries paid to senior officials, but rather the low salaries paid to fieldworkers. From responses in the forum, working for a third sector organization would appear to be interesting and satisfying work that is not adequately remunerated. Therefore, those wishing to work for nonprofit organizations should bear in mind that they will have to forego a decent salary. Various participants attempted to illustrate the complexity of the problem. One argued that the reason for the low salaries of practitioners in NPOs was the fact that most of them are women or come from minority groups. Another claimed that NPOs usually offered short and flexible hours, which suited many women with families, or others who were prepared to forego a high salary in return for flexible hours. Therefore, it was argued, NPOs, rather than exploiting their workers, were actually better suited to their needs. Another factor raised in connection with salaries was the size of NPO. One of the participants claimed that the salaries in large NPOs in cities tended to resemble those in private firms. In small towns, however, these organizations are still perceived as charitable organizations and, therefore, as not justifying high salaries. In any case, she added, most NPOs are small, and cannot afford to pay high salaries.

In a study conducted by the Israeli Center for Third Sector Research on the salary structures of nonprofit organizations in Israel, Yoram Gabai and Eldad Brik reached conclusions that support those of the Arnova forum. This indicates a similarity between the third sectors in Israel and the USA. Salaries in the third sector in Israel are about 20% lower than salaries in the private sector. The wage discrepancies between senior officials and regular staff in NPOs is greater than those in the economy in general, and there are wage differentials between women and men.

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Director's Column

The proposed program in nonprofit management poses new challenges and presents new research opportunities. The presence of a substantial number of Masters (and PhD) students and lecturers on nonprofits ensures the growth of research activity and development. At the same time, in order for the knowledge to meet important and relevant needs, a strategic plan for ICTR is called for. It is our intention to set up a special multidisciplinary task force comprising members of the academic staff, as well as professionals in the field, to draw up a document outlining the future research agenda for the next 5-10 years.

Benjamin Gidron
Director
Israeli Center for Third Sector Research
New Program in Nonprofit Management

Management, has its own, unique characteristics. Therefore, some of the courses will be devoted to subjects specific to NPO management – funding, for example. This wide-ranging topic has many ramifications – such as fundraising – that are not relevant to other management tracks. In addition to these “dedicated” courses, the curriculum in the regular courses, on issues common to all management tracks, will be adapted to third sector issues and will include material from this domain.

What areas will the program cover?
The specifics of the course are currently in the planning stage. Generally speaking, however, the program will be divided into two or three levels. The first will focus on the place of the third sector in society and the economy, the second, on leadership issues within the third sector, and the third on management techniques.

Will the curriculum be influenced by similar programs in the USA?
Absolutely. There is much we can learn from similar programs in the United States, particularly with regard to relevant issues. We have links with universities such as Case Western Reserve, Harvard and Duke, which have been running similar programs for several years now.

Will you be running a doctoral program in third sector studies?
Such a program is contingent on the presence of senior academic faculty qualified to supervise doctoral theses on the subject. As soon as such faculty is available, we shall be able to accept doctoral students.

When is the program scheduled to start?
Most of the coming year will be spent in planning and structuring the program, and obtaining preliminary funding. So far, we have been given a grant for the first stage of the program only. The program is scheduled to open in the next academic year (October 2003). A