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The goal of the new specialization in Nonprofit Management is to prepare and provide students with managerial skills and a broad social outlook, to serve the community as the future professional cadre of leaders who will manage nonprofit organizations. The specialization is open to students and professionals who are socially committed and wish to advance their management abilities and to use their skills for advancing their social goals.

The economic, social and political developments in Israel during the last decade have broadened the activities of the Israeli third sector, and brought about an increase in nonprofit organizations and in the volume of their activities.

Managing nonprofit organizations requires a deep social, professional and moral commitment as well as knowledge in special areas unique to the third sector organization such as working with volunteers and donors, translating social visions into workable plans, managerial and financial skills, knowledge in marketing, technology, and the ability to balance between public and private interests which surround the organization.

The underlying principle for the development of the specialization is based on the assumption that in certain aspects the management skills are similar to those of the business/government environment and in others, unique knowledge and skills are needed.

In subject areas that are congruent, the specialization will derive an added value from an existing learning environment in the Department of Public Policy and Administration. This fits the conceptual position of the nonprofit sector which finds itself between a business or a public orientation.
The study track of the specialization is based on a detailed examination, review and assessment of teaching curricula in the US and Europe, in addition to courses which are uniquely suited for the local Israeli third sector. The curriculum accentuates social, political and economic characteristics of the third sector.

The academic team selected to teach in the program is made up of the leading experts in Israel, among them are: Prof. Benjamin Gidron, Director of ICTR (co-winner of the Virginia A. Hodgkinson Research prize for 2003) and the author of many books including The Third Sector in Israel: Between Welfare State and Civil Society' published in 2003, Dr. Varda Shiffer, Director of the Institute for Leadership in the Negev, Dr. Elias Zeidan, Dr. Paula Kabalo and Dr. Rikki Tessler. In addition, the program will feature international experts such as: Prof. Margaret Harris from Aston Business School. Prof. Harris specializes in governance of voluntary organisations including the work of boards and committees; the impact of public policy change on the work of voluntary nonprofits, management of volunteers; collaborations within the voluntary sector and across the voluntary/governmental sector boundaries. Prof. Harris was the keynote speaker in the annual ICTR conference in 2002. Prof. Dennis Young, is a professor of nonprofit management and economics at Case Western Reserve University and former director of the Mandel Center of Nonprofit Organizations, CEO and founder of the National Center on Nonprofit Enterprise. Professor Young will be the keynote speaker at the ICTR Conference in 2005.

The specialization in nonprofit management is offered in the framework of graduate studies in the Department of Business Administration and the Department of Public Policy and Administration at Ben-Gurion University. Students successfully completing their studies will receive a graduate degree MBA or MA with the specialization mentioned in the diploma. Acceptance to the specialization is stipulated by acceptance to the Department of Business Administration or Public Administration.
You have been assigned to head the Mandel Institute for Leadership in the Negev**. After five years in which you have headed the Mandel Leadership Institute in Jerusalem, what is the ideology and principles behind the Mandel institutes, and how will they be implemented in the new Center?

the common denominator of all Mandel Institutes is the belief that changes can be achieved through professional leadership which is provided with the necessary training and empowerment and is mission driven. The Mandel Leadership Institute in Jerusalem was established in order to provide the professional leadership in the Ministry of Education, the Civil Service as well as Jewish Communities with specialized training. That training should enable them to develop their own thoughtful visions for education and society, to translate those visions into feasible strategies, and to implement those strategies in educational and governmental institutions, programs and systems. The institute has several learning tracks; Mandel Jerusalem Fellows, Senior Civil Service Program, Training Program for Young Educational Leadership in the Periphery and others. The ethos of the Mandel Institutes is that change can come via trained and empowered professional leadership, who have the ability to develop their own thoughtful visions for education and society and to translate those visions into feasible strategies, and to implement those strategies in workable programs. We felt it was the right time to come to the South, to the Negev, to support the local leadership in its endeavor to transform the social-economic vision into a practical working plan.

What is the proposed outcome of the partnership between the Mandel Institute for Leadership in the Negev and Ben-Gurion University?

VS: The Center is the product of a joint venture between the Prof. Braverman's*** vision of the development of the Negev as a prosperous region and the ideology leading the Mandel Foundations; the need for a strong value-driven leadership to realize the goal. The partnership will work at transforming social and economic visions into a practical work plan, training leadership who will lead from vision to implementation.

In which areas will the Center work in the Negev?

The interests of the Mandel Institutes are mostly social and include educational, local government and nonprofit leadership empowerment. In the framework of the partnership with the University I imagine that the partnership will expand to include the business sector and other social-economic fields. The partnership with the University, will also I hope enable me to teach a course in the Department of Business Administration on Leadership Development, the course will concentrate on the theoretical and practical sides of transforming a vision into a working plan. At the basis of our plans and goals is a deep intrinsic commitment to society.

How does the work of the Mandel Institute for Leadership in the Negev relate to the work of the Israeli Center for Third Sector Research?

The Mandel Foundation views research and training in the third sector as the basis for its work. The Israeli Center for Third Sector Research has had a leading role in establishing the Nonprofit Management track which we see as a major force in Israel in training and developing professional non profit leadership, therefore there is a built-in inherent common interest between the Mandel Institute for Leadership, the Department and the Israeli Center for Third Sector Research. We are currently consolidating the ways in which the Mandel Institute will work with the ICTR.

What are the practical aspects of this partnership?

The students specializing in nonprofit management will do the practicum part of their degree at the Center, I will take part in the steering committee of a planned professional journal the Center is

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* As part of her position as Mandel Institute for Leadership in the Negev Dr. Shiffer will teach in the Nonprofit Management specialization, in the Department of Business Administration, at the Ben-Gurion University. She will also join the staff of the Israeli Center for Third Sector Research. Dr. Shiffer was the Director of the Mandel Leadership Institute in Jerusalem and chief scientist of the Civil Service Commission.

** The Negev is the southern most region of Israel it is made up mostly desert and is sparsely populated

*** President of Ben-Gurion University.
Workers' cooperative Kitchens in Early 20th century Palestine

By Gilat Gofer*

Often we explain the emergence of third sector organizations by means of elimination, as responses to needs that fall, unmet, between government and the private enterprise. Workers' kitchens that were active in the Jewish farming communities and in towns from the 1900s are a perfect example. The kitchens provided an essential necessity which was not met by other sectors in society – the need to feed the laborers.

From 1903 till 1914 tens of thousands of new immigrants came to Palestine, among them hundreds of young people from Eastern Europe who came, ideologically motivated, to establish the ideal Jewish society.

The means to realize this ideological goal were hard physical labor (preferably working the land - farming) and political activity. But upon their arrival these young people had to contend with problems they were not remotely familiar with: cooking, cleaning laundry and sewing.

A young man does not consider his clothes and food, so long as those are reasonably available and accessible. But upon leaving their homes in Eastern Europe, beyond work and ideology these seemingly mundane tasks had to be dealt with, along with a place to live and of course – food. The need to eat and the lack of knowledge of how to manage this feat, was the basis for the workers' kitchens that were established at the time.

The search for available inexpensive food brought about the cooperative solution – a kitchen in which low cost food would be cooked for the young laborers. The kitchen’s aim was economic (but not necessarily for profit) - low cost healthy cooked food, in practice the kitchens became a focal social meeting place in which ideologies and ideas for new life styles were developed.

The question of food seems like a minor issue which touches a basic and material need. But the doctrines that pondered on social reform and especially socialist doctrines from Charles Forie onwards referred to the question of "who will cook?" gravely. This question was one of a more general genre "who will do the house work?" an especially important discussion in doctrines which maintained ideologies of family dissolution or 'women's liberation' or both.

House work was the corner stone of the dissolution of the family and the women's liberation. Marx and Engels proposed this work to be done cooperatively and under public responsibility. Cooperative cooking was presumed to free women from housework. Common eating places were meant to form new ties – intimacy on a greater scale then the family unit.

When the young people in Palestine wrote in one of the first ideological plans about 'Cooperative kitchens' they did not consider their social significance. They saw them as a tool to use in order to survive harsh economic conditions, a type

An historical look into the origin of the Israeli third sector

As the research of the third sector deepens and expands, so does the need to illuminate its historic roots, as an understanding that things do not happen by chance or accident but have evolved and consolidated over hundreds and thousands of years of human history. This is also the basis of the decision to add an historic feature to the newsletter providing an additional view point of Israeli third sector research.

Third sector researchers and Israeli historians, occasionally stumble upon certificates and stories which describe organizations and civil entrepreneurs which belong in the framework to what we today call the third sector. Many of the stories will one day become part of extensive research, few will be exposed, but those that will, tell the story of the Israeli third sector - its roots and origins, dilemmas, and sources of inspiration. We welcome our readers' participation in the column by sending certificates, stories and even personal memories which we shall do our best to include in this column.

Please communicate directly with Dr. Paula Kabalo at:
pkabalo@bgumail.bgu.ac.il

Source: 'Commerce and Economy' the newsletter for the middle class in Palestine, January 1947

* Gilat Gofer is a doctoral candidate researching gender issues at the Zionist Labor Movement

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The ICTR Database

The ICTR Database is in the core resource for third sector research in Israel. The Database established by ICTR, collects data from a host of government agencies such as the Israeli tax authority and Registrar of Amutot (not for profit organizations), combining them with data from additional resources. The Database is a unique tool which enables researchers, third sector managers and leadership, foundations and the press to receive updated dependable data which is used both for research and as a tool for decision making.

The Database publishes an annual report which contains new information about the Israeli third sector. The 2003 report revealed for the first time the geographical-regional distribution of the third sector, as well as data on the payment structure of the organizations.

Galit Sagie – JDC-Israel; “We needed a data in order to make a decision regarding the distribution of a specific type of organization which we could not find anywhere, we contacted Ms. Yael Elon at ICTR and asked for the processing of data tailored for our needs. Yael processed the data so as to present it to us in a format which could be used to make decisions regarding our work”.

Researchers, Lay leaders, decision makers and other interested parties are invited to contact Ms. Yael Elon Database manager at the ICTR office, for additional information.

Trend line of registered organizations per 10,000 people, over three time periods, in regions

In analyzing the dynamics of the establishment of new organizations in the regions and the relations between them, it is apparent that in general there is an increase in the number of new organizations established except for Tel-Aviv and Jerusalem regions (since 1984). The Haifa region the growth is moderate (less than 20%). In the central, north and southern regions the average number of new organizations established annually has grown sharply. Analyzing this data versus population data brings to a conclusion that growth on new organizations can be attributed to growth in population and not to organizational activities.

Source: ICTR Database Annual Report 2004

Advertising In the ICTR newsletter

The ICTR newsletter is published three times a year. It is circulated to academic centers, researchers and non profit organizations. Parties interested in advertising are encouraged to contact Maggie Levi, Administrative manager, for additional information, regarding advertising in the newsletter and in other ICTR channels.

Call for Papers

The 8th Annual Spring Conference of the Israeli Center for Third Sector Research will be held on the 6-7 of April, 2005

Researchers working on Third Sector research are invited to present their research in the conference. In addition to the customary disciplines such as political science, sociology, social work, management and economics we wish to encourage researchers from additional research areas such as psychology, history, law, anthropology and others to join us and present research that is relevant to the Third Sector.

Researchers are invited to send a short abstract in Hebrew no later than January 31st, 2005.

Researchers wishing to arrange a session on a particular issue in one of the parallel tracks, which will consist of up to 3 presentations on the same topic or panel, are requested to include abstracts of papers which will be presented according to the following format and to suggest a moderator or session chair.

The abstract must include the following:
1. Title of paper, names of researchers, degree and institutional affiliation
2. Objective of research
3. Conceptual and theoretical framework
4. Methodology
5. Findings

Abstract

One A4 size page
250 words maximum
Line and a half space
Font – ‘David’ size-12
Aligned to both sides of page

The abstract will be published as presented in the conference book.

In the body of the email the requested method of presentation must be listed along with contact information including: researcher’s name, name of organization, address, telephone, fax and email

The abstract should be emailed as a MS Word attachment to the following address: ictr@bgumail.bgu.ac.il

The Scientific committee will study the abstracts and a notice will be sent to the researcher by February 28, 2005. Presenters will be required to register at least for the day in which their work will be presented.
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Workers’ cooperative Kitchens

of self help organization. But the difficulties they faced were not only economic, but were also the distance from home and the desire to form a new society. The kitchens soon became, like bars, pubs and clubs around the world, a place of communal gathering, which beyond supplying food and drink built a solidarity based on ideology.

Kitchens were established and went out of business due to lack of management skills, funding and cooking experience, but nevertheless they became institutions, around them groups formed, organizations and settlements were initiated. From the kitchens they left and returned.

It should however be noted that kitchens did not liberate women and did not enable them to work in other places but the contrary – they chained them to the kitchen – to the common kitchen. The work frustrated many of them and did not gain the appreciation of the men. The kitchens did play a role in the organization of young immigrant women who came between 1903-1914.

At the first glance the kitchens could be categorized as organizations for ‘self help’. But from the founders point of view they were primarily organizations with political features, some of which were run by political parties (especially the ‘young laborer’ movement whose first ideological text included establishment of common kitchens). The goals of the kitchens – big and small were political; building a productive Jewish society in Palestine which will also be sovereign. In the narrow economic side the kitchens enabled low cost Jewish labor thus contributing to Jewish manufacturing, in a wider sense it enabled a new society and social life style.

The kitchens provided a solution to a real, basic material need, but were used to promote the basis of a new social creed. The laborers kitchens which were established from 1905 till World War I, provide an interesting case study for diagnosing different types of organizations; the kitchens are seemingly an answer to a basic need but are actually complex politically oriented entities. Bon Appetit

Scholarship

For academic year 2005/2006

The Israeli Center for Third Sector Research is offering a Scholarship for a PhD. Candidate writing a doctorate on a subject which will promote the knowledge on the Israeli Third Sector.

The ICTR will grant a 5000 NIS to a PhD. Candidate researching the Israeli Third Sector and its diverse aspects. The Scholarship will be awarded at the 8th ICTR Annual Conference, which will take place between the 6th-7th of April, 2004.

Students that wish to apply for the Scholarship should comply with the following conditions:

1. Are registered in any higher learning institution in Israel or abroad
2. Have a research proposal which is approved by the institution in which they are registered
3. Have an Israeli citizenship

Applications have to be returned by the 31st of January, 2005

For an application form please contact the ICTR office:

Email: ictr@bgumail.bgu.ac.il
Address: Israeli Center for Third Sector Research, Ben-Gurion University
P.O.Box 653 Beer Sheva 84150 Israel
Telephone: (972) 8 6472323
Facsimile: (972) 8 6477607

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Dr. Varda Shiffer

considering publishing together with the Researcher’s Association in which I have been a member in the past few years. Additionally, I was a member of the committee with considered research proposals. I expect that a close partnership will be forged within the next few years, as there is an inherent interest among all parties to collaborate and utilize all three specializations, at this time we are considering the best to go about doing it.