

# Newsletter

ISRAELI CENTER FOR Third Sector RESEARCH

GUILFORD GLAZER FACULTY OF BUSINESS AND MANAGEMENT

BEN-GURION UNIVERSITY OF THE NEGEV

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## ICTR's 14th Annual Spring Conference: Social Entrepreneurship for Nonprofit Management Education

"Social Entrepreneurship", Prof. Mirabella told the plenary at ICTR's 14th annual conference, "is the hottest trend of the decade", and the new training programs of nonprofit management, align themselves to the latest managerial trend. "The major reason for social entrepreneurship's popularity" explained Prof. Mirabella, "is the need to find new approaches to solve social problems, and the current inclination, is to

favor tools borrowed from the business sector, to those of the public sector. The building of partnerships is also seen as essential in light of an understanding that one sector, on its own, cannot solve social ills anymore".

In order to train leadership for the challenges in the field in which social entrepreneurship skills are of significant

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### Nonprofit Management Practicum

The program for Nonprofit Management at Guilford Glazer School of Business and Management at Ben-Gurion University uses the Practicum to bridge between theory and practice, allowing students to actively execute the academic curriculum in the complexity of the field.

One of the greatest challenges in training nonprofit leaders is the practical application of the academic theory. While in business, the management challenge is filtered to economic and financial feasibility, inventory and production management. Management - in the third and public sectors is characterized by

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Practicum Leader, Adv. Zvika Arran, and Ms. Lisa Nicolaichuk, CEO, MASLAN, at the lay leaders meeting

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Save the date

November, 7<sup>th</sup> 2011

ICTR's International  
Conference on  
**Endowment & Asset  
Management**

Ben-Gurion University Of The Negev



## Director's Column

Dr. Hagai Katz

Planning an annual conference is a dual challenge, for one has to be able to foresee the coming trends of our field almost a year in advance, and be able to whip up a learned and stimulating debate. The preparations for ICTR's annual conference which took place in March had both ingredients, as the registration before and the positive feedback we received after the conference showed. The issues debated were both timely and stimulating, to both our academic and non-academic participants. Financial management and survival has, it would seem, become a constant concern for nonprofit organizations, especially since the 2008 global financial crisis, providing both the academia and the field with many unanswered challenges.

Our plenary, sponsored by the Excellence Nessua Investment House, has opened for discussion for the first time in Israel the management of investments by nonprofit organizations. The discussion was the first in a series of discussions and conferences on this and similar issues in forthcoming conferences other organizations in Israel are initiating. The issue of investment

management, though it may not be applicable to every organization, brings forth questions that are relevant to all of the sector, such as responsible management of finances, ethics in finance management and fundraising, regulation etc.

But investment management is just one side of the coin; the other is how to utilize the financial gains from the investments. On this exact subject, Endowment and Asset Management, is our next conference which will take place in November, 2011. Some of the issues we will discuss concern the best practices of Pay-out Policies, vis-à-vis shifting markets, the needs of the beneficiaries, and the foundation's policy. The conference will host international speakers and Israeli stakeholders. Additional details on the conference will be published in the coming weeks.

\* \* \*

A few weeks ago the Ministry of Welfare and Public Services published data which show that about 40% of the Ministry's budget is used for purchasing services from nonprofit organizations. These figures raise again an age

old discussion on the government's social responsibility. The question about the allocation of social responsibility has risen in the last decades especially from criticism over the retreat of the welfare state and the claim that civil society and market forces have penetrated the welfare system, causing and encouraging the government's retreat.

The welfare state developed during the 30's and 40's as a result of social and economic demand for regulating the market and providing social and welfare services, following the world wars and the great depression.

Roosevelt's new deal policy, for example, was founded in that era. The great welfare state, which incorporates the state's responsibility for welfare and economy, is expressed in large systems of social services funded by tax revenues and provided by state agencies, government involvement in the economy and regulation of markets.

Since Roosevelt's era much political and economic transformations have taken place. The outcome of this change is the decline of the welfare state, due to the aging and increase ▶

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## ▶ Director's column

in population, changes in the economy such as the transition from a production to an information economy, globalization of markets, mobility of capital, and more.

Western nations have had difficulties in carrying the burden of financing their welfare states. As a result, since the 70's and 80's the policies have been to shrink the welfare state by various means, the most notable of which is the privatization, partial or total – of welfare services, and

according to several of its critics, the privatizations not only of the services but of the state's social responsibility to these services itself, and one may venture to say – the adoption of a neo-liberal ideology.

The neo-liberal ideology and the economic-social policy which it produced, is actively promoted by several dominant nations such as the USA and Britain, as well as by international institutions such as the World Trade Organization, the

World Bank and the International Monetary Fund.

Eventually the neo-liberal ideology became the only game in town, or as former British PM, Margaret Thatcher called it: "TINA" (There is no alternative), and as Pierre Bourdieu argued in 2001 – it became a Vulgate, a new social-economic bible.

Karl Polanyi in his book "The Great Transformation" claims that the belief in the free market- a market without regulation – is ▶

## A Connected World: Fresh Approaches to Advocacy and Social Change using Social Media

**Allison Fine**, a social media specialist and author, lectured before faculty, students and practitioners on the uses of social media in nonprofit organizations. The lecture which was hosted by ICTR was one of several initiated by the American Embassy in Tel-Aviv. Fine spoke and explained the mechanisms of social media and advocacy, the need for an organizational strategy which includes transparency, the need

to let go of issues not directly connected to the cause and mission of the organization, and the need to act like a sponge rather than a fortress, incorporating and partnering with organizations, and creating a dialog. Questions directed at Fine included the complexity of working with a multi-lingual organization and clients and return on investment of time spent doing social media.



Allison Fine, speaking before the BGU audience

## ► Director's column

utopic. A free economy cannot exist in the long term without hurting society; the involvement of society in the economy through the state is thus a necessary protective measure. The neo-liberal policy which has caught on in Israel since the late 1970's, regardless of the identity of the ruling party or the Minister of Finance, is not a natural form as Adam Smith would have us believe, but rather a planned move with a high social price tag. It is turning more products to services, stripping them from their social value and eventually impairing social solidarity. Social values such as care, responsibility and mutual support are becoming measurable commodities.

Neo-liberal capitalism is characterized by the disentangling of economy from other social institutions, and its application is results in an assortment of social, environmental and economic market failures. Additionally, the free market model is not readily applicable for the supply of public and semi-public goods. The outcomes of the invariant application of the market principle are social and economic inequality and gaps, a decline in universality of service and social goods, and social unrest. The welfare state and the numerous arrangements incorporated in it such as labor legislation, social services, social insurance and others are the natural defense mechanisms of societies from such failures

In the modern state the market and the defenses erected around it are combined, in what Polanyi calls a Double Movement, characterized by internal inconsistencies, even conflicts, which are difficult (albeit necessary) to bridge –between the public and the private, the free and the regulated, the corporate and the social.

This system which is called Welfare Capitalism requires a delicate

balance between commodification and decommodification of social services and relationships. The problem occurred when this model stopped being relevant as western countries encountered difficulties in funding social expenditure through taxation.

Hence, the Double Movement, Welfare Capitalism, is not financially viable. On the other side, the neoliberal free market is also an undesirable ideal, due to its steep social price. Pure socialism is not a reasonably applicable ideal, especially facing the current ideological hegemony of neoliberalism.

The model which is called for is a multi-dimensional, multi-layered one, in which social responsibility will be shared by a host of players, local, national and global. This is a Deliberative model of creating social solidarity. It does not free the state from its basic responsibilities for the welfare of its citizens, but opens the door to partnerships and an open dialog on the actual manifestation of the responsibility.

But this model too has to be incorporated in a system of formal and voluntary rules, which will guide the participating actors – governance based on the commitment of the actors to a mutual goal – the protection of the mutual social interest from the definitive damage of market forces.

In Israel the public debate on the dilemmas I have mentioned center around privatization policy which gained momentum in recent years. According to the Deliberative model I presented, a further step needs to be taken beyond the automatic neo-liberal inclination of privatization, and beyond the automatic response of the social-democratic left – anti-privatization. Instead one must examine privatization, carefully,

scrutinizing the following:

Characteristics of privatizations – is the supply of services privatized or the responsibility for their supply. Is it full or partial, is it outsourced or in partnership?

The outcomes and ramifications of privatization – on the quality of services, their long-term sustainability and economic effectiveness.

Universality of services and the effect of privatization on equality and social justice and social solidarity.

The anti-hegemonic capacity of civil society and its ability to challenge the state and the market.

Characteristics of actors in the field and their relationships – the tension between business and social interests, the suitability of business models to supply public and semi-public social goods, suitable levels of regulation needed and the tension between formal and self regulation, transparency and accountability.

The characteristics of the policy making systems – who influences: social, economic or government agendas? How are priorities determined – by accessibility to resources and changing balances of power, or by a pre-meditated plan. Does privatization mean the transfer of power from the government to the private sector, de facto or de jure?

In Israel, during the past 30 years we have been undergoing a fast paced privatization process, but a systematic debate on the principles surrounding these questions, is yet to be made. Over the past year tri-sectoral round tables have been appearing like mushrooms after the rain. Will these provide the right platform? This will be determined by the participant's goals and the conversation they instigate, whether it will be actually Deliberative or a continued conflict. ●

# Philanthropy in Israel 2008: Patterns of Volunteering, Donations and Organ Donation

**Debbie Haski-Leventhal, Hila Yogev-Keren, Hagai Katz**

The past few years have witnessed a growing public government and business recognition in the role of civic participation in the development and design of community and society. Among participation models are the local and regional round tables, based on the Prime Minister's Tri-Sectoral roundtable for discourse among the three sectors. Businesses are incorporating social responsibility into their strategies, and changes are taking place in the organizations themselves who are seeking to enhance their financial stability.

At the basis of these phenomenons

are two major characteristics that differentiate the third sector from business and government: volunteering and donations. These two characteristics are at the heart of nonprofit activities, but, as this survey shows, are not fully utilized.

The survey investigated the adult population in Israel, Arab and Jewish, on eight subjects: volunteering; formal and non-formal, donations; formal and non-formal, organ donations, political participation, values and socio-demographic characteristics of donors. The findings provide data which may help organizations



improve their fundraising and volunteer recruitment efforts, by examining the findings on the impeding factors of donations and volunteering and using those to develop tactics to improve them.

Following are some of the findings from the survey:

## Volunteering

The survey shows that in 2008 nearly a half (48%) of the adult population in Israel participated in volunteer related activities, both formal and informal, in some scope. One quarter of our respondents volunteered in formal frameworks, and 34% in informal ones. 11% volunteered in both.

The most frequent motivation for volunteering, as shown in the survey, is that 'volunteering makes for a better society': 86% of the participants viewed this as the major motivational reason for volunteering. In the second and third places were 'personal gratification' and identification with an organization's mission.

One of the interesting findings ▶

**Table 1. Motives for Philanthropy**

Motives for Philanthropy	Percentage of respondents that agreed
Volunteering makes for a better society	85.1%
Volunteering makes me feel better about myself	82.5%
Identification with the organizations' cause	82.2%
Volunteering is a good opportunity for social involvement	76.6%
I learn new things about myself when volunteering	64.7%
Volunteering is an opportunity to develop new relationships	57.8%
Volunteering is a family tradition and an educational opportunity	56.4%
Volunteering corresponds to my religious beliefs	39.6%
If I won't volunteer, there will be no one to do the work	32.7%
Most of the people around me volunteer	27.4%
My employer expects me to volunteer	23.1%
Volunteering may help my career	17.2%
I have received a service from the organization in which I volunteer	17.2%
I was lonely	4%

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## Philanthropy in Israel 2008: Patterns of Volunteering, Donations and Organ Donation

in the survey is regarding the reasons why 52% of the population does not volunteer. Lack of free time, a probable answer, did not rate as one of the major reasons for not volunteering. The most common answer was one that the organizations should consider: 'I was not asked to/I wasn't offered' (35%). Only 12% of the participants answered that lack of free time prevents them from volunteering.

Comparing the data on volunteering gathered in the current survey to ones gathered

in the past, one can identify a clear rise in volunteering. In 1997 the rate of volunteering was 32%, in 2006 it was 44% and in 2008 it was 48%. This is a 16% rise in the last decade. This is evident both in the formal and informal volunteering patterns. The rise in formal volunteering in the past decade was 12% and in informal volunteering – 9%.

### Donations

Donations are an essential resource for funding third sector

activities, alongside government allocations and self earned income. The financial crisis in 2008 brought changes to the donation landscape, especially in the case of big donations from Jewish foundations and philanthropists abroad. Since the crisis many organizations invest time and attention in increasing self-generated income resources and government allocations, yet many are putting considerable effort into fundraising from the Israeli public. ▶

**Table 2. Motives for not volunteering**

Motives for Philanthropy	Percentage of respondents that agreed
I wasn't asked or offered	34.6%
Health reasons	30.1%
Other personal circumstances	20.7%
Lack of time	12.3%
I believe that it's the governments responsibility to solve social problems	1.3%
I believe that each must care for his own	1.0%

**Table 3. The most donated causes**

Motives for Philanthropy	Percentage of respondents that agreed
Organizations which support Health issues	31.0%
Financial and 'in kind' support	24.0%
Welfare services	20.2%
Jewish religious organizations	5.4%
Ultra orthodox Yeshivas	4.7%
Religion	3.5%
Health services	2.7%
Environmental causes	2.4%
Education: early, elementary and high	1.5%
Civic Organizations	1.3%

**ICTR** has been surveying and researching the development of philanthropy Israel since its establishment in 1998. In 1999 we published the first survey which examined the patterns of philanthropy and donations of the Israeli public. A decade later in 2006 another survey was published "Philanthropy in Israel 2006: Pattern of Giving and Volunteering of the Israeli Public", by Hagai Katz, Esther Levinson, Benjamin Gidron. The 2006 surveyed the adult Jewish population only, and was published a short time after ICTR published a report on the Volunteering, Giving and Attitudes Regarding Organizations in the Palestinian-Arab Society in Israel, by Dr. Elias Zeidan. The current survey (2008) maintains the continuity of the former survey questions as to allow for long term comparisons.

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## Philanthropy in Israel 2008: Patterns of Volunteering, Donations and Organ Donation

The Israeli donor donates predominantly to three major causes: health organizations, monetary support and welfare. Causes which received the least donations are the less tangible ones such as education and civic organizations.

The Israeli donor is not proactive. The majority of the population donates to door-to-door fundraisers. Most of the donors (61%) claim that they donate in this manner regularly or often. A third of the respondents (36%) donated at the supermarket or store, some of these donations are in kind, especially food. A third (29%) donated to fundraisers on

the street or to people asking for donations, such as beggars. Donating through the workplace or the paycheck is becoming more common: of the respondents 17% donate in this manner, which could also indicate a rise in corporate social responsibility. The least common donation method in Israel is online. Less than 3% donated online.

### Organ Donations

The survey is the first to examine the inclination of the Israeli public to donate organs after death. The question asked referred to organ donation of the participant and

its family members. Half of the population (55%) are willing to donate their own organs after they die. 21.2% refused to answer, and 23% said they would not donate organs. Yet since it normally is the relatives who make the donation decision, it is more important to ask whether persons will agree to have their dead relatives' organs harvested for implantation. Of our respondents, 46% answered that they will be willing to donate their relatives' organs in case of death. This question raised even more controversy than the previous one, and 26% of the participants refused to answer it. ●

## New Social Leadership MBA program Launched

### Ben-Gurion University and The Mandel Foundation launched the MBA in Social Leadership



The new MBA program was inaugurated on March 27<sup>th</sup>, 2011 at Ben-Gurion University. The program, a collaboration between the Guilford Glazer Faculty of Business and Management and the Mandel Foundation, is a graduate degree program in Business Administration with specialization in social leadership. Its mission is to train leaders for the government and third sectors in Israel. Lecturers in the program include international experts such as Prof. Joel Fleischman from Duke University, Prof. Christine Pochet, who is the Dean, IAE de Paris – Sorbonne Graduate Business School, and Prof. Lee Shulman from Stanford University. Guest speakers at the inauguration conference were Andrew Pettigrew, Professor of Strategy and Organization at the Saïd Business School at the University of Oxford, and Prof. Barbara Bunker from the State University of New York, Buffalo. Participants were Prof. Amos Drori, BGU Vice-President for External Affairs, and Prof. Ayala-Malach Pines Dean of the Guilford Glazer Faculty of Business and Management. The program was presented by Prof. Pierre Kletz, who heads the new MBA in Social Leadership and is Vice-President of the Mandel Foundation in Israel. Dr. Hagai Katz lectured on the social responsibility of the three sectors, Mr. Shlomo Dushi, Mr. Moshe Vexler, Dr. Zvi Zameret, Dr. Michal Hemmo-Lotem, Dr. Varda Shiffer and Mr. Itai Talgam also participated.



Conference attendants practicing large group intervention techniques

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## Nonprofit Management Practicum

different motivations, is made up of theories, concepts and models, but also of many facets of work which can not taught, such as - division of attention, preferences, relationship with diverse and multiple stakeholders, motivation of employees, financial management and ethical dilemmas. The challenge we as teachers face is how to allow the students to experiment with these experiences in a methodical systematic way.

In different professions, a large part of the study courses include field study. This is true for law students, or with disciplines which require work with patients, pupils or welfare recipients. In the case of nonprofit leadership training we have adopted the Business School's 'Management Games'

### The Nonprofit Management Game.



Practicum director, Adv. Zvika Arran, with students and organizations representatives

In the center of the Practicum is the Management Game, an ongoing simulation inspired by similar games from the corporate world. The students form groups centered on a social entrepreneurial idea. Even if the establishment is not the major focal point of the game, as is in the case of the business sector, it's a field lab in

which the students work as a team, under time pressure with many objectives and goals. Students, for example conceptualize an idea for an organization they would like to establish, and immediately confront reality, in the form of a critical panel of social activists, called 'Sharks' in the business sector. 'Dolphins' was the moniker suggested for such a confrontation in the Third Sector.

The goal is to dole out criticism of the feasibility of the idea and the actual need. For example, an idea to establish a support center and service guidance for those bereaving. The scheme, which transformed from a morbid idea into a successful and desirable format, came in first place in a contest we held among the different proposed programs we asked the students to prepare, and we hope it will one day materialize.

In the practicum, as in reality, there is no need for prior knowledge and there is no time in which to read and study what the perfect work model should be. There is a deadline to atone to, at the same time we receive an unplanned notice from another organization about an opportunity to present a project to potential donors, and ►

Adv. Zkiva Aran, Practicum Coordinator,  
Nonprofit Management Specialization, Guilford  
Glazer School of Business and Management  
Ben-Gurion University of the Negev

## Israeli Center for Third Sector Research

**ICTR congratulates its Graduates**  
**The first Graduates of the Nonprofit**  
**Management Program**

**Anat Elbaz and Yaarit Raufer**

**ICTR Researchers for receiving their Graduate**  
**Degree in Public Policy and Administration**  
**specialization in Nonprofit Management**  
**summa cum laude**

**Ms. Hila Yogev**  
**Ms. Miri Yaacobi-Horowitz**

**Ben-Gurion University of the Negev**





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## Nonprofit Management Practicum

a decision must be reached: are we ready enough, who will write the program in professionally jargoned marketing English, in 48 hours. A reporter at the same time will ask for our response after hearing about our new project, for an article, and a wannabe actress wishes to donate a large sum of money as long as the project is named after her uncle, a shady guy when googled.

One of the Practicum's annual highlights is the meeting with a representative of a foundation, corporate relations or the public sector, who wishes (in practice) to donate to, or support the proposed venture. Ms. Rachel Levi from Makhteshim Agan, an agrochemicals' manufacturer and distributor of Crop Protection products patiently listens to a new environmental venture proposed to her by the students – this may be the only time she will freely allow herself to encourage and critique a social venture. A discussion will then ensue in class on how the meeting went, whether wearing a sloppy shirt to a meeting at Microsoft's R&D Center was an advantage or disadvantage, and whether a sending just one representative of an organization instead of two people to a meeting at the IFCJ Foundation was justified. The grade awarded by the student's and the School staff judging committee, refers to team work, management, focus, and the general competencies and managerial challenges. There is no one "right" or "wrong" but grades are awarded for adequately addressing the challenge.

### Nonprofit Boards

In addition to the Management Game, each student must join a Nonprofit Board. The governance of nonprofit organizations in Israel is often criticized as being unauthoritative, the weak link in the organization's management chain.



Leadership network meeting in action: discussing shared challenges

Working with the board allows our students to get a unique idea on how the board works and helps to prepare them for their career. In this field project the students join boards, and help strengthen them to effectively realize their mission. Our hope is for the new generation of leadership that we are training, who will become the next lay leadership in the organizations, and who will through the Practicum help the boards work better and according to legal requirements by exposing them to best practices in the field.

### The Nonprofit Leadership in Beer-Sheba and the Southern Region Network

The Network is run by the Practicum teachers in partnership with the Penni and Stephen Weinberg Center for Lay Leadership ELKA-JDC Israel, Shatil Beer-Sheba, Re'em the Council for Nonprofit Leadership in Beer-Sheba and the Southern Region, the Mandel Center for Leadership in the Negev and the Welfare Department of the Beer-Sheba Municipality. The Network is a regional effort to create and

promote active lay leadership in the region. We therefore went beyond the personal work each student does in the board he works with, and created the Network. A few weeks ago the Network's first consultative meeting was held at Ben-Gurion Campus. About 60 students and local leaders took part in it (see pictures in this article), the synergy and the enthusiasm were inspiring to us all, teachers, students and local leaders.

The Practicum requires many resources but its outcome to both the students and the regional organizations is making it worthwhile. The Nonprofit Management track is not a Certificate Program or a professional track, academia has to therefore remain obligated to develop knowledge and critical creative thinking, and a degree in Nonprofit Management without field work is incomplete. This is the reason we have challenged ourselves to teach through experiencing, through the examination of tool and theories, to challenge the students to work in a state of uncertainty, as they will in the field when they graduate. ●

## ICTR's 14th Annual Spring Conference: Management Practices and Management Training in the Third Sector - Between Business and Social Conceptions

The debate on the nature of training nonprofit leadership has matured in the last decade from a mere question regarding location, to that of a discipline.

The debate encompasses a heated and occasionally emotional argument between two opposing schools of thought, the upper hand, for the past years, belongs to the Business Schools, whose inclination is to compare the

administration of the third sector with the business sector, focusing especially on entrepreneurship. The opposing school is the cradle of the non profit sector, Social Work schools.

ICTR's annual conference, which took place in March, discussed the managerial profile of nonprofits. From its management training, a subject which keynote speaker Prof. Roseanne Mirabella spoke on

in her lecture, Educating Nonprofit Leaders in the 21st Century :What does 'social entrepreneurship' mean for nonprofit management education? Through to the ethical questions arising from the management of finances, an issue discussed in the framework of a plenary held in collaboration with the conference's sponsor Excellence Nessua Investment House, who are committed to strengthening ►



Left to right:  
Dr. Nitza Schwabsky,  
Prof. Roseanne Mirabella,  
Dr. Hagai Katz,  
Dr. Raviv Schwartz,  
Dr. Michael Prendergast



Left to right: Prof. Roseanne Mirabella, Dr. Hagai Katz,  
Dr. Raviv Schwartz, Dr. Asher Ben Arie



Shlomo Maoz, Chief Economist at Excellence Nessuah

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## ICTR's 14th Annual Spring Conference: Management Practices and Management Training in the Third Sector - Between Business and Social Conceptions

the management of finances in the Third Sector. Excellence Nessua's top management attended the conference, Chief Economist Shlomo Maoz, lectured in the plenary.

### Conference highlights

Ms. Inbal Abbou, an ICTR Researcher and doctoral candidate, presented findings from her research on the patterns of social corporate responsibility in Israeli firms traded on the TA Stock Exchange. Chairing this session was Dr. Hagai Katz, responding were Mr. Ivri Verbin, CEO of Goodvision, Ms. Daniella Pruskis-Sion, Corporate Responsibility Director at Strauss Group, and Ms. Einat Avraham, Director of Corporate-Community Programs at Zionut2000.

Chairing the Plenary in which keynote speaker Prof. Mirabella lectured, was Dr. Pierre Kletz from Ben-Gurion University and the

Mandel Institute. Responding were Prof. Arie Reichel from Guilford Glazer School of Business and Management, and Dr. Asher Ben Arie from the Paul Baerwald School of Social Work at the Hebrew University in Jerusalem

The second plenary session discussed the management of finances in nonprofit organizations. The central speaker in this session was Mr. Shlomo Maoz, Chief Economist at Excellence Nessua, who lectured on the Current Management of Finances in Nonprofit Organizations in Israel and Globally. Chairing the plenary was Rafi Haft, CPA, one of Israel's prominent experts in NPO taxation, who lectured on regulation in the management of finances in Israel, participants included Ms. Miri Ben-Yehoshua, Chair of the Finance Committee and Honorary Treasurer and Vice Chairman of AKIM and a consultant to many financial institutions in Israel. In a

panel discussion which ensued, participated Mr. Zachi Koren, CEO of Excellence Nessua Investment House, and Mr. Harel Straus Director of Customer Relations at Excellence Nessua Investment House.

### New research parallel sessions

One of the most important sessions in our conference each year are the sessions in which new research is presented. This year we have had a record of 17 new researches, which we divided into 5 subcategories: government, private and third sector relations; volunteering and participation in civil society; management of civil society organizations; civil society; and young communities.

### Government, private and third sector relations

Chairing this session was Dr. Rita Mano from Haifa University. ►



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## ICTR's 14th Annual Spring Conference: Management Practices and Management Training in the Third Sector - Between Business and Social Conceptions

Ms. Gila G. Burde from Ben-Gurion University of the Negev presented her research; Financial Vulnerability and Government Support Grants: The Case of Israeli Nonprofit Organizations.

### Social Influence Through Enlistment of Volunteer Youth

The research illuminated the comprehension of the nonprofit leadership on youth volunteering programs in their organizations. The research, funded by the Yad Hanadiv Foundation, was presented by Dr. Uzi Sasson and Dr. Hagai Katz from ICTR. Its findings show that the top management of the third sector is trying to influence society by integrating youth volunteering schemes in their organizations. They also try to empower the youth and provide a personal understanding through the use of volunteering as a framework of action. One of the examples is the motivation to serve in the IDF. Through volunteering activities the leadership of the organizations try to strengthen the general motivation of youth to serve the country and enlist. They believe in their ability to influence political decisions especially with the older youth, who can vote in the municipal elections from the age of 17. The leaders of the organizations which took part in the research presented 4 major conceptions. Two with theoretical goals and two with practical ones. A clinical and an ideological conceptions had abstract emotional and psychological outcomes. An elitist and a sociological conception aimed at measurable outcomes such as numbers of volunteers, volunteer time etc.

Ms. Ruth Schiller from the Hebrew University presented her research on the collaboration between the third and private sectors. Dr. Ester Zichlinski, from the Ariel University Center and Dr. Michal Almog-Bar from the Hebrew University presented a research paper on the relationship between philanthropic foundations and the government on the development of social programs. Dr. Nitza Schwabsky, Ms. Leni Buganim and Mr. Basam Abed Elal from the Academic College for Education in Haifa presented a study on the considerations for penetration of external intervention programs into schools, the study interviewed school principals on the subject.

### Volunteering and involvement in civil society organizations

This session was chaired by Dr. Raviv Schwarz from the Hebrew University. Dr. Uzi Sasson a Researcher in ICTR and a

lecturer at Ben-Gurion University presented Dr. Hagai Katz and his research on 'Models of recruiting volunteer youth' (see research highlights in this article). Dr. Eli Jaffe, from Magen David Adom (Israeli equivalent to the Red Cross), Prof. Aharon Kfir, from Haifa University and Dr. Aaron York from Bar-Ilan University presented their research on Board Members: "Lay Leadership in Nonprofit Organizations: who are they, why do they come and why do they stay". Ms. Michal Strier Director, Keidar Center, Kaye College Academy of Education and researcher at Ben-Gurion University, presented her research on Social Capital and Involvement in Third Sector organizations: Parent Involvement in Democratic Schools'.

### Management of Social Enterprises

Adv. Zvika Arran chaired this session (see Adv. Arran Project on page 1). Ms. Ziva Sharp, from Ben-Gurion University presented ►



Doctoral candidate Gila Burde (Center) receives Excellence Nessua scholarship for research from Excellence Nessua CEO Mr. Zachi Koren (on right) and Dr. Hagai Katz

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## ICTR's 14th Annual Spring Conference: Management Practices and Management Training in the Third Sector - Between Business and Social Conceptions

her research on the meeting point between Business and Social Ventures- Positions and Solutions. A team from Midot (a nonprofit organization) presented a paper on 'Effectiveness – Whose Interest?'. Ms. Hila Cohen from Ben-Gurion University presented her research on Social Entrepreneurship – from a Gendered Point of View: The Characteristics and Personality of Social Entrepreneurs.

### Influencing the Values of Nonprofit Organizations

Dr. Hagai Katz chaired this session. Ms. Gabi Neiman and Ms. Hagit Shahar from Shatil (a nonprofit organization) presented their research on 'The Complex Conversation Between Social Change and Management'. Ms. Hanna Shaul Bar Nissim and Prof. Rami Benbenisti from Bar Ilan University presented a research on The Coalition of Advocacy Organizations as a Social System: the Forum for National Service. Adi Arbel from the Forum for Zionist Strategy presented the forum's project: 'Conditional Sovereignty - the scope of Foreign Government Support of Political Organizations in Israel'.



Nonprofit Management Program lecturer Mr. Eyad Ahmad (left) receives Excellence Nessua Scholarship for Research from Excellence Nessua CEO Mr. Zachi Koren (on right) and Dr. Hagai Katz

### Young Communities Panel

Ms. Shelly Sharon, a Researcher at ICTR and social evaluator chaired this session. The Panel discussed the communities in which young people live. These can be found in cities around Israel. This life style is a growing phenomenon both locally and nationally. Dr. Chaya Jamshy, CEO of Shahaf and Oran Foundations presented an evaluation research

made by the Oran Foundation on communities the Foundation supports. The report presented data on the scope of activities, their integration in the local civic activity. Ms. Shelly Sharon presented qualitative in-depth research which examined the initiation and process of formation of communities from the point of view of their leadership. The presentation elicited interesting data on the characterization on the community, the motives for establishment and the communal life style. Dr. Drorit Levy and Ms. Tehila Rafaeli from Bar Ilan University described the contribution of the communities to volunteer activities and collaborations with the local population, from their research on Young Women in the National Service who serve in the communities. Dr. Sara Shadmi-Wortman from Oranim College described the process of observing developing communities in Jerusalem, and their joint work with the local authority. ●

ICTR expresses its deepest condolences to  
the Mandel family on the passing of

**Jack Mandel ז"ל**

A founder of the Mandel Foundation and  
man of Vision and Compassion

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## ICTR's 14th Annual Spring Conference: The meaning of 'social entrepreneurship' for nonprofit management education

importance, the training programs are undergoing a change in the courses being offered. The new courses provide new tools and knowledge that relate to entrepreneurship, such as marketing skills, politics and management. Two former trends

which influenced many programs, in the past few years, were the evaluation and the globalization trends. Regarding the issue of 'who teaches' nonprofit leadership, Prof Mirabella, explained that discipline-wise, 65% of the programs offered are in Business Schools, 25% are

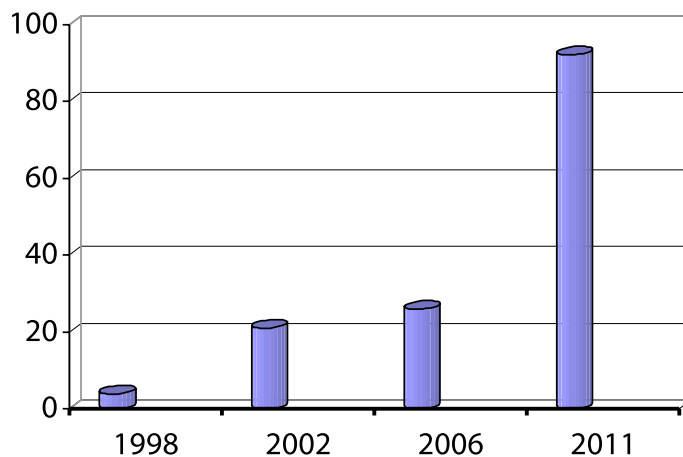
in Public Management, 10% can be found in Religious Schools.

### Goals of social entrepreneurship training

In the US academic institutions proclaim that their goals and objectives are creating Social Value, commitment to betterment of social and economic situations, and social change, leadership and working in partnership with the private and public sectors, entrepreneurship, resource management and recognition of opportunities.

Outside the US most programs focus on preparing their alumni for work in social organization and stress the importance of Entrepreneurial Solutions, versus the importance given to creating Social Value in the US. Prof. Mirabella concluded her keynote address by stressing the importance of finding the balance between solutions (evaluation, financial management, fundraising etc) and the strengthening of community participation (partnership building, community leadership and collaboration).●

**Growth in Social Enterprise and Social Entrepreneurship Courses: 1998 - Present**



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**November, 7<sup>th</sup> 2011**

ICTR's International Conference on  
**Endowment & Asset Management**

**Ben-Gurion University of the Negev**



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