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T H E C O M M I T T E E

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THE JEWISH EDUCATION COMMITTEE

THE JEWISH AGENCY

Morton L. Mandel, Chairman

THE ISRAEL EXPERIENCE PROJECT

THE ISRAEL EXPERIENCE SUB-COMMITTEE

Robert E. Loup, Chairman

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P R O P O S A L

T H E I S R A E L E X P E R I E N C E

1. INTRODUCTION

"The Israel Experience" is a project of the Jewish Education Committee of the Jewish Agency aimed at significantly strengthening the role of Israel as a Jewish educational resource. In practice this means increasing the number of people visiting Israel for educational purposes, intensifying, varying and improving the programs available to them, and enriching program content and quality.

Each year approximately 15,000 young people visit Israel for short term study programs. These programs vary in length from about two weeks to one year. The bulk of participants are highschool students on summer visits under the auspices of the WZO. The remainder are university students, and participants in a variety of programs ranging from Yeshivot to leadership programs, teachers' seminars, professional seminars, summer camps and more.

The purpose of the present project is to assess the potential for increasing the number of participants in such programs in the coming years. This increase might be achieved through a variety of means: extension of target population (different age groups, people differently motivated, people of various backgrounds), additional subsidies, changes in recruitment procedures, pilot projects, manpower training, curriculum development and the creation of new programs. Our purpose is to address the assumption that there is a potential for increase and change, to suggest means to translate this into actual demand for programs, and to initiate, in the course of this project, the process that will bring about change.

The anticipated outcomes of this project will include: the production of an inventory of existing programs and of data concerning the potential market and the potential resources for programs; bringing about the creation of new, quality programs; the creation of tools for monitoring, and improving programs; the creation of instruments for planning assistance; whenever there is demand for such assistance; producing the conditions that will allow programs to gather momentum.

In this manner it is hoped to facilitate the process that will effectively strengthen and transform the role and impact of Israel as an educational resource.

2. APPROACH

The approach guiding this project views the planning process as a collaborative endeavor between client and planner. The emphasis is on joint conclusions based on data analysis, on joint decisionmaking, and on institutional development. The characteristics of the approach are :

- Frequent meetings between planner and client
- Joint learning and analyzing of data
- Action-oriented project rather than theoretical research
- Decisions and implementation throughout the project

In preparation for this proposal the planners have already begun the process of involving decisionmakers, educators and administrators in this project. Interviews have been conducted in Israel and in the United States. (For practical reasons other countries have not yet been involved, though they will be visited in the near future.) The interviews have included lay leaders, among them Committee members (Jewish Education Committee of the Jewish Agency) and Sub-Committee members (Sub-Committee on the Israel Experience), educators and senior administrators in American and Israeli institutions. This proposal reflects these interviews as well as available reports and research projects.

This project will involve both group meetings and individual interviews for the purpose of sharing the data as it is produced, and for drawing conclusions from it.

3. METHOD

The analysis for this project will be conducted in several rounds, to be improved and perfected with each successive round. Work will proceed simultaneously on a number of fronts. Quantitative data collection and analysis will proceed alongside a process of institutional analysis and input on the part of the clients. Findings together with client involvement will help determine the contents of subsequent project stages. Thus what follows now is a project design which is likely to change as the project proceeds. It includes the following elements :

- a. Problem definition
- b. Inventory of programs
- c. Participants and potential population
- d. Interim reports and consultations
- e. Ongoing experiments
- f. Resources for potential demand
- g. Strategies for development : alternative development plans

a. Problem definition

The practical problems to be addressed by the project are defined today as :

1. What potential does Israel have to accommodate increases, improvements and variations in programs - including physical sites and personnel resources
2. What is the potential demand, the market for programs
3. What are the means needed to bring about the desired change

These questions are preliminary. They will be refined and changed in the course of the project. Beyond the "technical" nature of these practical problems lie some of the major issues involved in the cooperation in Jewish education between Israel and the Diaspora that must be enhanced as these programs are developed. In the process of addressing these problems such issues must inevitably arise. For example : what result is expected from the Israel experience: commitment to Jewish life, aliyah, Jewish observance, leadership skills, and others. Questions of motivation will be addressed : why do or don't people come to the existing programs; what image of Israel is the participant confronted with? Institutional diversity and duplication will be addressed in questions such as : where are programs planned and with whose input?

A good deal of time will be devoted to definition of the problem. Definitions may change as data becomes available, decisions are made, and more people become involved. This project, because of its complexity, requires great flexibility : as definition of the problems to be addressed change, the client will be able to help determine the direction of the project.

b. Inventory of existing programs

An inventory of existing programs will be developed. It will be based as much as possible on existing data, in addition to site visits, observation of activities, interviews of a sample of participants, and interviews with administrators, educators and staff. The Committee may decide to enlarge the scope of the survey if needed.

After developing the inventory (which will tell "what exists today"), we will aim at providing a profile of participants ("who comes"). This will provide the basis for deciding what is wanted - that is different from what is ; which programs have growth potential, and which segments of the potential population (those who do not presently come) are to be addressed in the development plan.

The inventory will include the following data :

- what programs exist (WZO, universities, yeshivot, etc..)
- institutional affiliation
- program objectives
- program structure
- what the curriculum consists of
- what changes have occurred in programs over time
- what delivery systems are available :
 - physical plant
 - staff (educational, social, administrative)
- recruitment procedures abroad; travel arrangements
- administrative arrangements upon recruitment abroad and subsequently in Israel
- follow-up contacts, if any, with graduates
- economic structure (cost to participant, subsidies)

This data will allow to take stock of the programs, their size, contents, cost, personnel, educational content, physical facilities. A preliminary ranking of programs (by type, size, cost, etc.) will enable us to choose a sample for more detailed study.

The inventory data will make it possible to take stock of the programs, their size, contents, cost, personnel, educational content, and physical facilities.

The complex issue of a qualitative ranking of programs will be addressed. There will be no attempt at a systematic or comprehensive evaluation of what exists (something the Committee may want to consider as a separate endeavour). But programs will be assessed against criteria of performance such as changes that have occurred over time, progress from established milestones, and more. The assessment will address the issue of 'what works better' rather than 'how good what exists is'. Ongoing surveys by the institutions running the programs, interviews, and existing evaluations will be used.

This stage of the research will yield additional outcomes :

- A computerized data-base of programs (which may be used to disseminate information concerning existing programs)
- Problems identified during the research will be addressed on an ongoing basis. It is our experience that this often results in management and other improvements which lead to increased effectiveness of programs.

c. Participants and potential population

We will make every attempt to get at some profile of program participants compared with non-participants, even though the data is scarce. The purpose of this analysis is to find what characterizes those who come, and how we could address those population segments that do not come. The outcome would allow us to differentiate between non-participation because of existing program characteristics ("too expensive, too short, wrong dates, too religious, not religious enough..."), and non-participants to whom new programs should be addressed. It would also allow decisionmakers to decide on which new populations to concentrate first.

Because of data limitations this step will initially be done in a preliminary way. It is likely to remain less than perfect, but is important to do, because it will allow hypotheses to be formed as to the potential population.

d. Interim reports and consultations

Data will be summarized from time to time and extensively shared with Committee and Sub-Committee members, with decisionmakers, educators and administrators in Israel and abroad. Hypotheses will be formulated as to the potential for increase, decisions will be taken as to what segments of the population to address first. The mandate will be reviewed and renewed prior to the work on strategies for development.

e. Ongoing Experiments

Parallel to data gathering, work will proceed on the careful planning and implementation of pilot programs. The purpose is twofold : to test ideas (some that have already been suggested, such as family programs; programs for providers of services) and to test hypotheses (some have been raised in the preliminary interviews. For example : procedures for recruitment and follow-up must be changed/established; program price is a major stumbling-block); and to create models that can be replicated. These experimental programs will be developed with extensive monitoring and evaluation components.

f. Resources for potential demand

The potential resources of Israel to accomodate change will be assessed, to produce a realistic picture of the possibilities and of the steps needed to allow the change to take place.

The resources to be assessed will include programming capabilities, physical sites, and personnel. The economic implications of these will be evaluated.

g. Strategies for development

The last step in this project will be the design of development plans. By this we mean alternative strategies to bring about the desired change. These strategies will relate to time, cost, mechanisms for implementation, policy recommendations as to recruitment, follow-up, sites, personnel development, ongoing monitoring and evaluation. Specific programs will be developed by the various institutions involved.

4. PROFESSIONAL TEAM

The project will have a staff and a team of outside consultants. The staff will consist of the project director (policy analyst), a senior researcher (behavioral scientist), and research assistants for all aspects of the project including for program visits and sample interviews. Various consultants will join the team for specialized, limited input. They will include an educational planner, an economist, a specialist in organizational development, a systems analyst, a social-statistician.

The professional team will consist of professionals in Israel and in the various countries - as decided in consultation with the Israel Experience sub-committee. The professionals abroad will assist in data collection and interviews and will cooperate in the analysis.

In addition it is suggested that a team of education specialists be set-up, following the initial data-gathering. Their function will be to advise on educational and curriculum matters related to the data of the project.

5. TIME

The project will take from 12 to 18 months to complete. However, because this is a process rather than an academic research work, the committee will participate in reviewing and redesigning the mandate as the process evolves. This in turn will affect the time scale involved. It is our opinion that a project such as this benefits from the option of being flexible and open to change as work progresses.

October 22, 1985

THE ISRAEL EXPERIENCE PROJECT

Progress Report July - October 1985

Submitted to the Sub-Committee on the Israel Experience Project

- The Jewish Education Committee of the Jewish Agency -

A. INTRODUCTION

When this project began there was an assumption that information could be gathered that would shed light on educational programs in Israel and that would be useful towards determining the direction for such programs in the future.

The project has quantitative and qualitative goals. The quantitative goals are to assess the potential for increases in the numbers of people coming to programs in Israel. The qualitative goals are to offer alternatives that would maximize the Jewish educational impact of programs. The quantitative element was given precedence, but the project deals with qualitative issues as well.

I am pleased to report that the project is proceeding as planned and that the gathering of information and data collection is progressing according to schedule.

At its February 1985 meeting the Jewish Education Committee of the Jewish Agency approved the project with the following research outline :

1. Create an Inventory of programs (what exists)
2. Prepare a Participants and Non-Participants study (Who comes to programs; how do people decide to come; what is their experience here. Who does not come to programs and why; how could the number of participants be increased)
3. Recommend Experiments - to test hypotheses and ideas
4. Prepare a Resource Analysis (sites, personnel, funding)
5. Prepare a Development Plan

Table # 1 summarizes the status of the project to date.

TABLE 1

STATUS REPORT -- OCTOBER 1985

Subject	Status	Reports
1. Inventory of Programs	350 to 400 programs 290 questionnaires returned (70+%)	Preliminary report : Today Final Report February or June 1986
2. Study of participants and non-participants		
a. Participants study	1100 participants Phase I (arrival) : Completed Phase II (departure) 670 Completed - the other: long term participants, programs not yet completed	Preliminary report : Phase I : today Phase II : November Final report : February 1986
b. Non-participants study		
I. Visitors to Israel	250 non-participant visitors (airport questionnaire) : Completed	Preliminary report : November
II. Abroad	Market study USA/ Canada : starting	Final report : June 1986
3. Experiments	Defining Criteria : Site-visits; ranking; Implementation Specific experiments : Outline and choice	Ongoing. Sub-Committee decision Oct. 1985 or Feb. 86 Sub Committee decision February 1986
4. Resource Analysis	Material resources : Finances and Sites Personnel	Study : October through February Preliminary report : February 1986 Final report : June 1986
5. Development plan	Recommendations and final report	June 1986

B. STATUS REPORT

1. Inventory of Programs

At its June 1985 meeting the Sub-Committee was presented with the questionnaire to be addressed to all program directors and coordinators. The purpose of the questionnaire was to obtain - for the first time - a picture of what programs exist. We wanted to learn from directors and coordinators what kinds of program exist, what are their goals, by what means goals are met, do those interviewed think that their programs are successful, what is the growth potential of programs and what are the blockages to growth, what are their perceptions as to the means needed for growth.

We had planned for a mail-survey, but as the questionnaire became increasingly detailed and long - and following a small pre-test - we decided that it would be necessary to send interviewers to most programs and to try the mail for geographically distant programs only. A team of interviewers headed by a coordinator went into the field on July 14th and worked through September 6th. By this date we had returns from more than 70% of the programs and a preliminary data analysis has begun, while work will proceed throughout the duration of the project to complete the inventory. Data from this preliminary analysis will be presented today.

2. Study of participants and non-participants

a. Participants study

Two questionnaires for participants in programs were presented to this Sub-Committee at its June meeting. The questionnaires were to yield data about the participants themselves : where they come from; what is their affiliation; how knowledgeable they are about Israel and about Jewish matters; how they made their decision to come to a program; how they perceived their experience in the program.

The first questionnaire was given to participants within 72 hours of their arrival to a program in Israel, the second within the 72 hours preceeding their departure. Three interviewers - for the three languages of the questionnaires : English, Spanish and French - and a coordinator went into the field at the end of June. They interviewed the participants in a sample of programs totalling 1100 participants. The questionnaires were given to the participants in a program at a pre-arranged session, at which the purposes and procedures for the questionnaire were explained. All short-term programs included in the sample were covered by the end of the summer. Participants in medium and long-term programs which continue beyond the summer are being interviewed as programs come to an end.

The first questionnaire - filled by more than 1100 participants upon arrival to programs in Israel - has been analysed and preliminary data will be presented today. However it should be borne in mind that the data cannot be really understood until the

second (departure) questionnaire is also analyzed. The data will acquire still more meaning when compared with data from the overseas non-participants study..

2.b.Non-participants study

In order to be able to target potential participants in programs we need to understand what differentiates between people who participate in programs in Israel, and people who do not participate. Amongst the non-participants we can differentiate between people who do come for visits to Israel - but not within an organized framework - and people who do not come to Israel.

During this past summer we have carried out at Lod airport a small survey (250 respondents) of young people who came on their own. Our purpose was to try and find out whether there are clear differences between people who choose to come to programs in Israel and people who choose to come on their own. A preliminary report will be ready in November.

However the major data about non-participants must be gathered abroad. During the coming winter we will carry out a survey in the U.S. and Canada, geared at understanding the differences between people who come to programs and people who do not come. We will try to target groups that are potential participants and to indicate how one might bring them to participate in programs. We will endeavor to discover what are blockages to increased participation, whether this be program content, recruitment methods, financial questions or other matters. This survey will

comprise a representative sample of the general Jewish population in the United States and Canada as well as two additional samples : college students and high-school students. These latter more focused samples concentrate on the main age-groups of participants in Israel programs. When completed this survey, analyzed with the data from the participants' study, should allow us to formulate concrete, market oriented recommendations.

3. Experiments

From the beginning of the project it was agreed that prior to the completion of the research experiments would be undertaken that would allow us to test some of the ideas advanced by people involved in Israel programs as well as some of the hypotheses resulting from the research. Carried out under careful monitoring conditions, these experiments would provide significant practical data about Israel programs.

Three steps are involved towards the recommendation of specific experiments :

I. Criteria have to be developed to guide the choice of experiments - including criteria defining what are good Israel programs. We have begun dealing with the issue of quality in programs, with the help of educators and program administrators. We have also carried out a number of site-visits of programs in order to allow reality to inform us too about issues of quality.

II. Specific experiments must be planned and developed. Two types of experiments suggest themselves :

a. Experiments that will help us learn how to significantly increase the number of participants in programs. They may involve initiating or intensifying a specific educational program in Israel - for example credit-carrying specific summer courses for college students; programs for families; programs for second-timers - e.g. for people who have come to programs in the past; or incentives to help programs that show growth potential try to realize this potential.

b. Experiments that will enhance the quality of programs and thus in addition directly or indirectly lead to growth in the number of participants. For example experiments in personnel training and development and the enhancement of the educational content of programs.

III. Means of implementation of experiments must be decided upon by the Sub-Committee. These include the support of experiments and the framework for their implementation.

We plan to recommend specific experiments in February.

4.Resource analysis We have begun a study of material resources (for example sites) as well as of personnel resources for Israel programs. The study should be completed by the end of February.

5. Development plan The final part of this project - a development plan - will be presented in June 1986. It will make use of the data from all the components of the project, and will suggest a plan for increasing the number of participants in educational programs in Israel.

From the beginning of this project we have tried to involve as many people as possible who are active in the various aspects of Israel programs. We have continued to interview individuals and to hold larger meetings with specialists to help us think through various aspects of the project and share the knowledge acquired. We have benefited very much from this and from the willingness of people to give of their time and energy to this project.

We have also tried to be sensitive to local and regional differences in needs. After some delay a taskforce was set-up in France to guide the project in that country. The first meeting of the taskforce is scheduled to take place in early November in Paris. It will guide the project as far as France is concerned. Similar efforts are planned for other countries and will be initiated in the future.

Annette Hochstein
Project Director

" THE ISRAEL EXPERIENCE "

EDUCATIONAL PROGRAMS IN ISRAEL

Summary Report to

The Jewish Education Committee

The Jewish Agency for Israel

Submitted by Annette Hochstein

Jerusalem, June 1986

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1. INTRODUCTION

As many as 400 different Israel educational programs are in operation today. They include educational tours, year-long university and yeshiva programs, high school semesters and work programs on kibbutzim.

The Jewish Agency's Jewish Education Committee began its work with the assumption that Israel programs have a substantial impact on their participants. They therefore commissioned the 'Israel Experience' study project, to answer two basic questions:

1. Is there potential for significantly increasing the numbers of Diaspora Jews taking part in educational programs in Israel?
2. Can the impact of Israel programs be increased -- and if so, how?

After completing the study, collecting, analyzing and evaluating the data, it is our feeling that both these questions can be answered in the affirmative:

YES, there is potential for a substantial increase in the numbers of people who come to Israel on educational programs. We found that although participation is, in fact, greater than previously assumed, there is much potential for growth. We believe we have identified new target populations. We know who they are -- and, more than that, they have told us what they want.

And YES, as we shall indicate, the impact of Israel programs can be significantly increased. We found that while the Israel educational experience is generally perceived as successful, there is room for improvement.

We have found it useful to summarize our findings for this report in the following categories:

- * The Method: How we Worked
- * Is there potential for increasing participation in educational programs in Israel?
- * Who are the potential participants?
- * Who participates today -- and in which programs?
- * What programs or frameworks would attract potential participants?
- * What are major obstacles to participation?
- * Can existing programs meet potential demand?
- * Can the educational impact of programs be increased?

In two final sections, we deal with:

- * Policy issues
- * Conclusions

2. THE METHOD: HOW WE WORKED

As we embarked on this study project we discovered that there was almost no resource material available about educational programs in Israel.

While those involved in organizing and implementing programs are often very knowledgeable about an area of education or their specific program, there was no systematic or comprehensive body of knowledge or information about Israel educational programs. There were, for all practical purposes, almost no evaluations of:

- + the impact of programs on participants
- + the efficiency of programs
- + the marketing of programs

It was therefore important for our study to gather the necessary information and to analyze it in a way that would shed light on our two basic questions. We did this by:

- a) Creating a data-base of existing Israel programs -- their content, participants, funding, recruitment, and factors working for or against their growth.
- b) Studying the populations who come on existing programs, to understand who they are, how they decide to join programs, and what (short-term) impact is made on them by the program
- c) Preparing a market study to discover who are the potential participants.

- d) Surveying young people who come to Israel outside of educational program frameworks.
- e) Analyzing existing programs -- their resources, curricula, personnel and budgets.

We made a number of on-site visits during the summer of 1985, observed staff recruitment and training sessions, and assembled a library of publications, to serve as documentation for our work.

We conducted extensive interviews with lay leaders, educators and administrators, and consulted with numerous experts in the field.

What I am privileged to present to you today is an executive summary of our findings to date. It is based on a set of technical reports including:

- A report on the survey of programs
- A report on participants in short-term programs (that on long-term programs is to come shortly)
- A report of the market study in the U.S. and Canada
- A report on accommodations
- A report on personnel
- A report on site-visits
- A series of technical reports including budget analyses and funding data.

It is for the Committee to decide how best to make available the several volumes of materials that include, in addition to the results listed above:

- A computerized data base of programs for 1985
- A monograph describing the various methodologies in the social sciences and education that were chosen to gather, analyze and interpret the data.

Clearly, such an effort completed in so short a period had to involve talented and dedicated people.

Throughout, the project team has been encouraged and sustained by the deep interest and commitment of the Chairman of the Israel Experience Sub-Committee ROBERT LOUP, its Co-Chairman Rabbi RICHARD HIRSCH, and by Jewish Education Committee Chairman, MORTON MANDEL. Their belief in the power of accurate information and their vision of the scope and importance of this study assured us of the necessary time and tools.

The project's consultants -- Professor MICHAEL INBAR and Professor EFRAIM YA'AR for methodology, Dr. SHMUEL SHYE for the program survey, and Professor STEVEN M. COHEN who conducted the marketing and participant studies -- were the most gifted and dedicated of colleagues. Their contribution is inestimable.

HAIM ZOHAR, Secretary General of the WZO, has given us invaluable help in gathering vital information about people, institutions and methods of recruitment.

My own staff worked with total concentration and commitment. Their dedication was central to this endeavor.

Dozens of program directors and educators helped make this study possible by their willingness to share their data and their time. The openness and generosity of the WZO's Youth and Hechalutz Department, in this regard, merits special thanks.

Professor SEYMOUR FOX, Senior Consultant to the Jewish Education Committee, has at every stage insisted on the most rigorous of academic standards for this project. His creativity and insights have contributed some of its most significant ideas, and his expertise in all matters pertaining to Jewish education has been of invaluable assistance. It has been a true privilege working with him.

3. IS THERE POTENTIAL FOR INCREASING PARTICIPATION
IN EDUCATIONAL PROGRAMS IN ISRAEL?

The answer appears to be yes. Many more people can be recruited to Israel education programs.

The major growth area -- and one of the major findings of the Israel Experience study -- is that large numbers of people who have never been to Israel want to come, and want to come on educational visits. Again and again, our market study data show that Israel is attractive to Diaspora Jews who have never visited the State, and who are not generally reached by Israel program recruitment.

The interest of this group, however, lies chiefly in types of program other than those currently offered.

Another, more limited growth area was also identified. This is in expanding the reach of existing programs.

4. WHO ARE THE POTENTIAL PARTICIPANTS?

The North American Jewish population can be roughly divided into three equal segments as regards visits to Israel (see Fig. 1):

- * Those who have visited Israel, or are making arrangements to do so.
(All those who take part in existing Israel programs are within this segment.)
- * Those who have no interest at all.
- * The intermediate group, who have never been to Israel but are interested in doing so one day. They have either inquired about trips to Israel, believe they may visit in the future, or have at least given the matter some serious thought.

Our market study in the United States and Canada clearly shows that as many as a third of all North American Jews, who have never been to Israel, are interested in such a visit. The study reveals that large numbers of them could be attracted to educational programs in Israel.

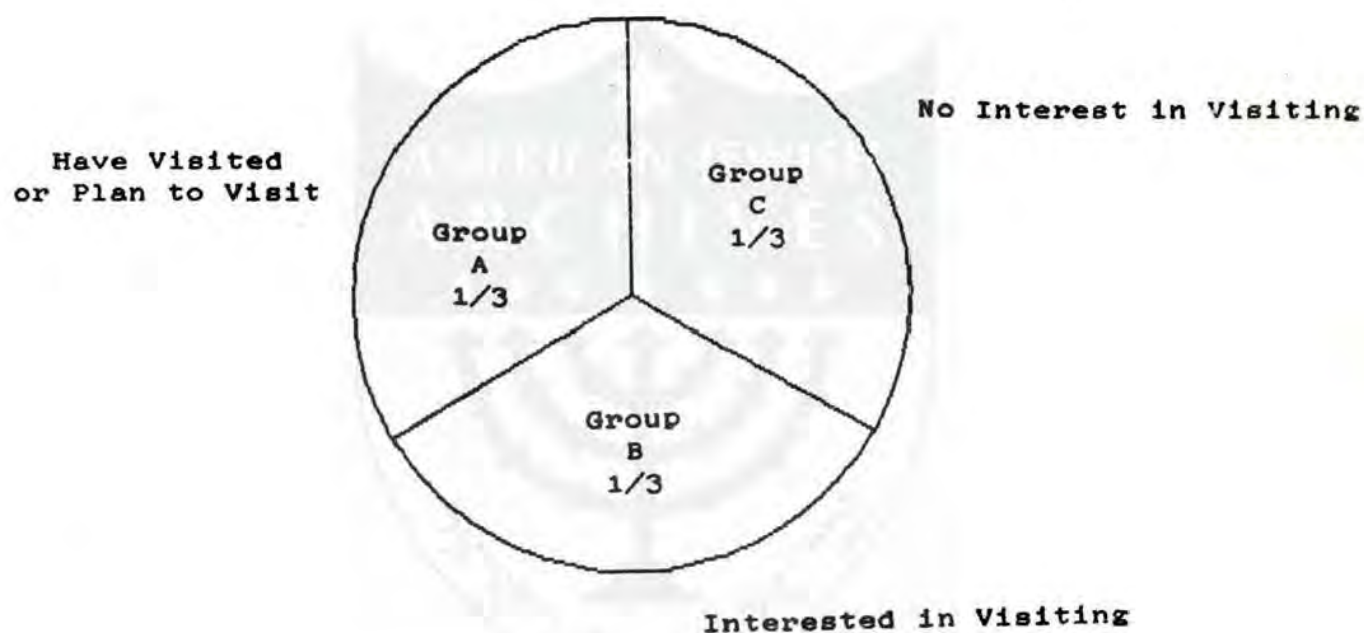
As we studied these data, we decided to focus much of our analysis on this third group, which clearly appears to have the greatest potential. It could include hundreds of thousands of people, and therefore we decided to analyze this group in greater depth. We created four categories:

- + 13- to 17-year-olds
- + 18- to 24-year-olds
- + single 25- to 50-year-olds
- + married 25- to 50-year-olds

FIGURE 1

Interest of American Jews in Visiting Israel

(Rounded Percentages)



Interest of American Jews in Visiting Israel
falls into three roughly equal sections

GROUP B -- THOSE INTERESTED IN VISITING ISRAEL --
ARE SUGGESTED AS A MAJOR TARGET POPULATION

We found that each of these categories differs markedly from North American Jews who have already visited Israel or have made the decision to visit, as well as from that segment who have no interest in Israel programs (see Fig. 2).

They tend to lie midway between the Israel visitors and the totally disinterested, as regard various aspects of Jewish involvement. For example:

- + Close to 80 percent have had some form of part-time Jewish education. Very few have had Jewish day-school education.
- + Around 40 percent rate their ritual observance as 'moderate.'
- + Their religious affiliation is equally divided among Conservative or Reform Judaism, and being "just Jewish" (about 30 percent in each category).
- + Most rank 'low' on Zionist commitment.
- + Some 27 percent are unaffiliated with any Jewish communal organization; 41 percent are affiliated to one such organization; and the remainder to more than one.

The picture we have drawn from the data is of a population characterized by moderate links to Jewish religious and communal life at home, and with some interest in Israel. Because they have weak commitments to Zionism, we should, however, question whether conventional appeals to visit Israel are likely to be effective. New methods to address them should be considered and developed.

FIGURE 2

PROFILE OF AMERICAN JEWS, ACCORDING TO THEIR INTEREST IN VISITING ISRAEL

All figures are percentages

Not Interested in Visiting Israel %	Interested (by ages)				TOTAL INTERESTED	Have been to Israel	
	13-17 years	18-24 years	Single 25-50 years	Married 25-50 years			
<u>Jewish Education</u>							
None	23%	19%	16%	10%	22%	18%	6%
Part-Time	74	76	75	86	76	78	67
Yeshiva/High School	3	5	9	4	3	5	26
<u>Ritual Observance</u>							
Low	47	21	26	37	30	29	16
Moderate	41	36	48	45	33	39	33
High	11	43	26	18	37	32	51
<u>Denomination</u>							
Orthodox*	1	3	6	-	9	6	24
Conservative	23	44	30	31	31	33	36
Reform	29	25	27	40	35	33	24
Just Jewish	47	28	37	29	25	29	16
<u>Organizational Affiliation</u>							
None	47	19	28		28	27	14
1 institution	35	45	47		38	41	32
2 institutions	12	28	17		20	21	30
3 institutions	5	8	8		14	12	25
<u>Zionist Identification</u>							
Low	86	69	50	41	42	48	11
Moderate	13	24	37	39	42	38	34
High	1	8	13	20	15	15	56
<u>Family or Friends Have Been to Israel</u>							
None	60	44	33	41	43	41	14
One	25	33	32	28	26	29	16
Two or more	15	23	35	31	32	31	71
<u>Have Family or Friends in Israel</u>							
	27	33	38	37	37	-	68
<u>Understand Hebrew</u>							
	1	3	0	1	1	-	19

* Underrepresented in our sample.

Again and again, the "interested" group falls midway between the Israel visitors and the "disinterested" in these dimensions of Jewish identity.

About half of this 'interested' group -- perhaps half a million people between the ages of 13 and 50 -- declared themselves willing to spend \$1,000 or more on an Israel visit, in addition to the cost of the flight, for the right kind of program. Though we will be returning to the complex issue of cost later, it is clear that this subgroup within the 'interested' segment merits particular attention.

Existing Israel programs cater, by and large, to a very different Diaspora population.



5. WHO PARTICIPATES TODAY -- AND IN WHICH PROGRAMS?

To our surprise, we found that many more people take part in a wider variety of program frameworks than was generally assumed.

We began the study in the belief that 12,000 to 15,000 people came to Israel on educational programs each year -- most of them high schoolers, primarily attending short-term programs.

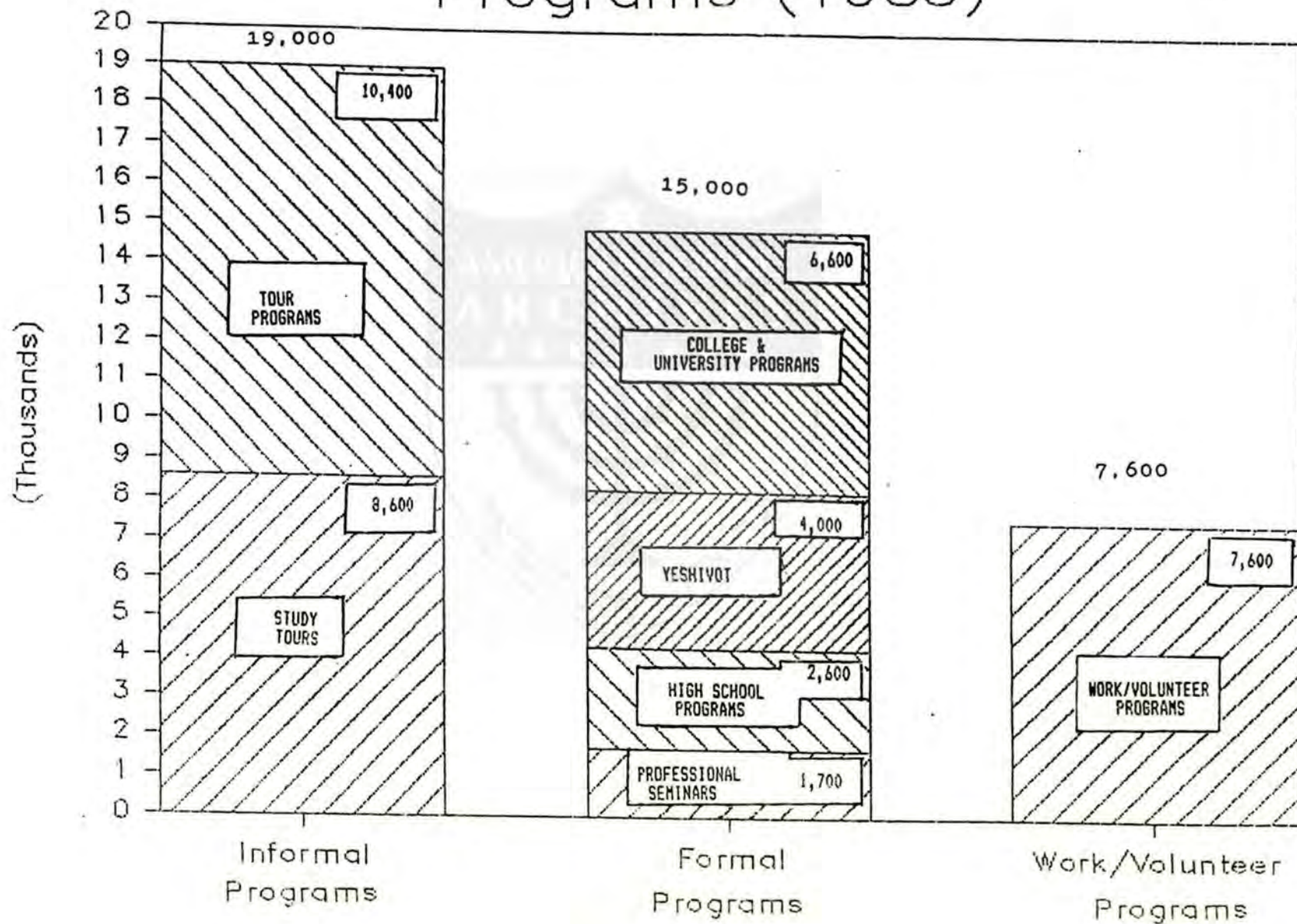
We found this to be far from the case. Our survey of approximately 85 percent of existing programs shows that some 41,500 participants were involved in Israel programs in 1985. More than half of them are older than 21, and about a third are on long-term programs.

In order to reach these findings, we assembled detailed information about 330 programs from their directors, using a systematic, structured questionnaire, through interviews with trained staff. The data were computerized and analyzed through various statistical procedures to produce a survey of the universe of Israel programs.

The hundreds of programs we examined can be grouped into three main categories (see Figure 3):

- + Informal -- tours and study tours
- + Formal -- professional seminars, high school, yeshiva and higher education programs
- + Work/Volunteer

FIGURE 3 Participants in the Various Types of Programs (1985)



Within the framework of the programs surveyed, some 19,000 people took part in informal programs in 1985; some 15,000 in formal programs; and the remainder -- about 7,500 -- in work/volunteer schemes.

While high schoolers are significantly represented (one in every four Israel program participants), it appears that many programs are attracting older people, as well.

Fig. 4. Participants in Israel Programs By Age -- 1985

<u>Age (Years)</u>	<u>Percent</u>
13 to 17	25
18 to 21	17
22 to 30	43
over 31	15

We found a definite link between the age of participants and the length of the program on which they came.

Fig. 5 Numbers of Participants, According to Length of Program -- 1985

<u>Length of Program</u>	<u>No. of Participants</u>
less than a month	13,400
one to two months	12,700
two to six months	6,800
more than a year	7,900

(Slight differences in numbers in the Figures result from rounding off, and because some questionnaires were returned to us incomplete.)

Programs for teenagers are typically one to two months in duration. Those aimed at college-age participants usually run over six months. Young adult programs (22 to 30 years) are generally either less than a month long or more than six. Those for over-31s are usually less than a month.

Participants in programs belong most often to the more Jewishly active segment of the population. In our survey of participants in programs we found, for example, that:

- + 49 percent had visited Israel before
- + 24 percent have had Jewish day-school or yeshiva schooling
- + 79 percent belonged to a synagogue (or their parents belong)

This profile confirms findings from our market study, which reveals that the less Jewishly active often do not visit Israel or know about programs.

6. WHAT PROGRAMS OR FRAMEWORKS WOULD ATTRACT POTENTIAL PARTICIPANTS?

Among the unexpected findings of the study was that there are literally thousands of North Americans who want to tour Israel on programs which offer Jewish and Israeli content. This is true for every age group.

We asked ourselves whether these are people who are interested solely in ordinary tourism. When we analyzed our data more carefully, we learned that a significant number were indeed receptive to learning more about Israel and Judaism during an Israel visit.

The majority of this group, however, is not attracted to existing programs. They are looking for possibilities other than those currently available -- among them, more individualized visits, and visits conducted within a different social framework.

Among the programs that our study indicates will attract this group (see Fig. 6) are:

- + Intensive basic tours of the country that explore Jewish connections with Israel.

- + Family trips -- preferred by both parents and children. We were surprised to discover that not only parents prefer such trips, but so do children of varying ages, as well.

Very few such programs are available today.

- + Individual (non-group) visits, in which visitors can learn about Israel in appropriate settings. These are particularly popular among young adults, in the 18- to 24-year age bracket. They want to come alone or with friends, and take part in educational activities while they are in Israel.

FIGURE 6

TYPES OF ISRAEL PROGRAM THAT WOULD ATTRACT FIRST-TIME NORTH AMERICAN VISITORS INTERESTED IN VISITING ISRAEL

	<u>Basic Tour</u>	<u>Family Trip</u>	<u>Individual Trip</u>	<u>Intensive Tour</u>	<u>Academic High School</u>	<u>Academic Experience University</u>	<u>Sports Tour</u>	<u>Professional Workshop</u>	<u>Professional Experience</u>
Interested aged 13-17 years	78% (33%)	72% (37%)	54% (18%)	35% (14%)	44% (14%)	41% (12%)	40% (17%)	30% (9%)	23% (6%)
Interested aged 18-24 years	80% (44%)	67% (34%)	72% (41%)	43% (20%)	- -	43% (21%)	38% (16%)	47% (25%)	45% (22%)
Interested aged 25-50 years singles	81% (47%)	37% (21%)	66% (36%)	32% (17%)	- -	18% (5%)	26% (16%)	29% (15%)	32% (16%)
Interested aged 25-50 years married	85% (51%)	77% (46%)	59% (37%)	40% (22%)	- -	15% (9%)	11% (8%)	24% (14%)	18% (8%)

Figures in parentheses indicate those willing to pay \$1,000 and more over flight cost.

BASIC TOURS, FAMILY VISITS AND INDIVIDUAL TRIPS ARE THE MOST POPULAR AMONG "INTERESTED" NORTH AMERICAN JEWS.

Almost all existing Israel education programs cater exclusively to groups.

+ High-level educational or professional enhancement in Israel is sought by a sizeable group. Some are looking for short-term study programs and workshops or longer-term working experiences that are well thought out.

We looked, too, at what this target group would enjoy doing within these program frameworks (Fig. 7).

+ The majority want to see historic, religious and archaeological sites, though they also want significant time for leisure; they want to sunbathe.

+ A substantial number, however, want to study Israeli history, experience religious life in Israel, and meet Israelis and North Americans living in Israel.

That is, people are interested in exploring Israel and Judaism, and learning about their connections with their heritage.

FIGURE 7

**PROGRAM CONTENT THAT ATTRACTS FIRST-TIME NORTH AMERICAN VISITORS,
INTERESTED IN VISITING ISRAEL**

QUESTION: If you were to visit Israel, how appealing would each of the following activities be?

	13-17 years	18-24 years	Single 25-50 years	Married 25-50 years
Seeing the major sites	74%	87%	85%	89%
Touring archaeological sites	46	60	69	70
Spending time with Israelis	44	54	43	52
Sunbathing	40	59	41	32
Learning Israeli history	30	37	47	44
Spending time with North American Jews who have settled in Israel	35	33	24	38
Experiencing religious life in Israel	31	33	26	31
Studying Judaism	17	14	17	18
Studying Hebrew	14	16	11	12
Talking politics with Israelis	8	14	14	15
Playing your favorite sports	18	13	8	5

Figures are percentages.

AS WELL AS VACATION ACTIVITIES SUCH AS TOURING AND SUNBATHING, A LARGE PROPORTION ARE INTERESTED IN LEARNING MORE ABOUT ISRAEL AND JUDAISM.

INTERIM CONCLUSIONS

These interim conclusions summarize what we have presented to this point -- and particularly the foregoing section. We can note some development possibilities:

If new types of program were to be developed and provided, catering to the interests suggested by the survey, we believe that very significant increases in the numbers of those taking part in Israel programs could be achieved.

If, further, the quality of programs is simultaneously upgraded, and the obstacles to participation removed, increased participation could reach very large numbers.

Because the numbers of people in this 'interested' category are so large, we believe the Committee may want to consider further investigation of this population through a number of pilot programs. The pilot programs would serve as a more complete and valid test of the conclusions, and could serve as a basis for a larger-scale framework, to be more fully developed at a later stage.

Three types of pilot program are suggested.

- a) INTENSIVE BASIC TOURS. The development of quality, short-term basic tours of Israel, combining sightseeing, Israel studies (Israeli society, history, Jewish living, and so on) and leisure.

b) INDIVIDUAL TRIPS. Reaching toward young people who want to visit Israel independently, offering them the possibility of well-planned short-term programs or modules with Israeli and Jewish content.

c) FAMILY TRIPS. Creating special programs for families, built around study of Israel and Judaism, with sufficient time for touring and leisure.

For each of these three categories, data is available concerning:

- the sizes of groups they could potentially attract
- the program content sought by each group
- how much potential participants would be prepared to pay toward the program
- the socio-economic characteristics of the different groups
- their Jewish affiliation.

7. WHAT ARE MAJOR OBSTACLES TO PARTICIPATION?

We asked ourselves: What factors inhibit or discourage people from coming to Israel on educational programs? We identified a number of possible obstacles toward visiting Israel. Among these: the cost of programs, fear of terrorism (which is prominent this year), lack of knowledge about programs, negative attitudes of family members to visiting Israel, and the quality of programs provided.

We have singled out three major obstacles, for discussion here:

- a) Lack of knowledge about programs
- b) Cost of programs
- c) Quality of programs

a) Lack of knowledge about programs

We found general agreement that more aggressive marketing of Israel programs is required. Some 65 percent of all program directors believe that more aggressive advertising would almost certainly result in increased registration in their programs. Indeed, with 39 percent of programs operating below current capacity, and over 83 percent claiming that they could expand to accommodate double the number of participants, it is not surprising to find directors concentrating on advertising and recruiting.

Yet marketing of Israel programs is largely ineffective. Large sums of money are spent on various advertising media -- but they are not reaching enough of the target population of interested people. On a per participant basis, many programs spend hundreds of dollars.

The problem may lie less in the amount spent, and more in the way in which it is allocated. Despite the hundreds of thousands of dollars invested in advertising and recruiting, only 28 percent of the 'interested' group in our market study said they "knew of any programs for visitors to Israel other than the regular tours packages."

Close to 60 percent of all respondents said they would be more likely to visit Israel if they knew of a program that was right for them. The age breakdown is as follows:

Fig. 8 Likely to Visit if Knew of Right Program

<u>'Interested'</u>	<u>Percent</u>
13- to 17-year-olds	59%
18- to 24-year-olds	54%
25- to 50-year-olds (singles)	54%
25- to 50-year-olds (married)	58%

Our study shows that the more serious the interest of a potential participant, the harder it becomes to find a suitable program. As high a proportion as 73 percent of those who have decided to visit Israel report that they would be more likely to visit if they knew of the right framework. Current recruitment campaigns apparently do not address this market need in a satisfactory way.

Fig. 9 shows 10 existing recruitment approaches. We analyzed the effectiveness of each, and -- again -- our findings surprised us. Organizational channels, for example, are used by slightly more than half of existing Israel programs, and bring in 70 percent of all participants.

The use of organizational channels and word-of-mouth as the most effective recruitment methods suggests that marketing of Israel programs is primarily geared to those active and involved in Jewish community life.

Of our 'interested' target population, however, only 13 percent had ever received information about Israel programs through organizations. The 'organizational' channel, therefore, appears to be effective only within certain markets, those with strong Jewish affiliations.

Our study unequivocally shows that marketing can be expanded to other population groups. Word-of-mouth is heavily relied on, and suggests that social networks is one route that can be effectively used -- as long as these networks are not limited to the most Jewishly active sectors.

Fig. 9 Current Recruitment Methods: Extent of Their Use

channel	% of programs	% of all participants	*	% of participants in informal programs	% of participants in formal programs	% of participants in work/volunteer programs
Word of mouth	70	73	*	43	40	17
Organizational channels	56	70	*	66	30	3
Brochures	48	54	*	49	46	6
Shlichim	42	54	*	56	21	23
Direct mail	28	40	*	58	23	20
Media ads	19	32	*	59	22	19
Speakers	19	24	*	27	44	29
Special promotional events	13	17	*	49	7	41
Synagogue	14	14	*	91	7	2
Community center	13	13	*	91	6	3

Word-of-mouth and organizational channels are very effective within a limited market. To expand existing markets and reach new ones, however, a professional advisory board could make an important contribution to reviewing present marketing methods, and suggesting ways to improve them.

b) Cost of programs

A second major obstacle to participation in Israel programs is their cost. This issue needs much further in-depth study: on the one hand, our findings indicate significant willingness among the 'interested' population to pay for programs; on the other, cost is shown to be a deterrent factor.

Most existing programs cost well over \$1,000 per participant, in addition to the cost of travel to Israel. A full three quarters of our 'interested' target group indicated they would be more likely to plan an Israel visit if it were less expensive.

We found a strong correlation between the level of household income and frequency of Israel travel for all age groups -- and particularly for the 13- to 17-year-olds. Teenagers from households with annual incomes of \$50,000 and higher are almost three times more likely to visit Israel than those from less affluent homes. According to program directors, 64 percent of participants in 1985 Israel programs were "economically well off."

We also tried to understand how various people would respond to reduced program costs. Our findings reveal that the impact of cost increases with the level of interest. For example, 70 percent of those who already have decided to visit report that they would be more likely to go with a \$500 cost reduction. Only 38 percent of those classified as 'interested' say the same thing. However, the causal effect of cost remains ambiguous in our study.

Despite an apparent need for subsidizing Israel programs, we found that communal agencies do not always succeed in distributing scholarship funds earmarked for the purpose. This failure to match available funds to potential participants is partly attributable to ineffective marketing. Some 78 percent of the 'interested' people tell us that they would not know where to turn for financial support. This may also be due to the fact that less affluent people do not even consider Israel travel.

c) Quality of Programs

The level of the quality of programs is a third obstacle to participation. We were pleased to discover that, in general, participants were satisfied with the Israel programs they attended. When we probed deeper, however, we found that there is room for substantially increasing program quality -- especially since poor-quality programs not only affect their participants, but also future recruitment.

Israel clearly speaks very powerfully and favorably to the young visitor, even through poorer-quality programs. All our data, however -- collected from program directors, participants and our 'interested' population -- show that participants who have been dissatisfied with their Israel program are unwilling to recommend it to friends.

With word-of-mouth as such an effective recruitment tool, it follows that poor-quality programs make a strong negative impact on recruitment.

The issue of program quality is dealt with more fully in section 9. It is worth stating here, however, that the fact that most participants are happy with their 'Israel Experience,' in programs of all quality across the board, may be attributed to Israel itself, and often in spite of the program.

8. CAN EXISTING PROGRAMS MEET POTENTIAL DEMAND?

On the whole, our study shows that demand for programs of existing kinds can be increased, and that the programs can accommodate growth.

Again, our data yielded unexpected findings. Despite difficulties in recruiting, it is very clear that some existing types of program are likely to attract increased participation (Fig. 10). They include:

- + short-term travel and study programs
- + kibbutz programs
- + university programs

Our findings demonstrated an interesting paradox. We identified a sizeable potential demand for these kinds of program -- far larger than the numbers who take part. Yet these same programs, even while claiming a growth potential of 50 percent, are often under-subscribed.

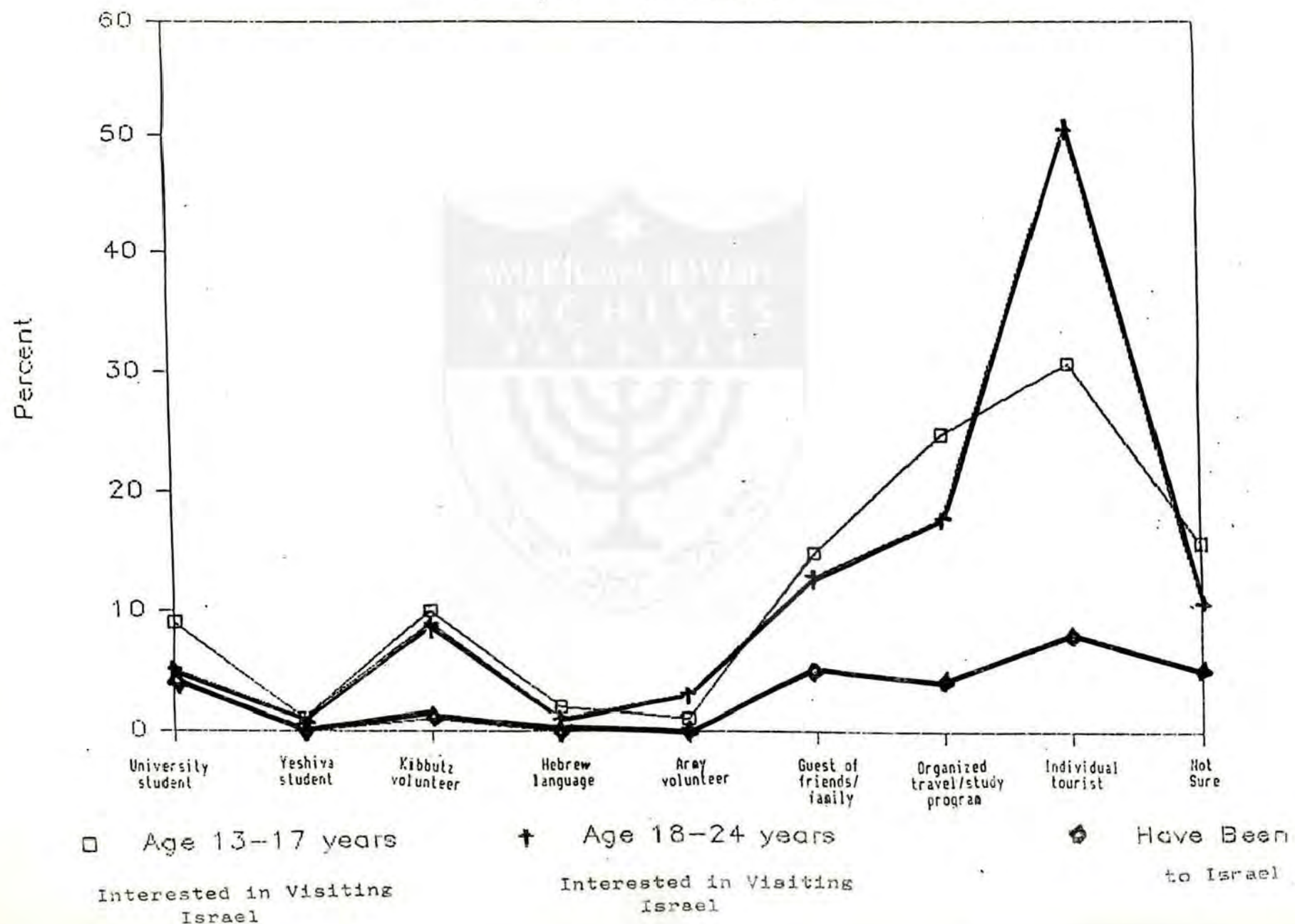
To illustrate: Short-term travel and study programs accommodate approximately 19,000 participants. The potential market, however, according to our market study, includes tens of thousands of 13- to 17-year-olds, and potentially over a hundred thousand 18- to 24-year-olds.

The potential market size of kibbutz programs could be doubled. In university programs, we estimate a potential market of close to 20,000 -- or approximately three times greater than at present.

Our findings strongly suggest that, between them, improved program performance, program content and redirected recruiting may have the potential to double participation in these categories of program.

FIGURE 10

Kinds of Israel Program Which Young People Prefer



We also found that existing programs have the resources -- in sites (certainly if it is outside Jerusalem) and personnel -- to accommodate such growth at present levels of operation.

Figure 10 shows that many young people could potentially be attracted to individual travel, rather than to existing group programs. Figure 6 provides further illustration of the same point. We thus conclude that whereas there is a potential for increasing participation in existing types of program, the greatest untapped potential participation requires the development of new and different types of program.

DEVELOPMENT POSSIBILITIES

Universities. University programs do not fare too well in word-of-mouth recommendations. Our long-term program study is still incomplete, but our initial findings show there to be a significant drop-out rate, and varying levels of satisfaction among students. Major problem areas are quality, level and type of academic study. A further recurrent complaint is isolation from mainstream campus life.

Our data indicate significant potential demand for university programs, despite existing difficulties in recruitment to such programs.

Kibbutzim. Kibbutzim have long been a significant resource in shaping Israel's image and positively representing many values of modern Israel. Over time, however, the quality of kibbutz programs appears to eroded, leaving both participants and kibbutz members increasingly dissatisfied. Conceivably, many kibbutz programs have not sufficiently evolved with time or changed with the market. Such changes may rebuild a significant role for kibbutzim in Israel programs.

9. CAN THE EDUCATIONAL IMPACT OF PROGRAMS BE INCREASED?

We found clear evidence that the impact of many existing programs can be significantly increased.

As we surveyed the existing programs -- through the participants' survey, the directors' survey, site visits and interviews -- we found that the successful programs had shared features. We could therefore begin to chart a preliminary profile of a 'good' program -- and, naturally, its corollary, a 'bad' program. We discovered there to be startling gaps in quality between good and less-good Israel programs.

We dubbed a program unsuccessful or 'bad' when a large number of its participants were:

- + bored or dissatisfied with it
- + missed the point of the program's lectures, tours or other activities
- + uninspired by their 'Israel Experience' and unlikely to increase Jewish or Israel-related activities at home as a result of their visit
- + unlikely to recommend their program or a visit to Israel to others

We corroborated the declared satisfaction of program participants and impact of programs in interviews with educators and program administrators.

The less-good programs are often plagued by logistical problems, which run from tour buses which do not arrive, to uninformed counselors, and unsuitable or absent guides. More basic, however, 'good' programs are differentiated from bad by characteristics which include:

- * a clear concept of educational goals
- * planning consonant with those goals
- * a knowledgeable staff, understanding of the Diaspora and the needs of Diaspora participants
- * a staff involved with and committed to the educational goals of the program -- and able to implement the activities that reflect them
- * proper selection and training of staff
- * clear definition of staff role and function
- * efficient implementation of the program and its schedules

That is, in the more successful programs, all activities are specifically addressed to their participants, and integrated toward identified goals.

These are not only sound and recognized educational principles: their validity was repeatedly demonstrated in our study, in the degree to which the participants in 'good' programs are involved and satisfied.

Index of Satisfaction

To test satisfaction with programs, we developed a multi-dimensional 'index of satisfaction' describing the Israel visit, composed of 17 elements -- Sites I Visited, Counselors, Educational Activities, and Costs were four of them.

Satisfaction, we discovered, bore scant relationship to whether respondents were Jewishly involved, committed Zionists, or planning aliyah.

We therefore took their willingness to recommend a program as an important key to measuring satisfaction.

According to this Consumer Satisfaction Index, while two thirds of participants enjoyed their Israel Experience -- only 38 percent were both satisfied and would recommend their program. Their complaints encompassed the quality of staff, organization, accommodations, food and more.

The Satisfaction Index also served to underline the great gap between 'good' and 'bad' programs. Quality of staff is one example: on the less-successful programs, less than half (49 percent) of participants declared themselves satisfied with their counselors; on the better programs, the satisfaction rate was 74 percent.

More telling still is the rate of recommendation: 19 percent of those on 'bad' programs were both happy with their experience and willing to recommend it, as against more than 50 percent on the 'good' programs.

DEVELOPMENT POSSIBILITIES

As we saw a picture developing, we focused on a number of areas -- such as personnel, organization, and accountability between providers of services and organizations abroad. We believe that improvement in these areas will do much to increase the impact of some of the programs.

These additional findings, which are documented in our technical reports, are worth noting, because they have special bearing on development possibilities.

a) Personnel

The quality of counselors is, according to all sources, the single most important factor in determining program quality.

There is, however, a shortage of suitable personnel. Many are students or recent IDF graduates, often with little more than a few days' training and unfamiliar with the background and beliefs of their group, or with the goals or plans of the programs they lead.

We believe that upgrading staff can have significant impact on a large number of Israel programs. Among our pilot project suggestions are:

- + an experimental staff training program for Israeli counselors in short-term programs
- + further study of interaction between Israeli counselors and accompanying personnel from the Diaspora
- + further study of the impact of enormous salary differentials between educational staff in various programs (a differential that is, in some cases, 100 percent)

b) Rationalization of Short-Term Tours

Short-term tours provide an important service for which there is an existing -- and even greater potential -- demand. According to our data, however, the best is not being provided, and the potential impact is not always being made. Word-of-mouth is discouraging future participation -- despite the great efforts of an overworked and dedicated staff.

Over half of those considering Israel travel report their primary source of information to be friends who have been to Israel before. The data also show that what their friends tell them depends on the quality of program in which they participated. As indicated earlier, participants on 'good' programs are far more likely to recommend their programs than those in 'bad' programs. Perhaps even more important, however, is the fact that participants on 'bad' programs are also far less likely to recommend Israel travel at all.

An improvement in short-term programs would, we believe, result in time in increases in both participation and impact. A reevaluation, rationalization and reorganization of some of the structures providing these services is strongly recommended. If a reorganization is considered too drastic, we suggest extending and encouraging existing short-term programs that do meet criteria of quality. Promotion of competition between different frameworks running summer programs may produce desirable results.

c) A Professional Advisory Board

We believe a professional advisory board could help all those involved in organizing and running programs to:

- + develop norms for educational quality in various types of program
- + assist in planning and developing effective programs
- + help monitor and evaluate programs

In these ways, an overall qualitative improvement in existing programs could be achieved, as well as standards set for future programs. Such a contribution from Education and Social Sciences experts would be likely to increase participation and maximize program impact.

d) Accountability

We identified a communications gap between those who organize programs in the Diaspora and those who provide them in Israel. For this reason, consumer expectations sometimes go unmet, and credibility is damaged.

A number of Diaspora organizations have closed the credibility gap by setting up their own infrastructure and running programs independently. Others have established their own facilities in Israel to represent their interests and mediate with local program organizers.

e) Cultural Differences

Our research concerns programs catered to participants from throughout the Diaspora. Our initial concentration was on North America because of the scope of the project and the numbers involved, but at this early stage we also checked our conclusions through a smaller-scale project in France.

We found the cultural differences between Jews from different countries to be significant in program satisfaction. A common criticism, in fact, among non-American participants, was that programs are not addressed to them.

Educators, too, ranked specificity of program as an important criterion of success.

As an example, one might suggest accommodating cultural differences in programs by establishing local centers for participants from given countries. One might, for instance, establish a 'Maison de France,' that would serve as *à liaison* for French-Israel Experience organizers and visitors, would provide information for group organizers, be a focus for informal activities geared to French visitors, and function as a visitors' center.

Such a center might provide a needed bridge to the communications and credibility gaps in programs. If successful, it could be replicated for other countries.

10. POLICY ISSUES

This report summarizes conclusions based on a mass of data, describing the Israel Experience -- a large and long-time field that has never before been evaluated in-depth. Some of our findings overturn long-held assumptions, with the data clearly indicating that there are directions for development.

A number of major decisions lie ahead. They will form the basis of the project's implementation, and guide its progress. Only when policy is formulated can a constructive plan of action be developed.

Among the policy issues to be decided are:

I. Are there population groups in which the Committee wishes to concentrate its resources?

If so, should precedence be given to specific age groups? To people from certain geographic areas? To the Jewishly active, or to the large group identified as 'interested'? To present and future leaders?

Each choice carries far-reaching planning ramifications. If, for example, high schoolers are selected as a focus, scholarship funding will be an important component, as will organized tour programs.

If the major target is to be the 18- to 24-year-olds, two major development options open:

- * developing individual trips -- perhaps through activity centers and activity packages, as well as cheaper accommodation possibilities
- * developing career and professional program options

II. What is the desired impact of this project?

Priorities in the choices of specific programs and target groups will be dictated by the desired impact of this project. Examples of impacts include:

- * Exposing large numbers of young Jews to Israel, irrespective of the educational intensity of the experience.
- * Bringing young Diaspora Jews to Israel for maximum social contact to counter intermarriage.
- * Making the strongest possible educational impact on relatively few, since strong educational impact requires greater resources used more intensively.

III. What type of endeavor does the Education Committee want to undertake?

- * Promotion of organized educational group programs only?
- * Development of educational modules for individual visitors?
(Creating, for example, a Bible Teaching Center; educational packages; short-term programs open to individuals; developing entirely new programs, such as family camps.)

IV. How are resources to be apportioned among different development areas?

- * Increasing participation in existing programs?
- * Improving the impact of existing programs?
- * Selectively increasing participation in the best of existing programs?
- * Creating new frameworks for new kinds of program?

The decisions of the Jewish Education Committee will guide planners in developing a suitable mix of recommendations.

11. CONCLUSIONS

The survey, analysis and evaluation of educational programs in Israel for Diaspora Jews has produced a number of answers -- and a greater number of possibilities and questions.

As this summary report shows, it has answered the major questions posed, suggesting that:

1. Existing Israel programs can be greatly expanded.
2. There is room to develop new programs catering to new interests.

Further, it has revealed that:

3. There are large potential populations of participants -- in North America, fully one third of the Jewish population -- who have not yet been reached.

Some of the ways of increasing numbers of participants in Israel education programs, and of improving the impact of programs, that merit the Committee's attention are:

- * Developing new types of program for new target populations:
 - designing short-term programs for families, with Jewish educational content
 - creating programs for participants aged 18 and older, traveling alone, including accommodation sites, ongoing cultural activities, and educational modules such as short-term trips or courses

- subsidizing selected programs and/or population groups to test impact of subsidies on participation
- developing high-level short-term university programs, with rigorous admission requirements, to introduce Israel's finest academic resources to talented participants.
- reviewing the place of kibbutzim in Israel programs We believe that the kibbutzim have the potential to play a renewed and perhaps different role in Israel programs. They contain the necessary human and physical resources to do so -- as well as continuing to attract the interest of potential participants.
- establishing 'home' centers in Israel for participants from different countries.

Crucial to all approaches to improving Israel programs is offering of programs with educational content of the highest quality. Personnel is central to achieving this. We suggest, as one example of upgrading personnel:

- * Developing experimental staff-training programs for counselors to short-term programs. Training of this kind will also benefit existing programs.

To guide the entire enterprise, we suggest:

- * The creation of a professional advisory board for programs, to establish program norms, and assist in planning, monitoring and evaluation of programs.

- * Setting up of a professional advisory group to help redirect marketing focuses, and expand marketing outreach to the populations identified as 'interested.'

We are happy to report that those who will undertake implementation of these findings will have at their disposal a large body of information, to help them make informed choices. The information, as noted earlier, includes:

1. A data-base of the content, participants, funding, recruitment and obstacles to existing Israel programs.
2. Profiles of a cross-section of the populations who come on Israel programs.
3. A market study, profiling potential Israel program participants.
4. Profiles of a number of Israel visitors who do not join educational programs.
5. An analysis of the resources, curricula, personnel and budgets of existing Israel programs.
6. Reports on accommodations, personnel, site-visits, budget analyses and funding of existing Israel programs.
7. A computerized data-base of 1985 Israel education programs.

Decisions on future action concerning Israel programs may build on this documentation.

THE ISRAEL EXPERIENCE PROJECT
RESOURCE BOOKLET

The Israel Experience Project
was prepared for
The Jewish Education Committee
The Jewish Agency for Israel

Prepared by:
Lori Banov Kaufmann & Haim Aronovitz

Jerusalem, June 1986

The Israel Experience Project -- Staff and Consultants

Project Director:

Annette Hochstein

Project Staff:

Estelle Albeg
Haim Aronovitz
Lori Banov-Kaufmann
Ben Dansker
Sari Gillon
Naama Kelman
Miri Razin

Consultants on Methodology

Prof. Seymour Fox
Prof. Michael Inbar
Prof. Efraim Yaar

Programs Data Base

Senior Consultant:
Dr. Shmuel Shye

Field Coordinator:
Marta Ramon

Field Workers:
Esther Bamberger
Dan Goldberg
Sally Gottesman
Howard Klewansky
Sheryl Levy
Aurora Yaakov

Participant Study & Market Study in North America

Principal Investigator:
Prof. Steven M. Cohen
(Queens College, CUNY)

Field Supervisor:

Eric Cohen

Fieldworkers:

Analia Gurewitch (Coordinator)
Miriam Ben Shushan
Amanda Horton

Translation of Questionnaires:

Spanish: Shmuel Ben Hallal,
Analia Gurewitch

French: Lisou Wahl

Student Assistants & Researchers

Daphna Gelman
Dan Goldberg
Orna Hillel
Meira Lubinsky
Noa Shashar
Hilary Wolpert

Site Visits:

Ehud Prawer
Eyal Oren

France

Jean-Jacques Wahl - Coordinator
Francoise Bloch - Researcher

Editing

Wendy Elliman

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THE ISRAEL EXPERIENCE PROJECT

RESOURCE BOOKLET

In the course of the Israel Experience Project, a study of Educational Programs in Israel for visitors from the Diaspora commissioned by the Jewish Education Committee of the Jewish Agency, Nativ Consultants has collected in-depth information on 330 programs with about 41,000 participants as well as on potential participants in North America. Multiple sources were drawn on to compile our knowledge base including hundreds of interviews with professionals in the field, expert panels, on-site visits to programs, surveys of program directors and participants, a North American market study, and a comprehensive literature and promotional materials search.

The present booklet includes a description of the data compiled, a list of all programs included in the data-base by type and by sponsor, a list of directors and coordinators who have responded to the program's questionnaire, a list of programs included in our sample participants' study and a list of interviewees. The data collected forms the basis that informs decision-makers on how to expand participation and improve programs.

The success of the Project was due to the hundreds of dedicated program directors, coordinators, staff, educators, administrators and lay leaders who generously shared their knowledge and experience with us. We would like to make the wealth of information we have collected available to them in the hope that the data will aid them in program planning and management.

Annette Hochstein
Project Director

I. PROGRAM DATABASE

330 programs are included in the database which was compiled from interviews with program directors, using a systematically structured questionnaire. Dr. Shmuel Shye was Senior Consultant for the database, which includes approximately 85% of all educational programs in Israel for visitors from the Diaspora.

We have defined an educational program as one which employs Israeli resources -- the land, its society, special knowledge and skills -- to offer participants from the Diaspora a learning experience.

The database is divided into 3 categories:

- 1) Informal Programs: summer tours; study tours without formal components; and informal leadership programs.
- 2) Formal Programs: formal high school programs; colleges; yeshivot; ulpan and professional training programs.
- 3) Work Programs: programs providing employment or volunteer opportunities.

Information in the database for the year 1985:

1. REGISTRY OF PROGRAMS AND SPONSORS (Appendices A and B)
2. PARTICIPANT PROFILE (per program)

Age
Family status
Country of origin
Payment of program cost
Denominational affiliation
Economic status
Level of social relations
Level of cultural background
Level of self-fulfillment
Love for Israel
Knowledge of Israel
Intention to be further involved with Israel (through work, study, deeper social relations, etc.)
Belief in Israel
Belief in Zionism
Jewish sentiments
Knowledge of Judaism
Intention to deepen Jewish community involvement
Belief in Jewish values and culture
Social relations within program
Friction among participants

3. PROGRAM PROFILE

Length of program existence
Time of year of program
Average program duration
Main location
Number of participants in program
Admission requirements
Acceptance conditions
Recruitment methods
Academic credit

4. FINANCES

Percent of costs covered by various agencies in Israel and abroad.
Price of program

5. PROGRAM CONTENT

Extent of travel in program
Orientation activities
Integration in broader Jewish framework
Denominational orientation
Influence of the following groups on content: Jewish Agency-WZO or other established Zionist organization; Israel Government Ministry; Association of synagogues, yeshivot, religious organizations in Israel; Another body or organization in Israel; Program staff; Program participants themselves; Association of synagogues, yeshivot, religious organization abroad; Jewish community or community institutions abroad; Another body abroad
Importance of various activities: Study of the Hebrew language; Judaic studies; Study of Zionism; Study of Israel society; Archaeology of Israel; Geography/nature of Israel; Professional training; Adoption by a specific Israeli family; Meeting with Arabs; Shabbat and holiday programs; Visit to border settlements; Visit to development towns; Sports and recreation; Touring Israel; Work in kibbutz; Work elsewhere; Formal instruction; Workshops/seminars; Other activities
Level of cultural enrichment
Incidence of cultural conflict
Allowance for self-expression
Program goals
Program messages
Evaluation of program

6. PROGRAM LOGISTICS

Difficulty of finding suitable staff
Satisfaction with program staff
Satisfaction with office staff
Staff competence in Jewish matters
Staff competence in Israeli matters
Staff motivation level
Staff skill level
Length of training for new staff
Standard of accommodations
Control of program facilities
Directors' length of involvement with program
Respondents' intention to stay with program
Respondents' role

7. PROGRAM EXPANSION

Potential to increase participation with same staff
size
Assessment of potential increase in numbers of
participants
Program changes which will increase participation
Budgetary priorities
Number of applicants
Potential for increased staff

* * *

II. PARTICIPANT SURVEY

A. Participants in Programs

The information collected in this database was gathered from interviews with over 1,400 participants in more than fifty groups of participants in short-and long-term programs. Interviews were conducted both before and after the programs (Appendix C). Information available:

Participant profile

- Demographic background: age and sex
- Level of Jewish affiliation
- Jewish background
- Socio-economic background
- Country of origin
- Previous exposure to Israel
- Level of education
- Distribution of occupations and occupational aspirations

Their decision-making process

- Reasons for visiting Israel
- Timetable for decision-making process
- Major sources of advice and information
- Sensitivity to price
- Sources of financing
- Reasons for deciding to join a program
- Reasons for deciding not to join a program

Evaluation of Israel experience

- Satisfaction with Israel
- Satisfaction with program chosen
- Plans for future Israel-related and Judaic activities
- Knowledge of Israeli history and society
- Knowledge of Hebrew
- Endorsement of Zionist ideological principles
- Connections with Israelis
- Intent to visit Israel again
- Intent to make aliyah

B. Individual Visitors

Survey of 400 young people who visited Israel without organized program. Respondents filled in brief questionnaires at Lod Airport on their way out of the country. The data includes background characteristics and evaluation of their Israel experience.

III. MARKET STUDY

Jewish travel to Israel: A Study of Incentives and Inhibitions Among U.S. and Canadian Teenagers and Young Adults. Survey of 1736 American and Canadian Jews conducted in March and April 1986 by Professor Steven M. Cohen of Queens College, CUNY.

The data collected provides a picture of the composition of the potential North American market for Israel programs, what programs they want, and what obstacles prevent their coming.

The information collected includes:

Prior travel to Israel and other foreign countries.
Intention to travel to Israel and other foreign countries in the near future.
Sources of advice and information for travelling to Israel.
Actions already taken towards travel to Israel in the near future.
Cost considerations
Preferences for program types
Preferences for program activities
Incentives and deterrents to Israel travel
Influence of family and friends on decision to go to Israel
Extent of connections with Israelis
Jewish background characteristics (affiliation, ritual practice, education, denomination)
Standard demographic characteristics
Parental concerns for children travelling to Israel.

IV. RESOURCE ANALYSES

1. Staff: A recruitment, training and performance evaluation
2. Accommodations: An analysis of present accommodations and lodging alternatives.
3. Finances: The cost and funding structures of Israel educational programs.

These reports were researched and written by Nativ staff members with educational and professional backgrounds in those particular areas. Their findings were based on extensive interviews with Israel program directors and personnel, participation in program planning activities (e.g., a staff training seminar or a price negotiation with a restaurant), and examination of in-house program documents -- to the extent permitted -- such as budgets, contracts with hotels or youth hostels, and staff training materials.

V. PROGRAM DESCRIPTIONS

Nativ has collected program descriptions submitted by the program directors. The descriptions illustrate how the programs themselves view their uniqueness in the world of Israel programs and what dimensions of their programs they consider outstanding.

VI. PROMOTIONAL MATERIALS

Nativ has collected an extensive library of promotional brochures and pamphlets. The information includes sample itineraries, application forms, and descriptions of program goals and content.

VII. SITE VISITS

In the summer of 1985 a number of programs were visited by Nativ staff who observed the program dynamics in action.

VIII. RESPONSE RATES TO QUESTIONNAIRE

The following questionnaires provided us with vital statistical information.

<u>Questionnaire</u>	<u>Number Distributed</u>	<u>Response Rate</u>
Program directors & coordinators	385	330 85%
Participants		
1. Before program	1400	1400 100%
2. After program	1400	1120 80%
Airport Questionnaire	400	400 100%
Market Study*		
1. U.S.A.		
25-50	1044	860 (82%)
18-24	600	398 (66%)
13-17	411	348 (83%)
2. Canada	All ages	555
		151 (27%)

* * * * *

*Figures for the market study are not final.

APPENDIX A -- PROGRAMS ACCORDING TO TYPES

This list includes all the programs that have been surveyed. The information relates to programs which took place in 1985 and that are included in the computerized data-base.

Type 1 -- Informal Programs

Pages 13-15

Include tours, study tours, and short-term leadership programs.

Type 2 -- Formal Programs

Pages 15-19

Include high school study programs, college and university programs, yeshiva studies, professional seminars and ulpanim.

Type 3 -- Work Programs

Page 19

Include programs with a significant work or volunteer component, including kibbutz ulpan.

Programs According to Type:

Program Name	Israel Sponsor
TYPE 1: INFORMAL PROGRAMS -- TOURS & STUDY TOURS	
TOURS	
AJ6ers -- Association of Jewish Sixth Formers (U.K.)	WZO, Youth & Hechalutz Dept. (1/4 sponsor)
Achva Summer Mission -- Aleph	WZO, Youth & Hechalutz Dept.
Adventure in Israel (Canada)	WZO, Youth & Hechalutz Dept.
BJE Cleveland/Denver	WZO, Youth & Hechalutz Dept.
Betar Bar/Bat Mitzvah Program	Betar World Executive
Bnai Brith France Safari	WZO, Youth & Hechalutz Dept.
Bnai Brith France: Decouverte	WZO, Youth & Hechalutz Dept.
Bnai Brith General Tours	Bnai Brith International
Bnai Brith Hillel Foundation "Explore the Land" Program	Bnai Brith Hillel Foundations
Bnai Brith Hillel Foundation "O Jerusalem" Seminar	Bnai Brith Hillel Foundations
Bnai Brith Hillel Foundations Bayit Project Program	Bnai Brith Hillel Foundations
Bnei Akiva Mach Nach Ba'aretz (Machane Nachana)	WZO, Youth & Hechalutz Dept.
Bnei Akiva Machane Israel	WZO, Youth & Hechalutz Dept.
Boards of Education U.S.A.	WZO, Dept. of Ed. & Culture in the Diaspora
Camp Neve Ashdod	
Canada: French "Y" in Montreal	WZO, Youth & Hechalutz Dept.
Chicago Community Project (CCP -- Chicago)	WZO, Youth & Hechalutz Dept.
Cohen Foundation Summer Tour Program	WZO, Youth & Hechalutz Dept.
College Tour Programs (Incl. CSP & SAT for U.S. & Canada)	WZO, Youth & Hechalutz Dept.
Decouverte -- Centres Culturels de Vacances et de Loisirs (CCVL)	WZO, Youth & Hechalutz Dept.
Denver Israel Study Tour	WZO, Youth & Hechalutz Dept.
E.E.I.F. -- Eclaireurs Israelites (Including 5 sub-programs)	WZO, Youth & Hechalutz Dept.
Experiment in Kibbutz Living (EKL)	Habonim-Dror; United Kibbutz Movement
Federation of Zionist Youth (F.Z.Y. -- England)	WZO, Youth & Hechalutz Dept.
French Hillel Students, Montreal	WZO, Youth & Hechalutz Dept.
Gadna Chetz V'Keshet	Israel Defense Forces, Gadna; WZO, Youth & Hechalutz Dept.
Gratz College, Philadelphia Program	WZO, Youth & Hechalutz Dept.
Halmoar Matzmoni England	WZO, Youth & Hechalutz Dept.
Habonim-Dror: Camp with K.K.L.	Habonim-Dror
Habonim-Dror: Work Camp on Kibbutz	Habonim-Dror
Hachachar Israel Experience	WZO, Youth & Hechalutz Dept.; Hadassah Council in Israel
Hachomer France -- Kibbutz Program	Hachomer Matzair, French Division
Herzlia School, Montreal	WZO, Youth & Hechalutz Dept.
High School Study-Tour Groups	WZO, Dept. of Torah Ed. & Culture
Israel Forever Nine Teen Tour	Betar World Executive
Israel Friendship Camp	
Israel Summer Happening	WZO, Youth & Hechalutz Dept.
Israel Summer Institute	WZO, Youth & Hechalutz Dept.
Israel Summer Institute BBYO	WZO, Youth & Hechalutz Dept.
J.C.C. -- Jewish Community Centers Tour Groups	WZO, Youth & Hechalutz Dept.
K.K.L. Youth Program -- Akiva Strasbourg Group Camping in Israel	J.N.F.
Kabak -- Kayitz B'Kibbutz	WZO, Youth & Hechalutz Dept.
Kibbutz Encounter	WZO, Youth & Hechalutz Dept.
Kibbutz Summer Programs (Yedid on Kibbutz)	Hachomer Matzair; WZO, Youth & Hechalutz Dept.
Maccabi Sports Clubs	Maccabi World Union; WZO
Maccabi Summer Camp	Maccabi World Union; WZO
Maccabi Tour Program	Maccabi World Union; WZO
Massada of ZOA (Teenage Programs)	Massada/ZOA; WZO, Youth & Hechalutz Dept.
Massada of ZOA -- High School Programs	WZO, Youth & Hechalutz Dept.
Massada of ZOA -- Leadership Training Course	Massada/ZOA; Maccabi; WZO, Youth & Hechalutz Dept.
Massada of ZOA -- Massada Kibbutz Program (NKP)	WZO, Youth & Hechalutz Dept.

Programs According to Type

Program Name	Israel Sponsor
Morasha Summer Program	WZO, Youth & Hechalutz Dept.
NCSY Israel Summer Seminar (Including "Our Way")	NCSY Israel Center
NCSY Yachad Program	NCSY Israel Center
NFTY -- Israel Safari	UAHC Youth Programs in Israel
NFTY Archaeological Dig in Israel	UAHC Youth Programs in Israel
NFTY Israel Academy	UAHC Youth Programs in Israel
NFTY Mitzvah Corps in Israel	UAHC Youth Programs in Israel
Neurim, 1 2	WZO, Youth & Hechalutz Dept.
Ramah - American Day Camp	Ramah Programs in Israel
Reform Synagogue Youth Programs -- Eretz Yisrael	WZO, Youth & Hechalutz Dept.; Netzer Olami
Sephardic Communities Department (General)	WZO, Sephardic Communities Dept.
Society for the Protection of Nature in Israel (SPNI)	SPNI
Special Tourism Program	WZO, Youth & Hechalutz Dept.
Student Division Summer Programs for Religious Students	WZO, Student Division
Summer Happening on Kibbutz	Habonim-Dror
Summit Institute in Israel/Summit Collegiate Studies Center	Summit Institute in Israel
Tamarack Detroit-Ramle Teen Mission	Jewish Agency, Project Renewal; WZO, Youth & Hechalutz Dept.
Tapuz Bogrim (South America)	WZO, Youth & Hechalutz Dept.
Tapuz Religious Program for South America	WZO, Youth & Hechalutz Dept.
Tapuz Summer Program (South America)	WZO, Youth & Hechalutz Dept.
Tapuz Unaffiliated Youth Programs (South America)	WZO, Youth & Hechalutz Dept.
Tikvatenou Movement -- Summer Programs	WZO, Youth & Hechalutz Dept.
U.S.Y. Israel Pilgrimage	
UEJF -- Kibbutz	WZO, Youth & Hechalutz Dept.

STUDY TOURS

Academic Services Bureau -- Department of Development & Services	Jewish Agency, Development & Services Division
Batei Hillel Jewish Activists Program	Jewish Agency, Development & Services Division
Bible Quiz	WZO; Israel Defense Forces, Gadna
Bnai Brith France: Seminaire	WZO, Youth & Hechalutz Dept.
Bnai Brith Hillel Foundation Israel Seminar for Jewish Academicians	Bnai Brith Hillel Foundations; Jewish Agency, Dev. & Services Division
Bnai Brith Hillel/UJA 6th Faculty Seminar	Bnai Brith Hillel Foundations; Jewish Agency, Dev. & Services Division
Bnai Brith Youth Organization Advisors Mission to Israel	WZO, Youth & Hechalutz Dept.
Cleveland Institute of Jewish Studies	WZO and Keren Institute
Dor Henshech North American Programs	WZO, Dor Henshech
Dr. Bessie F. Lawrence International Summer Science Institute	Weizmann Institute
From Sources to Forces	WZO
General Seminars -- Organization Dept., WZO	WZO, Organization Dept.
Hadracha Tseira	WZO, Youth & Hechalutz Dept.; Various youth movements
Hachachar Israel Hadracha Seminar	WZO, Youth & Hechalutz Dept.; Hadassah Council in Israel
Hebrew University Special Academic Programs -- Elderhostel	Hebrew University
Holocaust Seminar -- Hadracha Division, Youth & Hechalutz	WZO, Youth & Hechalutz Dept.
Institute for Leadership Development	Jewish Agency, Development & Services Division
International Jewish Student Encounter	World Union of Jewish Students; WZO, Student Division
International Study Tours (Including Elderhostels)	
Israel Connection	WZO, Youth & Hechalutz Dept.
Israel Study Institute -- Adult Program	Alexander Muss H.S.I.; WZO, Dept. of Ed. & Culture
Jerusalem Fellowships (at Yeshivat Aish HaTorah)	Aish HaTorah; Jewish Agency; WZO
Jerusalem Film Workshop (CINA)	WZO, Youth & Hechalutz Dept.
Jewish Community Relations Council (C.R.C.)	WZO, Organization Dept.
Leadership Training Seminar -- Student Division	WZO, Student Division
Leadership Training Seminars (English) (L.T.S.)	WZO, Student Division
Leadership Training Seminars (French) (L.T.S.)	WZO, Student Division
Leadership Training Seminars (Spanish) (L.T.S.)	WZO, Student Division

Programs According to Type

Program Name	Israel Sponsor
Maccabi Leadership Seminar	Maccabi World Union; WZO
Maccabi Leadership Seminar (Education & Sports)	Maccabi World Union; WZO
Maccabi Young Leadership Seminar	Maccabi World Union; WZO
Maskil Israel Experience	UAHC Youth Programs in Israel
National Seminar in Israel for Young Artists (MSIYA)	WZO, Youth & Hechalutz Dept.
Netzer Hadracha Tzeira & Netzer Hadracha Bogeret	WZO, Youth & Hechalutz Dept.; Netzer Olami
Programs for Adults -- Dept. of Education & Culture	WZO, Dept. of Ed. & Culture in the Diaspora
Ramah Camp Seminar	Ramah Programs in Israel
Ramah Community Seminar	Ramah Programs in Israel
Ramah Israel Institute	Ramah Programs in Israel
Religious Seminar-Tours -- Youth & Hechalutz Dept.	WZO, Youth & Hechalutz Dept.
ROOT - A.D.P.I. (Association of Dental Professionals for Israel)	WZO, Student Division
Seminares -- Summer Seminars for French Speaking Youth Movements	WZO, Youth & Hechalutz Dept.
Seminar Idkun -- Hadracha Division, Youth & Hechalutz	WZO, Youth & Hechalutz Dept.
Seminar for Academics	WZO, Organization Dept.; Education Funds
Seminar for Leaders -- Hadracha Division, Youth & Hechalutz	WZO, Youth & Hechalutz Dept.
Seminar for Leaders of Small Communities -- Turkey (Istanbul & Izmir)	WZO, Dor Hemshech
Seminars for Activists in Diaspora Zionist Federations	WZO, Organization Dept.
Seminars for Lay Leaders	Jewish Agency, Development & Services Division
Seminars for Organizations Affiliated with the Zionist Movement	WZO, Organization Dept.
Sephardic Educational Center -- Learning Experience	Sephardic Educational Center
Sephardic Educational Center -- Summer Program	Sephardic Educational Center
Sephardic Educational Center: Adult Program ("Mainly Couples")	Sephardic Educational Center
Summer Bible Camp	WZO, Dept. of Ed. & Culture in the Diaspora
Tapuz Hadracha Program (South America)	WZO, Youth & Hechalutz Dept.
Tapuz Mini-Machon (South America)	WZO, Youth & Hechalutz Dept.
Tnuat Aliya Seminars (for English speakers)	WZO, Aliya Dept.
Tnuat Aliya Seminars (for European countries)	WZO, Aliya Dept.
Tnuat Aliya Seminars (for Spanish speakers)	WZO, Aliya Dept.
Tour Ve'Alah -- Pilot Trips	WZO, Aliya Dept.
Tour Ve'Alah Am'lat (South America)	WZO, Aliya Dept.
Vaad Hakehilot - Germany	WZO, Dept. of Ed. & Culture in the Diaspora

TYPE 2: FORMAL PROGRAMS -- HIGH SCHOOLS, UNIVERSITIES, YESHIVOT & SEMINARS

FORMAL HIGH SCHOOL PROGRAMS

Alexander Muss High School in Israel	Alexander Muss H.S.I.; WZO, Dept. of Ed. & Culture
Alonei Yitzchak Leon Penello School (Peru) Program	Jewish Agency, Youth Aliya
Am Segula -- 2 Months High School Programs	WZO, Dept. of Torah Ed. & Culture
American High School Program -- Mir Haemek	Jewish Agency, Youth Aliya
American-Israel Program at Hakfar Hayarok	Jewish Agency, Youth Aliya
Beit Hashita American High School Program	WZO, Dept. of Ed. & Culture in the Diaspora
Beit Yehuda Yeshiva Program -- Kfar Maimon	Jewish Agency, Youth Aliya
Beth Ulpana	Jewish Agency, Youth Aliya
England Israel High School (Kfar Hanoar Hadati)	Jewish Agency, Youth Aliya; WZO, Dept. of Torah Ed. & Culture
Gesher Ahva - Schools from South America	WZO, Dept. of Ed. & Culture in the Diaspora
Gesher Ahva -- Schools from Europe	WZO, Dept. of Ed. & Culture in the Diaspora
Givat Washington -- Columbia Group	Jewish Agency, Youth Aliya
Golan Program for U.K. Pupils	British Zionist Federation; WZO, Dept. of Ed. & Culture
Havat HaNoar Hatzioni -- English Program (Israel Goldstein Youth Vill.)	Jewish Agency, Youth Aliya
Kenton Talmud Torah (London) Program	WZO, Dept. of Torah Ed. & Culture
Kfar Blum America-Israel High School Program	WZO, Dept. of Ed. & Culture in the Diaspora
Kfar Silver -- American High School Program (I.O.A. Program)	Jewish Agency, Youth Aliya; ZOA

Programs According to Type

Program Name	Israel Sponsor
Kfar Silver Mexico Project "Tarbut"	Jewish Agency, Youth Aliya
Ma'arava -- Hafetz Haim High School Program	Jewish Agency, Youth Aliya
Megama Tsarfatit	Jewish Agency, Youth Aliya
Mosenzon Spanish Program	WZO, Youth & Mechalutz Dept.
Mt.Scopus School (Melbourne) Ulpan	Jewish Agency, Youth Aliya
Ohr Yerushalayim	Jewish Agency, Youth Aliya; WZO, Dept. of Torah Ed. & Culture
One Year (Kita Vuv) Program -- Gaston Tenoudji (Paris)	Jewish Agency, Youth Aliya; WZO, Dept. of Ed. & Culture in Diaspora
Pardes Hannah Los Angeles Program	WZO, Dept. of Ed. & Culture in the Diaspora
Schools From France	Sephardic Educational Center
Sephardic Educational Center -- School Program	WZO, Youth & Mechalutz Dept.
South African Day Schools Ulpan	Ramah Programs in Israel
Tichon Ramah Yerushalayim	Jewish Agency, Youth Aliya; WZO, Dept. of Torah Ed. & Culture
Tochnit Shmashon -- Project Shmashon	UAHC
UAHC -- Eisendrath International Exchange (E.I.E.)	Ramah Programs in Israel
Ulpan Ramah	Jewish Agency, Youth Aliya
Yemin Orde Carmel -- Brasil Program	Jewish Agency, Youth Aliya
Youth Aliya: Spanish Speaking High School Programs	Jewish Agency, Youth Aliya
Youth Aliyah Overseas Programs: American-Israel High School Program	Jewish Agency, Youth Aliya

COLLEGE & UNIVERSITY PROGRAMS

Bar Ilan University -- Kibbutz Program with Be'erot Yitzhak	Bar Ilan University
Bar Ilan University -- One Year General Studies	Bar Ilan University
Bar Ilan University -- Semester General Studies	Bar Ilan University
Ben Gurion University: Pre-Academic Program	Ministry of Absorption, Student Authority
Bnei Akiva Scholarship Institute in Israel -- North America Program	Bnei Akiva; Kibbutz Hadati
Bnei Akiva Shnat Hachshara	Bnei Akiva
Boston U. Ben Gurion U. Master of Science in Management (M.S.M.) Prog.	Ben Gurion University of the Negev
CCIS Kingsborough C.C./Brooklyn C.C.	CCIS
College Academic Year at Tzor'a (College & Kibbutz)	UAHC, International Education Dept. (I.E.D.)
Dawson College (Montreal) -- Israel Semester	WZO, Youth & Mechalutz Dept.; Kibbutz Artzi
Dorot Israel Travel Grant Program	
Everyman's University Overseas Programs	Everyman's University
Habonim-Dror Shnat Hachshara	Habonim-Dror
Haifa University Internship Program	Haifa University
Haifa University Kibbutz Semester	Haifa University
Haifa University Mechina	Ministry of Absorption, Student Authority
Haifa University One Year Program	Haifa University
Haifa University Summer Ulpan	Haifa University
Hashachar-Young Judaea Year Course in Israel	Nadassah Council in Israel; WZO, Youth & Mechalutz Dept.
Hebrew University -- 4 Year Program Including Mechina	Hebrew University
Hebrew University One Year Program	Hebrew University
Hebrew University Rothberg School BASP (Britain, Australia Sem. Prog.)	Hebrew University
Hebrew University Rothberg School for Overseas Students--Summer Courses	Hebrew University
Hebrew University Semester Program of Jewish and Israel Studies	Hebrew University
Hebrew University Summer Ulpan	Hebrew University
I.M. Wise "Inside Israel" Program	UAHC, International Education Dept. (I.E.D.)
Institute for Youth Leaders From Abroad (Spanish)	WZO, Youth & Mechalutz Dept.
Institute for Youth Leaders from Abroad (English)	WZO, Youth & Mechalutz Dept.
Institute for Youth Leaders from Abroad (French)	WZO, Youth & Mechalutz Dept.
Jerusalem College of Technology (Nachon Lev)	Council for Higher Education
Jerusalem Fellows	WZO; Bank Leumi
KUDO Program at Oranin, School of Ed. of the Kibbutz Movement, Haifa U.	Kibbutz Movement
Kibbutz University Summer	Haifa University
Lafayette College, Pennsylvania Program	WZO, Dept. of Ed. & Culture in the Diaspora

Programs According to Type

Program Name	Israel Sponsor
Melton Center for Jewish Education in the Diaspora (Graduate Program)	Hebrew University
Michlelet Hanegev-Ben Gurion University Program	
Nativ Leadership Training Program (USY)	WZO, Youth & Mechalutz Dept.; Jewish Agency, Joint Program
Practical Engineering College of Beer Sheva	Ministry of Labour; Ministry of Absorption
Queens College, New York Program	WZO, Dept. of Ed. & Culture in the Diaspora
Reform Leadership -- Educational Training Program in Israel	UAHC Youth Programs in Israel; HUC -- Jewish Institute of Religion
Senior Educators Program at the Melton Center, Hebrew University	Hebrew University; WZO; Pincus Fund
Tel Aviv University -- Overseas Students Program	Tel Aviv University
Tel Aviv University Hebrew Studies Unit	Tel Aviv University
Tel Aviv University Mechina (Academic Program for New Immigrants)	Ministry of Absorption, Student Authority
Tel Aviv University/New York State Medical Program	Tel Aviv University
Tel Aviv University/Temple University Summer Law Program	Tel Aviv University
University of Michigan -- Summer Kibbutz Study Program	United Kibbutz Movement
Weizmann Institute -- Feinberg Graduate School (Ph.D. & M.Sc. Studies)	Weizmann Institute
YESHIVOT	
Aish HaTorah College of Jewish Studies	Aish HaTorah
Beit Midrash LeTorah U'Limudei Yahadut (B.M.T.)	WZO, Dept. of Torah Ed. & Culture
Bnot Torah Institute (Sharfman's)	
Caroline & Joseph S. Gruss Kollel	
Darche Noam - David Shapell College Men's Division	
David Shapell College -- Women's Division (Midreshet Rachel)	
Discovery '85 (at Yeshivat Aish HaTorah)	Aish HaTorah
EYANT -- Aish Torah Women's College	Aish HaTorah
Gold College for Women	WZO, Dept. of Torah Ed. & Culture
Jerusalem College of Technology (Machon Lev) -- 1 Year Program	Jerusalem College of Technology
Jerusalem College of Women (Machalal) -- Machal Program	
Ma'ayanot	WZO, Youth & Mechalutz Dept.
Machon Bina	
Machon Devorah Teachers Seminary	Neve Yerushalayim
Machon Meir & Machon Ora French Program (Ulpan Tora)	Machon Meir
Machon Meir -- The Center for Jewish Studies in Israel: English Program	Machon Meir
Machon Ora -- English Program	Machon Meir
Machon Sara Schnirrer	Beit Yaakov Teachers Seminary
Michlelet Bruria	
Michlelet Bruria -- Habat Program	
Michlelet Bruria Summer Programs	
Midreshet Yerushalayim	J.T.S.A. -- Neve Schechter
Neve Schechter -- Jewish Theological Sem. of America Rabbinical School	J.T.S.A. -- Neve Schechter
Neve Yerushalayim (English Program)	Neve Yerushalayim
Neve Yerushalayim Bnot Chayil	Neve Yerushalayim
Neve Yerushalayim Lapid Program	Neve Yerushalayim
Neve Yerushalayim Mechina Program	Neve Yerushalayim
Ohr Somayach Institutions	Ohr Somayach Institutions
Orot HaGalil	Agudat Orot Hagalil
Pardes Institute of Jewish Studies	WZO, Youth & Mechalutz Dept.; Pardes Foundation for Jewish Education
Ramat Shapiro Young Leadership Course	WZO, Dor Henshech
Shehebar Sephardic Center -- English Program	
Shehebar Sephardic Center -- Rabbinical Program	
Shehebar Sephardic Center -- Spanish Program	
Shehebar Sephardic Center Rabbinic Program for French Speakers	Jewish Agency
Treasures of Zion (Yekirei Tzion)	Sapir Jewish Heritage Center; Sephardic Educational Center
Yeshiva University -- Joint Israel Program (Men)	WZO, Dept. of Torah Ed. & Culture; Pincus Fund

Programs According to Type

Program Name	Israel Sponsor
Yeshiva University -- Joint Israel Program (Women)	WZO, Dept. of Torah Ed. & Culture; Pincus Fund
Yeshivat Birkat Moshe -- Maale Adumim	
Yeshivat Dvar Yerushalayim -- Foreign Students Framework	Ministry of Religious Affairs
Yeshivat Hakotel Program for Foreigners	Ministry of Religious Affairs
Yeshivat Haavtar	
Yeshivat Hanegev Foreign Students Section	WZO, Dept. of Torah Ed. & Culture; AJDC
Yeshivat Har Etzion	Agudat Yeshivot Hesder
Yeshivat Heichal HaTorah Betzion -- Foreign Students Framework	Jewish Agency; Ministry of Religious Affairs; Joint Fund
Yeshivat Hesder Shilo -- Foreign Students	
Yeshivat Hesder Shilo -- Foreign Students	Yeshivat Hesder Shiloh
Yeshivat Kerem B'Yavneh -- Foreign Students	Ministry of Absorption, Student Authority
Yeshivat Mercaz HaTorah	
Yeshivat Merkaz Harav	Ministry of Religious Affairs
Yeshivat Metzach Israel	Yeshivat Metzach Israel
Yeshivat Neve Zion (Telshe Stone)	
Yeshivat Ohr David -- One Year Program	Yeshivat Chafetz Chaim
Yeshivat Ohr HaShomron	Yeshivat Haavtar/Brovender's
Yeshivat Ohr Torah Haavtar -- One Year Program	Ohr Torah, Efrat
Yeshivat Sha'alvim -- Overseas Students Program	WZO, Dept. of Torah Ed. & Culture
Yeshivat Tiferet Israel	Ministry of Religious Affairs; Ministry of Labour
Yeshivat Tora Ohr	Ministry of Religious Affairs; Ministry of Absorption; Joint Fund
Yeshivat Torat Moshe	

SEMINARS

Eddoti Pedagogical Center (Buenos Aires) Directors Course	WZO, Youth & Mechalutz Dept.
Educational Policy Program	WZO, Dept. of Ed. & Culture in the Diaspora
Field School Ulpan at Ofra	AMANA; WZO, Aliya Dept.
General Teachers Seminar	WZO, Dept. of Ed. & Culture in the Diaspora
Head Teachers England	WZO, Dept. of Ed. & Culture in the Diaspora
Introduction to the Holocaust and Jewish Resistance	Beit Lohamei Haghettaot -- Ghetto Fighters House
In-Service Training for Educators	WZO, Dept. of Torah Ed. & Culture
Individual Programs for Teachers -- Dept. of Education & Culture	WZO, Dept. of Ed. & Culture in the Diaspora
Israel Study Institute -- Educators' Program	Alexander Muss H.S.I.; WZO, Dept. of Ed. & Culture
Israel Study Institute -- Religious School Teachers Program	Alexander Muss H.S.I.
J.W.B. -- Community Center Directors (J.W.B. Philadelphia)	WZO, Youth & Mechalutz Dept.
Jerusalem Panorama Sabbatical Program	Sapir Jewish Heritage Center; WZO, Dor Hemshech
Jewish Studies Seminar with Yad Ben Tzvi	WZO, Dept. of Ed. & Culture in the Diaspora
Kindergarten Teachers -- England	WZO, Dept. of Torah Ed. & Culture
Kindergarten Teachers' Program	WZO, Dept. of Ed. & Culture in the Diaspora
Melton Center Int'l. Summer Inst. for Jewish Teachers and Educators	Hebrew University, Melton Center
NFTY Ulpan at Ben Shimon	UAHC Youth Programs in Israel
Nabet -- French Teachers Seminar	WZO, Dept. of Torah Ed. & Culture
Program for Educators & Leaders From Different European Communities	WZO, Youth & Mechalutz Dept.
SHAY Program	WZO, Dept. of Torah Ed. & Culture; Melton Center; United Synagogue
Seminar for Educational Coordinators (South America)	WZO, Youth & Mechalutz Dept.
Seminar for Headmasters of Los Angeles Jewish Day Schools	WZO, Dept. of Torah Ed. & Culture; Joint Education Fund
Seminar for Professional Fundraisers and Community Organizers	Jewish Agency, Development & Services Division
Seminar for Religious Teachers from New York	WZO, Dept. of Torah Ed. & Culture
Seminars for Community Involvement & Leadership Training	WZO, Youth & Mechalutz Dept.
Seminars for Professionals From Zionist Organizations	WZO, Organization Dept.
Teachers Seminar -- South America	WZO, Dept. of Torah Ed. & Culture
The Foster Seminar in Israel on Contemporary Jewish Issues	Hebrew Univ., Melton Center; WZO, Dept. of Ed. & Culture
Trainee-Teachers' Course -- Torah Education & Culture Dept.	WZO, Dept. of Torah Ed. & Culture
Ulpan Akiva Netanyahu, International Hebrew Study Centre	

Programs According to Type

Program Name
Yad Vashem Summer Institute: Teaching the Holocaust
Yeshiva University Teachers Program

Israel Sponsor
Yad Vashem, Vidal Sassoon Center; WZO, Dept. of Ed. & Culture
WZO, Dept. of Torah Ed. & Culture; Pincus Fund

TYPE 3: WORK & VOLUNTEER PROGRAMS

Active Retirees in Israel (ARI)
British Olim Society Ashkelon -- Overseas Volunteer Program
CCIS/CSI/AZYF -- Internship Program
Coop (Stajeria -- Internship)
Dor Hemshech "Living Experience in Israel" Program
Etgar (Challenge)
Family Summer Living-In-Israel Experience
Intn'l. Graduate Centre for Hebrew and Jewish Studies (MUJS Institute)
Kibbutz Artzi Volunteer Program
Kibbutz Ulpan
Livnot Ul'hibanot
Maalot Program
Machal Hesder Program -- Volunteers from Abroad
Project Renewal -- Summer Volunteers
Project Action Social en Israel (PASI)
SERV-IS -- Vol. Workers in New Community Villages in Judea and Samaria
Sherut La'am (Service to the People)
Sherut Leumi
Shnat Sherut
Teachers Voluntary Service (T.O.V.S.)
The Department of Antiquities Archaeological Excavation Volunteers
Ulpan Kibbutz -- Kibbutz Artzi
Voluntariat DEJJ -- Metivot
Volunteer Programs -- Religious Desk of Youth & Hechalutz Dept.
Volunteers for Israel (SAREL)
Wurzweiler/Block Program -- School of Social Work, Yeshiva University

WZO, Aliya Dept., Tour Ve'Alah; Dor Hemshech; J.N.F.; Bnai Brith
British Olim Society
CCIS; Haifa University; WZO, Youth & Hechalutz Dept.; CSI
Jewish Agency, Aliya Dept.
WZO, Dor Hemshech; Aliya Dept.
WZO, Youth & Hechalutz Dept.
WZO, Aliya Dept. in coordination with other depts.
Jewish Agency, Aliya Dept.
Kibbutz Artzi
Jewish Agency, Aliya Dept.
Jewish Agency, Aliya Dept.; Gesher
WZO, Aliya Dept.
Israel Defense Forces, Nahal
Jewish Agency, Project Renewal
WZO, Sephardic Communities Dept.
AMANA
WZO, Youth & Hechalutz Dept.
Ha'aguda Lehitnadvut Be'Am
WZO, Youth & Hechalutz Dept.
WZO, Dept. of Ed. & Culture in the Diaspora
Ministry of Education
Jewish Agency
WZO, Youth & Hechalutz Dept.
WZO, Youth & Hechalutz Dept.
WZO, Youth & Hechalutz Dept.

OTHER

Archeological Seminars
Diplomatic Services
Jacob Haim Institute -- Brandeis University Program
Jewish National Fund Summer Camp
Tour Ve'Alah -- Day Trips

J.N.F.; WZO, Youth & Hechalutz Dept.
WZO, Aliya Dept.

APPENDIX B -- PROGRAMS ACCORDING TO ISRAEL SPONSOR

The institutions listed below were specified as the main sponsoring body in Israel for the programs in the database.

Programs According to Israel Sponsor

Israel Sponsor	Program Name
AMANA	SERV-IS -- Vol. Workers in New Community Villages in Judea and Samaria
AMANA; WZO, Aliya Dept.	Field School Ulpan at Ofra
Agudat Orot Hagalil	Orot HaGalil
Agudat Yeshivot Hesder	Yeshivat Har Etzion
Aish HaTorah	Aish HaTorah College of Jewish Studies Discovery '85 (at Yeshivat Aish HaTorah) EYANT -- Aish Torah Women's College
Aish HaTorah; Jewish Agency; WZO	Jerusalem Fellowships (at Yeshivat Aish HaTorah)
Alexander Muss High School; WZO, Dept. of Ed. & Culture	Alexander Muss High School in Israel Israel Study Institute -- Adult Program Israel Study Institute -- Educators' Program Israel Study Institute -- Religious School Teachers Program
Bar Ilan University	Bar Ilan University -- Kibbutz Program with Be'erot Yitzchak Bar Ilan University -- One Year General Studies Bar Ilan University -- Semester General Studies
Beit Lohamei Haghetatot -- Ghetto Fighters House	Introduction to the Holocaust and Jewish Resistance
Beit Yaakov Teachers Seminary	Machon Sara Schnirrer
Ben Gurion University of the Negev	Boston U. Ben Gurion U. Master of Science in Management (M.S.N.) Prog.
Betar World Executive	Betar Bar/Bat Mitzvah Program Israel Forever Nine Teen Tour
Bnai Brith Hillel Foundations	Bnai Brith Hillel Foundation "Explore the Land" Program Bnai Brith Hillel Foundation "O Jerusalem" Seminar Bnai Brith Hillel Foundations Bayit Project Program
Bnai Brith Hillel Foundations; Jewish Agency, Dev. & Services Div.	Bnai Brith Hillel Foundation Israel Seminar for Jewish Academicians Bnai Brith Hillel/UJA 6th Faculty Seminar
Bnai Brith International	Bnai Brith General Tours
Bnei Akiva	Bnei Akiva Shnat Hachshara
Bnei Akiva; Kibbutz Hadati	Bnei Akiva Scholarship Institute in Israel -- North America Program
British Olim Society	British Olim Society Ashkelon -- Overseas Volunteer Program
British Zionist Federation; WZO, Dept. of Ed. & Culture	Golan Program for U.K. Pupils
CCIS	CCIS Kingsborough C.C./Brooklyn C.C.
CCIS; Haifa University; WZO, Youth & Hechalutz Dept.; CSI	CCIS/CSI/AZYF -- Internship Program
Council for Higher Education	Jerusalem College of Technology (Machon Lev)

Programs According to Israel Sponsor

Israel Sponsor	Program Name
Everyman's University	Everyman's University Overseas Programs
Ha'aguda Lehitnadvut Be'Am	Sherut Leumi
Habonim-Dror	Habonim-Dror Shnat Hachshara Habonim-Dror: Camp with K.K.L. Habonim-Dror: Work Camp on Kibbutz Summer Happening on Kibbutz
Habonim-Dror; United Kibbutz Movement	Experiment in Kibbutz Living (EKL)
Hadassah Council in Israel; WZO, Youth & Mechalutz Dept.	Hashachar-Young Judea Year Course in Israel
Haifa University	Haifa University Internship Program Haifa University Kibbutz Semester Haifa University One Year Program Haifa University Summer Ulpan Kibbutz University Summer
Hashomer Hatzair, French Division	Hashomer France -- Kibbutz Program
Hashomer Hatzair; WZO, Youth & Mechalutz Dept.	Kibbutz Summer Programs (Yedid on Kibbutz)
Hebrew University, Melton Center	Melton Center Intn'l. Summer Inst. for Jewish Teachers and Educators
Hebrew University, Melton Center; WZO, Dept. of Ed. & Culture	The Foster Seminar in Israel on Contemporary Jewish Issues
Hebrew University	Hebrew University -- 4 Year Program Including Mechina Hebrew University One Year Program Hebrew University Rothberg School BASP (Britain, Australia Sem. Prog.) Hebrew University Rothberg School for Overseas Students--Summer Courses Hebrew University Semester Program of Jewish and Israel Studies Hebrew University Special Academic Programs -- Elderhostel Hebrew University Summer Ulpan Melton Center for Jewish Education in the Diaspora (Graduate Program)
Hebrew University; WZO; Pincus Fund	Senior Educators Program at the Melton Center, Hebrew University
Israel Defense Forces, Gadna; WZO, Youth & Mechalutz Dept.	Gadna Chetz V'Keshet
Israel Defense Forces, Nahal	Machal Hesder Program -- Volunteers from Abroad
J.N.F.	K.K.L. Youth Program -- Akiva Strasbourg Group Camping in Israel
J.N.F.; WZO, Youth & Mechalutz Dept.	Jewish National Fund Summer Camp
J.T.S.A. -- Neve Schechter	Midreshet Yerushalayim Neve Shechter -- Jewish Theological Sem. of America Rabbinical School
Jerusalem College of Technology	Jerusalem College of Technology (Nachon Lev) -- 1 Year Program
Jewish Agency	Shehebar Sephardic Center Rabbinic Program for French Speakers Ulpan Kibbutz -- Kibbutz Artzi

Programs According to Israel Sponsor

Israel Sponsor	Program Name
Jewish Agency, Aliya Dept.	Coop (Stajerim -- Internship) Intn'l. Graduate Centre for Hebrew and Jewish Studies (WUJS Institute) Kibbutz Ulpan
Jewish Agency, Aliya Dept.; Gesher	Livnot Ul'hibanot
Jewish Agency, Development & Services Division	Academic Services Bureau -- Department of Development & Services Batei Hillel Jewish Activists Program Institute for Leadership Development Seminar for Professional Fundraisers and Community Organizers Seminars for Lay Leaders
Jewish Agency, Project Renewal	Project Renewal -- Summer Volunteers
Jewish Agency, Project Renewal; WZO, Youth & Hechalutz Dept.	Tamarack Detroit-Ramle Teen Mission
Jewish Agency, Youth Aliya	Alonei Yitzchak Leon Penello School (Peru) Program American High School Program -- Nir Haemek American-Israel Program at Hakfar Hayarok Beit Yehuda Yeshiva Program -- Kfar Maimon Beth Ulpana Givat Washington -- Columbia Group Havat HaNoar Hatzioni -- English Program (Israel Goldstein Youth Vill.) Kfar Silver Mexico Project "Tarbut" Megama Tsarfati Mosenson Spanish Program Ohr Yerushalayim Yemin Orde Carmel -- Brasil Program Youth Aliya: Spanish Speaking High School Programs Youth Aliyah Overseas Programs: American-Israel High School Program
Jewish Agency, Youth Aliya; WZO, Dept. of Ed. & Culture in Diaspora	Pardes Hannah Los Angeles Program
Jewish Agency, Youth Aliya; WZO, Dept. of Torah Ed. & Culture	England Israel High School (Kfar Hanoar Hadati) One Year (Kita Yuv) Program Gaston Tenoudji (Paris) Tochnit Shmashon -- Project Shmashon
Jewish Agency, Youth Aliya; ZOA	Kfar Silver -- American High School Program (Z.O.A. Program)
Jewish Agency; Ministry of Religious Affairs; Joint Fund	Yeshivat Heichal HaTorah Betzion -- Foreign Students Framework
Kibbutz Artzi	Kibbutz Artzi Volunteer Program
Kibbutz Movement	KUDO Program at Orania, School of Ed. of the Kibbutz Movement, Haifa U.
Maccabi World Union; WZO	Maccabi Leadership Seminar Maccabi Leadership Seminar (Education & Sports) Maccabi Sports Clubs Maccabi Summer Camp Maccabi Tour Program Maccabi Young Leadership Seminar
Machon Meir	Machon Meir & Machon Ora French Program (Ulpan Tora)

Programs According to Israel Sponsor

Israel Sponsor	Program Name
Nachon Meir	Nachon Meir -- The Center for Jewish Studies in Israel; English Program Nachon Ora -- English Program
Massada/ZOA; Maccabi; WZO, Youth & Hechalutz Dept.	Massada of ZOA -- Leadership Training Course
Massada/ZOA; WZO, Youth & Hechalutz Dept.	Massada of ZOA (Teenage Programs)
Ministry of Absorption, Student Authority	Ben Gurion University: Pre-Academic Program Haifa University Mechina Tel Aviv University Mechina (Academic Program for New Immigrants) Yeshivat Kerem B'Yavneh -- Foreign Students
Ministry of Education	The Department of Antiquities Archaeological Excavation Volunteers
Ministry of Labour; Ministry of Absorption	Practical Engineering College of Beer Sheva
Ministry of Religious Affairs	Yeshivat Dvar Yerushalayim -- Foreign Students Framework Yeshivat Nakotel Program for Foreigners Yeshivat Merkaz Harav
Ministry of Religious Affairs; Ministry of Absorption; Joint Fund	Yeshivat Tora Ohr
Ministry of Religious Affairs; Ministry of Labour	Yeshivat Tiferet Israel
NCSY Israel Center	NCSY Israel Summer Seminar (Including "Our Way") NCSY Yachad Program
Neve Yerushalayim	Nachon Devorah Teachers Seminary Neve Yerushalayim (English Program) Neve Yerushalayim Bnot Chayil Neve Yerushalayim Lapid Program Neve Yerushalayim Mechina Program
Ohr Somayach Institutions	Ohr Somayach Institutions
Ohr Torah, Efrat	Yeshivat Ohr Torah Hamivtar -- One Year Program
Ramah Programs in Israel	Ramah - American Day Camp Ramah Camp Seminar Ramah Community Seminar Ramah Israel Institute Tichon Ramah Yerushalayim Ulpan Ramah
SPNI	Society for the Protection of Nature in Israel (SPNI)
Sapir Jewish Heritage Center; Sephardic Educational Center	Treasures of Zion (Yekirei Tzion)
Sapir Jewish Heritage Center; WZO, Dor Hemshech	Jerusalem Panorama Sabbatical Program
Sephardic Educational Center	Sephardic Educational Center -- Learning Experience Sephardic Educational Center -- School Program Sephardic Educational Center -- Summer Program Sephardic Educational Center: Adult Program ("Mainly Couples")

Programs According to Israel Sponsor

Israel Sponsor	Program Name
Summit Institute in Israel	Summit Institute in Israel/Summit Collegiate Studies Center
Tel Aviv University	Tel Aviv University -- Overseas Students Program Tel Aviv University Hebrew Studies Unit Tel Aviv University/New York State Medical Program Tel Aviv University/Temple University Summer Law Program
UAHC	UAHC -- Eisendrath International Exchange (E.I.E.)
UAHC Youth Programs in Israel	Maskil Israel Experience NFTY -- Israel Safari NFTY Archaeological Dig in Israel NFTY Israel Academy NFTY Mitzvah Corps in Israel NFTY Ulpan at Ben Shimon
UAHC Youth Programs in Israel; HUC -- Jewish Institute of Religion	Reform Leadership -- Educational Training Program in Israel
UAHC, International Education Dept. (I.E.D.)	College Academic Year at Tzora (College & Kibbutz) I.M. Wise "Inside Israel" Program
United Kibbutz Movement	University of Michigan -- Summer Kibbutz Study Program
WZO	From Sources to Forces
WZO and Keren Institute	Cleveland Institute of Jewish Studies
WZO, Aliya Dept.	Maalot Program Tnuat Aliya Seminars (for English speakers) Tnuat Aliya Seminars (for European countries) Tnuat Aliya Seminars (for Spanish speakers) Tour Ve'Alah -- Day Trips Tour Ve'Alah -- Pilot Trips Tour Ve'Alah Am'lat (South America)
WZO, Aliya Dept. in coordination with other Depts.	Family Summer Living-In-Israel Experience
WZO, Aliya Dept., Tour Ve'Alah; Dor Hemshech; J.N.F; Bnai Brith	Active Retirees in Israel (ARI)
WZO, Dept. of Ed. & Culture in the Diaspora	Beit Hashita American High School Program Boards of Education U.S.A. Educational Policy Program General Teachers Seminar Geshet Ahva - Schools from South America Geshet Ahva -- Schools from Europe Head Teachers England Individual Programs for Teachers -- Dept. of Education & Culture Jewish Studies Seminar with Yad Ben Tzvi Kfar Blum America-Israel High School Program Kindergarten Teachers' Program Lafayette College, Pennsylvania Program Programs for Adults -- Dept. of Education & Culture

Programs According to Israel Sponsor

Israel Sponsor	Program Name
WZO, Dept. Ed. & Culture in the Diaspora	Queens College, New York Program Schools From France Summer Bible Camp Teachers Voluntary Service (T.O.V.S.) Vaad Hakehilot - Germany
WZO, Dept. of Torah Ed. & Culture	Am Segula -- 2 Months High School Programs Beit Midrash LeTorah U'Limudei Yahadut (B.M.T.) Gold College for Women High School Study-Tour Groups In-Service Training for Educators Kenton Talmud Torah (London) Program Kindergarten Teachers -- England Nabet -- French Teachers Seminar Seminar for Religious Teachers from New York Teachers Seminar -- South America Trainee-Teachers' Course -- Torah Education & Culture Dept. Yeshivat Sha'alvim -- Overseas Students Program
WZO, Dept. of Torah Ed. & Culture; Melton Center; United Synagogue	SHAY Program
WZO, Dept. of Torah Ed. & Culture; Pincus Fund	Yeshiva University -- Joint Israel Program (Men) Yeshiva University -- Joint Israel Program (Women) Yeshiva University Teachers Program
WZO, Dept. of Torah Ed. & Culture; AJDC	Yeshivat Hanegev Foreign Students Section
WZO, Dept. of Torah Ed. & Culture; Joint Education Fund	Seminar for Headmasters of Los Angeles Jewish Day Schools
WZO, Dor Heashech	Dor Heashech North American Programs Ramat Shapiro Young Leadership Course Seminar for Leaders of Small Communities -- Turkey (Istanbul & Izmir)
WZO, Dor Heashech; Aliya Dept.	Dor Heashech "Living Experience in Israel" Program
WZO, Organization Dept.	General Seminars -- Organization Dept., WZO Jewish Community Relations Council (C.R.C.) Seminars for Activists in Diaspora Zionist Federations Seminars for Organizations Affiliated with the Zionist Movement Seminars for Professionals From Zionist Organizations
WZO, Organization Dept.; Education Funds	Seminar for Academics
WZO, Sephardic Communities Dept.	Projet Action Social en Israel (PASI) Sephardic Communities Department (General)
WZO, Student Division	Leadership Training Seminar -- Student Division Leadership Training Seminars (English) (L.T.S.) Leadership Training Seminars (French) (L.T.S.) Leadership Training Seminars (Spanish) (L.T.S.) ROOT - A.D.P.I. (Association of Dental Professionals for Israel) Student Division Summer Programs for Religious Students

Programs According to Israel Sponsor

Israel Sponsor	Program Name
MZO, Youth & Mechalutz Dept.	AJfers -- Association of Jewish Sixth Formers (U.K.) Achva Summer Mission Aleph Adventure in Israel (Canada) BJE Cleveland/Denver Bnai Brith France Safari Bnai Brith France: Decouverte Bnai Brith France: Seminaire Bnai Brith Youth Organization Advisors Mission to Israel Bnei Akiva Mach Hach Ba'aretz (Machane Hachana) Bnei Akiva Machane Israel Canada: French "Y" in Montreal Chicago Community Project (CCP -- Chicago) Cohen Foundation Summer Tour Program College Tour Programs (Incl. CSP & SAT for U.S. & Canada) Decouverte -- Centres Culturels de Vacances et de Loisirs (CCVL) Denver Israel Study Tour E.E.I.F. -- Eclaireurs Israelites (Including 5 sub-programs) Eddoti Pegagogical Center (Buenos Aires) Directors Course Etgar (Challenge) Federation of Zionist Youth (F.Z.Y. -- England) French Hillel Students, Montreal Gratz College, Philadelphia Program HaMoar Matzioni England Herzlia School, Montreal Holocaust Seminar -- Hadracha Division, Youth & Mechalutz Institute for Youth Leaders From Abroad (Spanish) Institute for Youth Leaders from Abroad (English) Institute for Youth Leaders from Abroad (French) Israel Connection Israel Summer Happening Israel Summer Institute Israel Summer Institute BBYO J.C.C. -- Jewish Community Centers Tour Groups J.W.B. -- Community Center Directors (J.W.B. Philadelphia) Jerusalem Film Workshop (CINA) Kabak -- Kayitz B'Kibbutz Kibbutz Encounter Ma'ayanot Massada of ZOA -- High School Programs Massada of ZOA -- Massada Kibbutz Program (MKP) Morasha Summer Program Mt.Scopus School (Melbourne) Ulpan National Seminar in Israel for Young Artists (NSIYA) Neurim, 1 2 Program for Educators & Leaders From Different European Communities Religious Seminar-Tours -- Youth & Mechalutz Dept. Seminaires -- Summer Seminars for French Speaking Youth Movements Seminar Idkun -- Hadracha Division, Youth & Mechalutz Seminar for Educational Coordinators (South America) Seminar for Leaders -- Hadracha Division, Youth & Mechalutz Seminars for Community Involvement & Leadership Training Sherut La'am (Service to the People) Shnat Sherut South African Day Schools Ulpan

Programs According to Israel Sponsor

Israel Sponsor	Program Name
WZO, Youth & Hechalutz Dept.	Special Tourism Program Tapuz Bogrim (South America) Tapuz Hadracha Program (South America) Tapuz Mini-Machon (South America) Tapuz Religious Program for South America Tapuz Summer Program (South America) Tapuz Unaffiliated Youth Programs (South America) Tikvatenou Movement -- Summer Programs UEJF -- Kibbutz Voluntariat DEJJ -- Netivot Volunteer Programs -- Religious Desk of Youth & Hechalutz Dept. Wurzweiler/Block Program -- School of Social Work, Yeshiva University
WZO, Youth & Hechalutz Dept.; Hadassah Council in Israel	Hashachar Israel Experience Hashachar Israel Hadracha Seminar
WZO, Youth & Hechalutz Dept.; Jewish Agency, Joint Program	Nativ Leadership Training Program (USY)
WZO, Youth & Hechalutz Dept.; Kibbutz Artzi	Dawson College (Montreal) -- Israel Semester
WZO, Youth & Hechalutz Dept.; Metzger Olami	Reform Synagogue Youth Programs -- Eretz Yisrael Metzger Hadracha Tzeira & Metzger Hadracha Bogeret
WZO, Youth & Hechalutz Dept.; Pardes Foundation for Jewish Education	Pardes Institute of Jewish Studies
WZO, Youth & Hechalutz Dept.; Various youth movements	Hadracha Tzeira
WZO; Bank Leumi	Jerusalem Fellows
WZO; Israel Defense Forces, Gadna	Bible Quiz
Weizmann Institute	Dr. Bessie F. Lawrence International Summer Science Institute Weizmann Institute -- Feinberg Graduate School (Ph.D. & M.Sc. Studies)
World Union of Jewish Students; WZO, Student Division	International Jewish Student Encounter
Yad Vashem, Vidal Sassoon Center; WZO, Dept. of Ed. & Culture	Yad Vashem Summer Institute: Teaching the Holocaust
Yeshivat Chafetz Chaim	Yeshivat Ohr David -- One Year Program
Yeshivat Hamivtar/Brovender's	Yeshivat Ohr HaSharon
Yeshivat Hesder Shiloh	Yeshivat Hesder Shilo -- Foreign Students
Yeshivat Netzach Israel	Yeshivat Netzach Israel
Unspecified Sponsors	Archeological Seminars Bnot Torah Institute (Sharfman's) Camp Neve Ashdod Caroline & Joseph S. Gruss Kollel Darche Noam -- David Shapell College Men's Division David Shapell College -- Women's Division (Midreshet Rachel) Diplomatic Services Dorot Israel Travel Grant Program

Programs According to Israel Sponsor

Israel Sponsor	Program Name
Unspecified Sponsors	International Study Tours (Including Elderhostels)
	Israel Friendship Camp
	Jacob Maitt Institute -- Brandeis University Program
	Jerusalem College of Women (Michtalah) -- Machal Program
	Ma'arava -- Mafetz Haim High School Program
	Machon Bina
	Michtalet Bruria
	Michtalet Bruria -- Mabat Program
	Michtalet Bruria Summer Programs
	Michtalet Kamelev-Ben Gurion University Program
	Shehebar Sephardic Center -- English Program
	Shehebar Sephardic Center -- Rabbinical Program
	Shehebar Sephardic Center -- Spanish Program
	U.S.Y. Israel Pilgrimage
	Upan Akiva Netanya, International Hebrew Study Centre
	Volunteers for Israel (SAREL)
	Yeshivat Birkat Moshe -- Maale Adumim
	Yeshivat Hamivtar
	Yeshivat Hesder Shilo -- Foreign Students
	Yeshivat Mercaz HaTorah
	Yeshivat Neve Zion (Telshe Stone)
	Yeshivat Torat Moshe

APPENDIX C -- RESPONDENTS TO PROGRAMS' QUESTIONNAIRE



APPENDIX C: RESPONDENTS TO PROGRAMS' QUESTIONNAIRE

The following program directors and coordinators have replied to our questionnaire about programs. Their answers have provided much of the data for the analysis of existing programs and have made the creation of the data base possible.

Abenson, Rabbi	Yeshivat Mercaz HaTorah
Aloni, Yaacov	Institute for Leadership Development
Alpert, Bernie	Archeological Seminars
Am-Shalom, Moti	Mabet -- French Teachers Seminar
	Teachers Seminar -- South America
Amzaleg, Margalit	Givat Washington -- Columbia Group
Angel, Vicki	Tnuat Aliya European Countries Seminars
Anoulik, Zeev	Maccabi Leadership Seminar
	Maccabi Leadership Seminar (Education & Sport)
	Maccabi Sports Clubs
	Maccabi Summer Camps
	Maccabi Tour Programs
	Maccabi Young Leadership Seminar
Artzi, Hovav	Manoar Matzmoni England
Arzi, Haim	Trainee Teachers' Course -- Torah Education & Culture Dept.
Arzt, Dr. Raphael	CCIS Kingsborough C.C./Brooklyn C.C.
	CCIS/CSI/AZYF -- Internship Program
Ashkenazi, Rabbi Leon	Ma'ayanot
Assis, Dr. Yom Tov	Hebrew University Semester Program of Jewish and Israel Studies (Autumn Semester)
Atoun, Rabbi	Machon Neir & Machon Ora, French Program
Avicar, Rav Shimon	Beit Yehuda Yeshiva Program -- Kfar Maimon
Avisur, Dudu	Canada Hillel -- French Speaking Program
Avisar, Galia	Student Division Leadership Training Program (English)
Avital, Moshe	Bnai Brith France Safari
	Bnai Brith France: Decouverte
	Bnai Brith France: Seminaire
Avital, Vered	College Summer Programs
Avraham, Mordechai	Youth Aliya Overseas Programs: American-Israel High School Program
Baat, Aharon	Jerusalem College of Technology -- 1 Year Program
Bachar, Lori	American-Israel Program at Hakfar Hayarok
Back, Rahel	College Tour Programs (SST, SAT, CSP)
Bahat, Shlomo	Kfar Silver -- American High School Program (I.O.A. Program)
Bar, Orit	Batei Hillel Jewish Campus Activists Program
	Lafayette College, Pennsylvania Program
	Vaad Hakehilot Germany
	Queens College (New York) Program
Bar-Mor, Shalei	Yad Vashem Summer Institute
Bar-Nur, Alan	Israel Study Tours (Elderhostels)
Bar-On, Avraham	Ben Gurion University: Pre-Academic Program
Barel, Rachel	Tel Aviv University -- Overseas Students Program
Beckenrot, Arye	Yeshivat Tiferet Israel
Ben Naeh, David	Dor Hemscheh North American Programs
Ben-Cohav, Hanna	Youth Aliyah: Spanish Speaking High School Programs
Benjamin, Arye	Habonim-Dror: Camp with K.K.L.
	Habonim-Dror: Work Camp
Berdichev, Moshe	Service to the People -- Sherut La'am

Berger, Trudi	DVI -- Dental Volunteers for Israel
Beris, Dr. Sammy	KUDO Program: Oraniv, School of Ed. of the Kibbutz Movement, Haifa U.
Berkowitz, Hanna	Haifa University: Mechina
Berkowitz, Rabbi Dov	National Seminar in Israel for Young Artists (NSIYA)
Berliner, Moshe	Kabak -- Kayitz B'Kibbutz
	Morasha Summer Programs
	Neurim 1, 2
Bernicker, Rabbi	Yeshiva Netzach Israel
Bernstein, David	Michlelet Bruria -- Mabat Program
	Michlelet Bruria Summer Program
	Michlelet Bruriya Regular Program
Berzan, Debbie	Adventure in Israel (Canada)
	Kibbutz Encounter
Bina, Moa	JWB Community Center Directors Program
Binah, Rabbi	Yeshivat HaKotel
Birnboim, Dr.	Youth Aliya High School Programs for English-Speaking Youth
Blumenfeld, Rabbi Y.	Yeshivat Neve Zion
Botzer, Aharon	Livnot Ul'hibanot
Breakstone, David	Tichon Ramah Yerushalayim
	Ulpan Ramah
Brenner, Dr. Joyce	Murzweiler/Block Program -- School of Social Work, Yeshiva University
Breuer, Dr. Meir	Yeshivat Har Etzion
Brinkman, Hilda	General Teachers of Brasil
	Teachers Voluntary Service (T.O.V.S.)
Brody, Shalom	Bnot Torah Institute (Sharfman)
Brovender, Rabbi Chaim	Michlelet Bruria
Brown, Bobbie	Inuat Aliya English Language Seminars
Brown, Tony	England-Israel High School (Kfar Hanoar Hadati)
Burstein, Bat Ami	Hashachar Israel Experience
	Hashachar Israel Hadracha Seminar
Chait, Baruch	Hafetz Haim High School
Chernofsky, Phil	NCSY Israel Summer Seminar (Including "Our Way")
Cohen, Debbie	Los Angeles Public School Educators
Cohen, Dr. Gabi	Gold College for Women
Cohen, Moshe	Sephardic Education Center -- School Program
Cohen, Robert	NFTY Ulpan at Ben Shimon
Cohen, Zvi	Kibbutz Artzi Volunteer Program
Cohen-Solal, Henri	Seminaires d'ete des Mouvements de Jeunesse
Cooperman, Rabbi Y.	Jerusalem College for Women (Michlala) -- Nachal Program
Copeland, Bezalel	International Graduate Centre for Hebrew and Jewish Studies (MUJS Inst.)
Coples, Patricia	Tapuz Bogrim
	Tapuz Summer Program
	Tapuz Unaffiliated Youth Programs
Daugherty, Lawrence	Boston University/Ben Gurion University of the Negev Master of Science in Management Program
Davidi, A.	Volunteers for Israel -- Sarel
Davis, Marty	British Olim Society Ashkelon -- Overseas Volunteer Program
Dehan, Denar	CCVL -- Decouverte, Centres Culturels de Vacances et de Loisirs
	Voluntariat DEJJ Metivot
Dehan, Yitzhak	Program Action Social En Israel -- PASI
Delin, Eli	Yad Vashem Summer Institute: Teaching the Holocaust
Derovan, Linda	Yeshiva University -- Joint Israel Programs
Deutscher, Tirtsa	General Teachers Seminar
	Individual Programs for Teachers

Deutscher, Tirtsa	Jewish Studies Seminar
Diamond, Rabbi Lee	Programs for Adults
	Alexander Muss High School in Israel
	Israel Study Institute -- Educators' Program
	Israel Study Institute -- Religious School Teachers Program
	Israel Study Institute -- Adult Program
Dror, Gloria	Hebrew University School for Overseas Students One Year Program
Edri, Ephraim	Maayanot
Elad, David	Dor Hemshech European Program
	Programs for Educators (Leaders) From Different European Communities
	Seminar for Leaders of Small Communities -- Turkey
Elalouf, Rabbi E.	Rabbinic Program for French Speakers
Elbaz, Shlomo	Canada: French Speaking Programs
	French Hillel Students Montreal
Engelman, Hasia	Golan Program for U.K. Pupils
Epstein, Rivka	Beit Ulpana
Epter, Andy	CCIS/CSI -- Internship Program
	College Consortium for International Studies
Erez, Dan	Everyman's University Overseas Programs
Even Shoshan, Israel	Institute for Youth Leaders From Abroad
	Institute for Youth Leaders From Abroad (French)
	Institute for Youth Leaders from Abroad (Spanish)
Fass, Moshe	Hebrew University -- 4 Year Program and Freshman Year (Including Mechina)
Feigenbaum, Rabbi	Darche Noam -- David Shapell College -- Men's Division
Fein, Leora	Moshav Volunteer Program
Feldstern, Rabbi Baruch	Midreshet Yerushalayim
Fendel, Rabbi Meir	Camp Neve Ashdod
Fine, Ruth	Pardes Hannah Los Angeles Programs
Fisher, Shmuel	Israel Summer Institute -- BBYO
Forman, Dov	Sherut Leumi
Forman, Rabbi David	College Academic Year at Tzor'a
	I.M.Wise Inside Israel Program
	NFTY Mitzvah Corps in Israel
Fost, Menashe	Boards of Education USA
	Gesher Ahva -- Schools from Europe
	Gesher Ahva -- South America
	Schools From France
Friedman, Dr. Joe	International Summer Institute for Jewish Teachers & Educators
Friedman, Rabbi Paul	NATIV Leadership Program (USY Programs)
	USY/Israel Pilgrimage
Friedner, Yekutiel	Machon Sara Schnirrer -- Beth Yaakov
Getz, Aryeh	Discovery '85 (at Aish HaTorah)
Glaser, Yosef	Jerusalem College of Technology (Machon Lev)
Glasman, Nina	Alonei Yitzchak Leon Penello School (Peru) Program
Golan, Shuki	Machal Hesder Program
Goldberger, Yuval	Lets Go Israel (LGI)
Goldhaber, Carole	Experiment in Kibbutz Living (EKL)
	Habonim-Dror: Summer Happening on Kibbutz
Goldin, Henry	Dor Hemshech Living Experience in Israel Program
Goldish, Marvin	Summer Experience in Israel
Goldrath, Issaschar	Everyman's University Overseas Programs
Goldsmith, Simcha	Project Shimon
Golinsky, Rabbi	Yeshivat Sha'alvim -- Overseas Students Program
Granofsky, Rabbi Y.	Yeshivat Ohr David, One Year Program

Greenberg, Karen
 Greenblatt, Joanne
 Grishman, Ayelet
 Grossman, Yoni
 Guttel, Moshe
 Hamisa, Yoram
 Hamudot, Rabbi Zeev

Hanniel, Dr. Haia
 Hanoach, Shlomo

Harris, Carl
 Heialich, Yehuda
 Hochstein, Suzanne
 Hoffman, Alan

Hoffman, Hinda
 Holter, Rabbi David
 Horowitz, Rabbi Moshe
 Ido, Hava
 Indig, Dalia
 Jankelovitz, Michael
 Kaplan, Dr. Yosef
 Kaplan, Edna

Kaplan, Yoni
 Karai, Uri
 Kasari, Yehudit
 Kassir, Rabbi Shmuel

Katz, Stuey
 Kfir, Batya
 Kinel, Sarah
 Kipian, Batya
 Klein, Debbie

Klein, Eli
 Klein, Paula
 Klein, Prof. Zeev
 Kleinman, Rabbi Zvi
 Klinger, Eliyahu
 Klugman, Sherry
 Kopp, Elaine
 Kotchan, Avraham
 Kramer, Shimon
 Kramer, Uzi
 Kraskin, Tsilla

Kronish, Amy
 Kusman, Mark

The Department of Antiquities Archaeological Excavation Volunteers

Hebrew University Special Academic Programs

Gratz College, Philadelphia, Program

Israel Connection

Megama Tsarfatit

Orot HaGalil

Bar Ilan University -- One Year General Studies Program

Bar Ilan University -- Semester General Studies

Yeshiva University Teachers Program

Seminar for Professional Fundraisers & Community Organizers

Seminars for Lay Leaders

Denver Israel Study Tour

Betar Israel Forever Mine Program (E-3)

The Jerusalem Fellows

Melton Centre for Jewish Education in the Diaspora: Graduate Program

Senior Educators Program at the Melton Center, Hebrew University

Melton Center In-Service Training Programs

Machon Binah

Beit Midrash LeTorah V'Limudei Yahadut (B.M.T.)

National Seminar in Israel for Young Artists (NSIYA)

Cleveland Institute of Jewish Studies

Leadership Training Seminar

Hebrew University -- 4 Year Program Including Mechina

Dawson College Montreal -- Israel Semester

Kibbutz University Semester

Institute for Youth Leaders From Abroad (English)

Bar Ilan University -- Kibbutz Program with Beerot Yitzchak

Bible Quiz

Shehabar Sephardic Center -- Spanish Program

Shehabar Sephardic Center -- S'micha Program

Bnei Akiva Mach Nach Ba'aretz

Ph.D. and M.Sc. Studies -- Feinberg Graduate

Tel Aviv U.-New York State Medical Program

Educational Policy Program

Netzer Hadracha Tzeira & Netzer Hadracha Bogeret

R.S.Y. Reform Synagogue Youth Programs Eretz Yisrael

Yeshivat Kerem BeYavneh -- Foreign Students

Reform Leadership Educational Training Program in Israel

Rothberg School for Overseas Students One Year Program

Machon Meir -- The Center for Jewish Studies in Israel: English Program

Tnuat Aliya -- Spanish Speaking Seminars

NFTY Archaeological Dig in Israel

Maalot Program

Kfar Silver Mexico Project "Tarbut"

Am Segula -- 2 Months High School Program

Havat Hano'ar Hatzioni -- English Program

General Seminars -- Organization Dept., WZO

Jewish Community Relations Council (CRC)

Seminars for Professionals from Zionist Organizations -- Organization Dept., WZO

Jerusalem Film Workshop (CINA)

Hadracha Tzeira

Holocaust Seminar

Seminar Idkun

Seminar for Leaders

Kwiatkowsky, Hava	Yiddish Teachers Seminar
Langerman, Yosef	Beit Midrash LeTorah U'Limudei Yahadut
Lapian, Rabbi Benzion	Yeshivat Dvar Yerushalayim
Lauder, Edna	Hebrew Studies Unit (Tel Aviv University)
Lauer, Levi	Pardes Institute of Jewish Studies
Lebow, Rabbi Jean	Neve Shechter -- Jewish Theological Seminary of America Rabbinical School
Lehrfield, Rabbi	Yeshivat Torat Moshe
Levi, Prof. Yehuda	Jerusalem College of Technology
Levy, Aharon	Leadership Training Seminar
	Special Tourism Program
Levy, Danny	Bnai Brith Hillel Foundations Bayit Project Program
	Bnai Brith Hillel Foundations Explore the Land Program
	Bnai Brith Hillel Foundations O Jerusalem Seminar
Levy, Neal	Hashachar-Young Judea Year Course in Israel
Levy, Prof. Oscar	The Practical Engineering College of Beer Sheva
Liebowitz, Steve	Diplomatic Services
Lipsky, Louis	Michlelet Bruria
	Yeshivat Hamivtar
Lipsky, Shimon	Nativ-U.S.Y. Year Program in Israel
Litov, Rabbi Moshe	Bar Ilan University -- Kibbutz Program with Be'erot Yitzchak
	Bar Ilan University -- One Year General Studies
	Bar Ilan University -- Semester General Studies
Lowe, Judy	Tour Ve'Alah Day Trips
Lustigman, Menachem	Coop (Stajeria -- Internship)
	Kibbutz Ulpan
Luzzatti, Haim	Hashomer France -- Kibbutz Program
Makofsky, Haim	Field School Ulpan at Ofra
	SERV-IS Volunteer Workers in New Community Villages in Judea and Samaria
Malka, Meir	Active Retirees in Israel (ARI)
	Jewish National Fund Summer Camp
Maoz, Rivka	K.K.L. Youth Program -- Akiva Strasbourg Group Camping in Israel
Maron, Ari	Dawson College Program
	Shnat Sherut
Meir, Alec	BBYO
	BJE Cleveland/Denver
	Cohen Foundation Group
	Gratz College Philadelphia Program
	Israel Summer Happening
	Israel Summer Institute
	JCC Jewish Community Centers
	Massada of ZOA
Meir, Rabbi Yissaschar	Yeshivat HaNegev Foreign Students Section
Melman, Dubi	Yedid on Kibbutz (YOK)
Mendes-Flohr, Dr. Paul	Jacob Hiatt Institute, Brandeis University Program
Milstein, Shraga	Mosenzon Spanish Program
Mishan, Rabbi E.	Shehebar Sephardic Center -- English Program
Mittelberg, Dr. David	University of Michigan Summer Kibbutz Study Program
Morrison, Iris	Project Renewal, Summer Volunteers
Munitz, Yerahmiel	Ramat Shapiro Young Leadership Course
Namari, Yossi	Chicago Community Project (CCP-Chicago)
Naveh, Smadar	Head Teachers England
Nessin, Dr. Joel	Senior Educators Program at Melton Center, Hebrew University
Nidam, Avi	E.E.I.F. -- Eclaireurs Israelites
On, Michael	American High School Program Nir Haemek

Oppenheimer-Shatz, O.	Ramah American Day Camp
Pavlov, Holly	David Shappel College -- Women's Division (Midreshet Rahel)
Pazzi, David	Seminars for Community Involvement & Leadership Training
Perlstein, Tsali	Nashachar Israel Experience
	Nashachar Israel Hadracha Seminar
Perry, Dr. Haim	Yemin Orde Carmel-Brasil Program
Perry, Sharon	Tichon Ramah Yerushalayim
Pins, Carmit	Bnai Brith Hillel/UJA Sixth Faculty Seminar
	Israel Seminar for Jewish Academicians
Pnini, Yosi	From Sources to Forces
	National Seminar in Israel for Young Artists (NSIYA)
	Oh Jerusalem!
Poupko, Hanna	Machon Ora -- English Program
Rabinovitz, Rabbi N.	Yeshivat Birkat Moshe -- Maale Adumim
Rahat, Baruch	High School Study Tour Groups
	In-Service Training for Educators
Refson, Rabbi David	Machon Devorah Teachers Seminary
	Neve Yerushalayim (English Program)
	Neve Yerushalayim Bnot Chayil
	Neve Yerushalayim Lapid Program
	Neve Yerushalayim Mechina Program
Reichman, Abe	Bnai Brith Youth Organization: Advisors Mission to Israel
	Gadna Chetz Vakeshet
Reichman, Rabbi	Yeshivat Hesder Shiloh -- Foreign Students
Richter, Beanie	Directors Course, Eddoti Pedagogical Center
	Educational Teachers Seminar
	Tapuz Hadracha Program (South America)
	Tapuz Mini-Machon
Rimon, Pinchas	Kfar Blum America-Israel High School Program
Rishpon, Moshe	The Dr. Bessie F. Lawrence International Summer Science Institute
Rivkind, Helen	Academic Services Bureau
Roitman, Rabbi Paul	Tikvatenu Movement
Rokach, David	Seminar for Religious Teachers from New York
Rosen, Rabbi David	"Jerusalem Panorama" Sabbatical Program
	Treasures of Zion (Yekirei Tzion)
Rosengarten, Kobi	Israel Friendship Camp
Roth, Rabbi Eli	Root -- A.D.P.I.
	Student Division Summer Programs for Religious Students
Rothschild, Mr.	Yeshivat HaNegev Foreign Students Section
Saban, Yosef	Kindergarten Teachers England
	Megama Tsarfatit
Scher, Don	J.W.B. Executive Director Israel Seminar
Schindler, Dr. P.	SHAY Program
Schneider, Prof. S.	Summit Institute in Israel/Summit Collegiate Studies Center
Segal, Rabbi Benjie	Ramah Community Seminar
	Ramah Seminar -- Camps
Segal, Reeve	Mt. Scopus Melbourne Ulpan
	South African Day Schools Ulpan
Shadur, Joe	Society for the Protection of Nature in Israel (SPNI)
Sharfman, Rabbi	Bnot Torah Institute
Sharif, Aharon	Habonim-Dror Shnat Hachshar
Sharir, Noah	Temple University & Tel Aviv University Summer Law Program
Shaviv, Paul	ARI Program Bnai Brith
	Bnai Brith General Tours

Sheff, Neil	Sephardic Educational Center -- Summer Program
Sheinberg, Rabbi	Yeshivat Torah Ohr
Shelhav, Mussa	Michlelet Manegev -- Ben Gurion University Program
Shfatiya, Dov	Summer Bible Camp
Shlush, Avi	Projet Action Social en Israel -- PASI
	The Sephardic Communities Department -- General
Shostak, Dr. Jerry	The Foster Seminar in Israel on Contemporary Jewish Issues
Shuker, Edwin	Sephardic Educational Center: Learning Experience
	Sephardic Educational Center: Adult Program
Singer, Dr. Aharon	Hebrew University School for Overseas Students One Year Program
Sitbon, Claude	Gaston-Tenoudji One Year (Kita Vuv) Program
Skirball, Rabbi H.	NFTY Archaeological Dig in Israel
	NFTY Israel Academy
	NFTY Summer in Israel Youth Program
Sless, Sara	AJGers
	Federation of Zionist Youth (FZY -- England)
Smolian, Mark	Massada of ZOA (Teen Age Programs)
	Massada of ZOA -- Leadership Training Course
	Massada of ZOA -- Massada Kibbutz Programs
Snapir, Miriam	Kindergarten Teachers Program
Solomon, Shai	MCSY Israel Summer Seminar (Including "Our Way")
Sosevsky, Rabbi	Ohr Yerushalayim
Spelman, Dani	SERV-IS Volunteer Workers in New Community Villages in Judea & Samaria
Starashevsky, Rafi	ACHVA Summer Mission -- Aleph
Steiglitz, Yitzhak	Bnei Akiva Machane Israel
	Religious Seminar Tours -- Youth & Mechalutz Dept.
	Tapuz Religious Program for South America
	Volunteer Programs -- Religious Desk of Youth & Mechalutz Dept.
	Hachachar-Young Judea Jerusalem Institute
Stern, Heidi	Archaeological Seminars
Stern, Ian	Tel Aviv University Mechina (Preparatory Program for New Immigrants)
Sternau, Micha	Tamarack Detroit-Ramle Teen Mission
Strauss, Risa	Caroline & Joseph S. Gruss Kollel
Strick, Rabbi	Yeshiva University -- Joint Israel Programs
Tabak, Pnina	Ben Gurion University Mechina
Tappia, Ram	International Jewish Student Encounter
	Student Division Leadership Training Seminars -- L.T.S. (Spanish)
Tav'el, Rabbi Meir	Seminar for Headmasters of L.A. Jewish Day Schools
The Director	Yeshivat Heichal HaTorah Betzion -- Foreign Students Framework
Tishkoff, Larry	UAHC -- Eisendrath International Exchange (E.I.E.)
Tooch, Abe	Active Retirees in Israel (ARI)
	Family Summer Living-In Israel Experience
	Tour Ve'Alah Am'lat
	Tour Ve'Alah Pilot Trips
Tschernichovsky, Shaul	Etgar (Challenge)
Tucker, Sandy	Ramah Israel Institute
Ungerleider-Meyerson, J.	Dorot Israel Travel Grant Program
Vangrowitz, Anat	Israel Friendship Camp, Interlocken
Vardi, Miriam	Cohen Foundation Summer Tour Program
Veffer, Sam	The Jerusalem Fellowships
Voloshni, Motti	Herzlia School, Montreal
Wagner, Rabbi S.	Ohr Yerushalayim
Wahnon, Rabbi S.	Shehebar Sephardic Center
Wasilewsky, Wanda	UEJF
Weinbach, Rabbi M.	Ohr Somayach Institutions

Weinberg, Rabbi
Weinberg, Rebbetzin
Weinberg, Zvi
Weinstock, Yehuda
Weissman, Debbie

Weksler, Pinchas

Wolf, Richie

Wouk, David
Ya'aroni, Tami

Yaacovson, Yitzhak

Yanko, Stephen
Yannai, Yehiel
Yarchi, Amichai
Yisraeli, Sara
Zeidan, Danny

Zinn, Rabbi Haim
Zisser, Rachel

Zweiter, Chana

Yeshivat Hamivtar
EYAHT -- Aish Matorah Women's College
Hebrew University School for Overseas Students -- Department of Summer Courses
International Jewish Student Encounter
J.W.B. Community Centers Directors
SHAY -- Solomon Shechter Program
Bnei Akiva Scholarship Institute in Israel -- North American Program
Bnei Akiva Shnat Hachshara
Jewish Community Centers Tour Group
Kenton Talmud Torah, London Program
Yeshivat Ohr Torah -- Hamivtar -- One Year Program
Mt. Scopus Schools, Melbourne Ulpan
South African Day Schools Ulpan
NATIV Leadership Training Program
U.S.Y. Israel Pilgrimage
Practical Engineering College of Beer Sheva
Introduction to the Holocaust and Jewish Resistance
Beit Hashita American High School Program
Hebrew University Ulpan
Ramah Camp Seminar
Ramah Community Seminar
Yeshivat Mercaz Harav
Seminar for Academics
Seminars for Activists in Diaspora Zionist Federations
Seminars for Organizations Affiliated with the Zionist Movement
NCSY Yachad

APPENDIX D: PEOPLE INTERVIEWED FOR ISRAEL EXPERIENCE PROJECT

GENERAL

Donald Adelman	Executive Director, AZYF
Howard Adelson	Friends of the Hebrew University of Jerusalem, N.Y.
Robert Adler	Board Member, Council of Jewish Federations
Benjamin Amiran	Director, Overseas High School Programs, Youth Aliya
Vicki Angel	French Desk, Tnu'at Aliya
Jonny Ariel	WZO, Youth & Hechalutz Dept.
Dr. Ray Arzt	Director, Center for Study in Israel (C.S.I.)
David Assoulin	Levtsion Committee
Dudu Avissur	Shaliach, Montreal, Canada
Mordechai Avraham	Youth Aliya, Jewish Agency
Manuel G. Batshaw	Former Executive Vice-President, Allied Jewish Community Services, Montreal
Israel Beck	Dept. of Ed. & Culture in the Diaspora, WZO
Dr. Victor Ben El	Director, Israel Program Center, AZYF
Alan D. Bennett	Executive Vice-President, Cleveland Bureau of Jewish Education
Dubi Bergman	Director-General, Department of Ed. & Culture in the Diaspora, WZO
Ely Berzan	Shaliach, Youth & Hechalutz Dept., Canada
Eli Birnbaum	Jewish Agency, Aliya Dept. -- UCYA
Aharon Botzer	Director, Livnot Ul'hibanot Program, Tsfat
Ami Bouganin	Jerusalem Fellows
Charles Bronfman	Member, Jewish Education Committee
Chaim Browde	Youth & Hechalutz Dept., WZO
Shoshana Cardin	President, Council of Jewish Federations
Dr. Barry Chazan	Director, Melton Center, Hebrew University
Erik Cohen	Jerusalem Fellows
Gadi Cohen	Israel Government Tourism Company
Prof. Stephen P. Cohen	President, Montreal Jewish Federation
Dr. Haim Constantiner	Member, Executive, Jewish Agency/World Zionist Organization
Uri Dagul	Israel Youth Hostel Association
Gershon Dehaas	Israel Camping Association
Tirza Deutscher	Director, Adult Programs Division, Dept. of Ed. & Culture, WZO
Rabbi Lee Diamond	Director, High School in Israel Program
David Dubin	Director, J.C.C. on the Palisades, New Jersey
Gideon El-Ad	United Kibbutz Movement
Seymour Epstein	Joint Distribution Committee
Sylvia Ettenberg	Dean of Educational Development -- JTS
Zave Ettinger	Executive Director, United Talmud Torahs, Montreal
Brynna Fish	Bureau of Jewish Education, Cleveland
John R. Fishel	Executive Director, Allied Jewish Community Services, Montreal
Max Fisher	Founding Chairman of Board of Governors, Jewish Agency
Dr. H. Fishman	Member, Executive, Jewish Agency/World Zionist Organization
Rabbi David Forman	Director, Long-Term Programs in Israel, UAHC
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Rabbi Paul Freedman	Director, Department of Youth Activities, United Synagogue of America
Michael Gillis	Jerusalem Fellows
Jaqueline Glodstein	UJA Federation of New York
Marvin Goldish	Israel Office, Jewish Welfare Board
Ms. Raanana Goodman	Comptroller, The Jewish Agency
Uri Gordon	Head, Youth Aliya Dept., Jewish Agency
Zvika Greenhutt	Israel Youth Hostels Association
Hannan Hanniel	Director-General, Dept. for Torah Ed. & Culture, WZO
Rabbi Richard Hirsch	Executive Director, World Union for Progressive Judaism; Co-Chairman, The Israel Experience Project
Jerold C. Hoffberger	Chairman, Board of Governors, The Jewish Agency
Alan Hoffmann	Director, Melton Center, The Hebrew University, Jerusalem
Sandy Horne	Friends of the Hebrew University of Jerusalem, N.Y.
Shmuel Hoysman	Youth Aliya, Jewish Agency

Marlene Huri	Hashachar -- Young Judea Year Course in Israel
Zvi Inbar	Director, Joint Program for Jewish Education & Pincus Fund
Avraham Infeld	Director, Hartman Institute
Danny Kahan	Dept. of Torah Ed. & Culture, WZO
Yaakov Karib	United Kibbutz Movement
Avraham Katz	Head, Youth & Hechalutz Dept., WZO
Dov Keren-Yaar	Representative, Levtzion Committee, N.Y.
Shlomo Ketko	England & Commonwealth Desk, Youth & Hechalutz Dept., W.Z.O.
Rabbi Morris Kipper	Director, High School in Israel Program
Prof. Zeev Klein	Former Provost, School for Overseas Students, Hebrew University
Ofra Kotzer	Society for Protection of Nature in Israel
Martin Kraar	Director-General, Israel Office, CJF
Mark Kusman	Hadracha Division, Youth & Hechalutz Dept., WZO
Dr. Bernard Landner	Touro College
Rabbi Allan Levine	Director, Youth Activities in Israel, UAHF
Arthur Levine	Member, Jewish Education Committee
Prof. N. Levtzion	Chairman, Committee on Academic Programs for Overseas Students
Danny Levy	Bnai Brith Hillel Foundations
Robert Loup	President, UJA; Chairman, Sub-Committee on the Israel Experience Project
Israel Maizel	United Kibbutz Movement
Menahem Lustigman	Aliya Dept., Jewish Agency
David Makowsky	Chairman, World Union of Jewish Students
Morton L. Mandel	Chairman, Jewish Education Committee, Jewish Agency
David Mann	Assistant Executive-Director, Board of Jewish Education, New York
Arnon Mantwer	Director, Student Authority, Ministry of Immigrant Absorption
Moshe Margolin	Rothberg School for Overseas Students, Hebrew University of Jerusalem
Yitzhak Mayer	Head, Department of Torah Ed. & Culture in the Diaspora, WZO
Alec Meir	Assistant Director, Youth & Hechalutz Dept., WZO
Dr. David Mittelberg	Haifa University, Center for Study of Yibbutz in Society
Ronen Nevo	Hadracha Division, Youth & Hechalutz Dept., WZO
Haim Nirel	Kibbutz Aliya Shaliach, Montreal, Canada
Meir Nitzan	Director, Israel Youth Hostels Association
Nadi Ormian	United Kibbutz Movement
Prof. Nitza Parry	Director, Dawson College Programs
David Pazzi	Hadracha Division, Youth & Hechalutz Dept., WZO
Yoav Peck	Central Shaliach for U.S., National Federation of Temple Youth
Amir Peled	Former Central Shaliach, Masada of ZOA
Foggy Peleg	United Kibbutz Movement
Carmi Pins	Institute for Leadership Development, Jewish Agency
Danny Pins	Student Authority, Ministry of Immigrant Absorption
Menashe Post	Dept. of Ed. & Culture in the Diaspora, WZO
Ehud Prawer	Educator, I.D.F.
Baruch Rahat	Torah Ed. & Culture Dept., WZO
Dr. David Resnick	Director, Dept. of Community Services, JESNA
Menachem Revivi	Director-General, Youth & Hechalutz Dept., WZO
Rabbi S. Ringler	National Director, Dept. of Community Affairs, Bnai Brith Hillel Foundation
Paul Rosenstein	Information Retrieval, WZO
Arthur Rotman	Executive Vice-President, Jewish Welfare Board, N.Y.
Dr. John Ruskay	Director of Education, 92nd Street YMHA, New York
Linda Schaffzin	Jerusalem Fellows
Dr. Samuel Schafner	Superintendent, Board of Jewish Education of Metropolitan Chicago
Don Scher	Director, Israel Office, Jewish Welfare Board
Dr. Alvin Schiff	Executive Vice-President, Board of Jewish Education, New York
Carmi Schwartz	Executive Vice-President, Council of Jewish Federations
Rabbi B. Segal	Ramah Programs in Israel
Benzie Segal	United Kibbutz Movement
Rabbi S. Shaw	Director, The Radius Institute
Eliezer Sheffer	Head, Dept. for Young Leadership Development & Volunteer Programs
Barry Shrage	CJF, Cleveland, Ohio

Fred Sichel	Past President, JESNA
Ada Sireni	United Kibbutz Movement
Rabbi Henry Skirball	Director, Youth Programs in Israel, UAHC Youth Division
Ehud Solel	Central Shaliach, American Zionist Youth Foundation
Shai Solomon	Director, NCSY Center, Israel
Yitzchak Steiglitz	Religious Division, Youth & Hechalutz Dept., WZO
Rabbi Pinhas Stolper	Union of Orthodox Jewish Congregations of America
Esther Sultan	Ministry of Tourism
Dr. Michael Swirsky	Hebrew University, Jerusalem
Dr. Eli Tavin	Head, Dept. of Ed. & Culture in the Diaspora, WZO
Dr. J.B. Ukeles	Executive Director -- New York Federation
Joy Ungerleider-Mayerson	Dorot Foundation
Jean-Jacques Wahl	Jerusalem Fellows
Wanda Wasilewsky	French Division, Youth & Hechalutz Dept., WZO
Debbie Weissman	Hebrew University, Jerusalem
Adv. Aryeh Wolf	Director, WZO, Dept. of Development & Services
Tami Ya'aroni	Director, S.A. Day Schools' and Australian Ulpanim
Yitzchak Yaacovson	United Synagogue Youth
Yaakov Yaakobowitz	Youth & Hechalutz Dept., WZO
Baruch Yekutieli	Bank Leumi; Member, Sub-Committee on the Israel Experience
Noam Zion	Hartman Institute, Jerusalem
Simmy Zivel	United Kibbutz Movement
Haim Zohar	Secretary-General, WZO
Norman Zysblat	Long Term Programs Division, Youth & Hechalutz Dept., WZO

FRANCE

Pierre Berrebi	Association des Juifs des Grandes Ecoles
Jules Braunschwig	Alliance Israelite Universelle
Michel Calef	Attache de Direction, O.R.T., France
Rachel Cohen	Directrice, Ecole de l'Alliance, Pavillon-sous-Bois, France
Aslan Cohen-Sabban	Directeur, Centres Culturels de Vacances et de Loisirs (CCVL)
Prof. Moshe Davis	Hebrew University, Jerusalem
Denar Dehan	WZO, Youth & Hechalutz Dept.
Dr. Emeric Deutsch	Institut d'Etudes Politiques de Paris
Edmond Elalouf	Fond Social Juif Unifie (FSJU)
Dr. Shlomo Elbaz	WZO, Youth & Hechalutz Dept.
Lucienne Germain	Universite de Paris
Nicole Goldmann	Conseil Europeen des Services Communautaires Juifs
Serge Hajdenberg	Radio J-Shalom
Emanuel Halperin	Attache Culturel de l'Ambassade d'Israel
Daniel Kahan	Advisor on Education to the Chief Rabbi, France
Dr. Israel Peled	Delegue General de l'Agence Juive en France et Belgique
Marianne Picard	President, Association des Directeurs d'Ecoles Juives, France
Yehezkel Raviah	WZO, Youth & Hechalutz Dept., Paris
David Saada	Directeur, Fond Social Juif Unifie
Charles Silverman	Directeur, ISSA, Paris
Rabbi Rene Sirat	Grand Rabbini de France
Prof. Claude Tapia	Universite de Tours
Jo Toledano	Directeur, Centre Pedagogique (CPJDD) -- FSJU, Paris
Dr. S. Trigano	Universite Paul-Valery et College International
Jean-Jacques Wahl	Jerusalem Fellows
Yael Yotam	Enseignement de l'Hebreu, Paris
Jean-Charles Zerbib	Comm. Gen., Eclaireuses et Eclaireurs Israelites de France

APPENDIX E: EXPERT PANELS

FORUM 1 -- 26 FEBRUARY, 1985. HELD AT THE OFFICES OF THE JEWISH EDUCATION COMMITTEE

SUBJECT: Discussion of Research Proposal

PARTICIPANTS:

Dr. Janet Aviad	The Hebrew University, Jerusalem
Haim Aronovitz	Nativ Consultants
Shmuel Benalal	Jerusalem Fellows
Ami Buganim	Jerusalem Fellows
Dr. Barry Chazan	The Hebrew University, Jerusalem
Eric Cohen	Jerusalem Fellows
Dr. Shlomo Elbaz	WZO, Youth & Mechalutz Dept.
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Hannan Hanniel	WZO, Dept. of Torah Ed. & Culture
Annette Hochstein	Nativ Consultants
Suzanne Hochstein	Jerusalem Fellows, Administrative Director
Zvi Inbar	The Joint Program for Jewish Education & The Pincus Fund
Prof. Zeev Klein	The Hebrew University, Jerusalem
Marty Kraar	Council of Jewish Federations of North America
Alec Meir	WZO, Youth & Mechalutz Dept.
Aliza Meir	Jerusalem Fellows
Dr. Mike Rosenak	The Hebrew University, Jerusalem
Don Scher	Jewish Welfare Board
Dr. Pesach Shindler	United Synagogue of America
Rabbi B. Segal	Ramah Programs in Israel
Dov Shfatya	WZO, Dept. of Ed. & Culture
Shai Solomon	NCSY Israel Center
Mike Weil	Nativ Consultants
Haim Zohar	Secretary-General, WZO Executive

FORUM 2 -- 1 MARCH, 1985. HELD AT NATIV OFFICES

SUBJECT: Towards An Inventory of Programs

PARTICIPANTS:

Anne Abramovitch	Educator
Dr. Janet Aviad	The Hebrew University, Jerusalem
Dr. Dan Bar-On	Ben Gurion University
Dr. David Chinitz	Ministry of Science & Industry
Prof. Steven Cohen	Queens College & The Hebrew University, Jerusalem
Ben Dansker	Planning Consultant
Prof. Zeev Klein	The Hebrew University, Jerusalem
Debbie Weissman	The Melton Center for Jewish Education in the Diaspora, The Hebrew University, Jerusalem
Annette Hochstein	Nativ Consultants
Mike Weil	Nativ Consultants
Haim Aronovitz	Nativ Consultants
Tova Eisan	Nativ Consultants

FORUM 3 -- 28 MARCH, 1985. HELD AT NATIV OFFICES

SUBJECT: Towards a Participants' Study

PARTICIPANTS:

Dr. Janet Aviad	The Hebrew University, Jerusalem
Prof. Steven Cohen	Queens College & The Hebrew University, Jerusalem
Prof. Zeev Klein	The Hebrew University, Jerusalem
Alec Meir	WZO, Youth & Hechalutz Dept.
Don Scher	Jewish Welfare Board, Israel Office
Rabbi Benjie Segal	Ramah Programs in Israel
Debbie Weissman	The Melton Center for Jewish Education in the Diaspora, The Hebrew University, Jerusalem
Annette Hochstein	Nativ Consultants
Mike Weil	Nativ Consultants
Haim Aronovitz	Nativ Consultants
Ben Dansker	Nativ Consultants
Tova Eisen	Nativ Consultants

FORUM 4 -- 16 APRIL, 1985. HELD AT NATIV OFFICES

SUBJECT: Review of the Project

PARTICIPANTS:

Robert Loup	Chairman, "Israel Experience Project"
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Rivka Hadari	Co-ordinator, Jewish Education Committee
Rabbi Richard Hirsch	Co-Chairman, "Israel Experience Project"
Annette Hochstein	Nativ Consultants
Mike Weil	Nativ Consultants
Haim Aronovitz	Nativ Consultants

FORUM 5 -- 7 MAY, 1985. HELD AT NATIV OFFICES.

SUBJECT: Methodological Issues

PARTICIPANTS:

Dr. Janet Aviad	The Hebrew University, Jerusalem
Prof. Steven Cohen	Queens College & The Hebrew University, Jerusalem
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Prof. Michael Inbar	The Hebrew University, Jerusalem
Dr. Shmuel Shye	The Hebrew University, Jerusalem
Prof. Ephraim Ya'ar	Tel Aviv University
Annette Hochstein	Nativ Consultants

APPENDIX E: EXPERT PANELS

FORUM 1 -- 26 FEBRUARY, 1985. HELD AT THE OFFICES OF THE JEWISH EDUCATION COMMITTEE

SUBJECT: Discussion of Research Proposal

PARTICIPANTS:

Dr. Janet Aviad	The Hebrew University, Jerusalem
Haim Aronovitz	Nativ Consultants
Shmuel Benalal	Jerusalem Fellows
Ami Buganim	Jerusalem Fellows
Dr. Barry Chazan	The Hebrew University, Jerusalem
Eric Cohen	Jerusalem Fellows
Dr. Shlomo Elbaz	WZO, Youth & Hechalutz Dept.
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Hannan Hanniel	WZO, Dept. of Torah Ed. & Culture
Annette Hochstein	Nativ Consultants
Suzanne Hochstein	Jerusalem Fellows, Administrative Director
Zvi Inbar	The Joint Program for Jewish Education & The Pincus Fund
Prof. Zeev Klein	The Hebrew University, Jerusalem
Marty Kraar	Council of Jewish Federations of North America
Alec Meir	WZO, Youth & Hechalutz Dept.
Aliza Meir	Jerusalem Fellows
Dr. Mike Rosenak	The Hebrew University, Jerusalem
Don Scher	Jewish Welfare Board
Dr. Pesach Shindler	United Synagogue of America
Rabbi B. Segal	Ramah Programs in Israel
Dov Shfatya	WZO, Dept. of Ed. & Culture
Shai Solomon	NCSY Israel Center
Mike Weil	Nativ Consultants
Haim Zohar	Secretary-General, WZO Executive

FORUM 2 -- 1 MARCH, 1985. HELD AT NATIV OFFICES

SUBJECT: Towards An Inventory of Programs

PARTICIPANTS:

Anne Abramovitch	Educator
Dr. Janet Aviad	The Hebrew University, Jerusalem
Dr. Dan Bar-On	Ben Gurion University
Dr. David Chinitz	Ministry of Science & Industry
Prof. Steven Cohen	Queens College & The Hebrew University, Jerusalem
Ben Dansker	Planning Consultant
Prof. Zeev Klein	The Hebrew University, Jerusalem
Debbie Weissman	The Melton Center for Jewish Education in the Diaspora, The Hebrew University, Jerusalem
Annette Hochstein	Nativ Consultants
Mike Weil	Nativ Consultants
Haim Aronovitz	Nativ Consultants
Tova Eisan	Nativ Consultants

FORUM 6 -- 21 MAY, 1985. HELD AT NATIV OFFICES

SUBJECT: Methods and Instruments for the Inventory & Participants' Study

PARTICIPANTS:

Dr. Janet Aviad The Hebrew University, Jerusalem
Prof. Steven Cohen Queens College & The Hebrew University, Jerusalem
Prof. Michael Inbar The Hebrew University, Jerusalem
Dr. Shmuel Shye The Hebrew University, Jerusalem
Prof. Ephraim Ya'ar Tel Aviv University
Annette Hochstein Nativ Consultants
Haim Aronovitz Nativ Consultants

FORUM 7 -- 11 JUNE, 1985. HELD AT THE HEBREW UNIVERSITY, JERUSALEM.

SUBJECT: The Methodological Issues for Inventory and Participants' Study

PARTICIPANTS:

Prof. Steven Cohen Queens College & The Hebrew University, Jerusalem
Prof. Seymour Fox Senior Consultant, Jewish Education Committee
Annette Hochstein Nativ Consultants
Prof. Michael Inbar The Hebrew University, Jerusalem
Dr. Shmuel Shye The Hebrew University, Jerusalem
Prof. Ephraim Ya'ar Tel Aviv University

FORUM 8 -- 6 AUGUST, 1985. HELD AT JERUSALEM FELLOWS

SUBJECT: Program Evaluation Through a "Ranking Exercise" and Discussion

PARTICIPANTS:

Avraham Infeld The Hartman Institute
Ray Arzt Center for Study in Israel
Ami Bugania Jerusalem Fellows
Alan Hoffman The Melton Center for Jewish Education in the Diaspora, The Hebrew University, Jerusalem
Haim Zohar Secretary-General, WZO Executive
Hannan Hanniel WZO, Dept. of Torah Ed. & Culture
Eric Cohen Jerusalem Fellows
Alec Meir WZO, Youth & Hechalutz Dept.
Rabbi Benjie Segal Ramah Programs in Israel
Rabbi H. Skirball North American Federation of Temple Youth -- NFTY
Zvi Inbar WZO, The Joint Program and The Pincus Fund
Prof. Seymour Fox Jerusalem Fellows
Rabbi Paul Friedman United Synagogue Youth (U.S.A.)
Dov Shafitya WZO, Dept. of Ed. & Culture in the Diaspora
Mr. Shai Solomon NCSY Israel Center

FORUM 9 -- 8 SEPTEMBER, 1985. HELD AT JERUSALEM FELLOWS.

SUBJECT: Criteria for Good Programs

PARTICIPANTS:

Dr. Ray Arzt	Center for Study in Israel
Alan Hoffmann	The Melton Center for Jewish Education in the Diaspora, The Hebrew University, Jerusalem
Haim Zohar	Secretary-General, WZO Executive
Hannan Haniel	WZO, Dept. of Torah Ed. & Culture
Erik Cohen	Jerusalem Fellows
Rabbi H. Skirball	North American Federation of Temple Youth -- NFTY
Shai Solomon	Israel Center MCSY
Prof. Seymour Fox	Jerusalem Fellows
Menachem Revivi	WZO, Youth & Mechalutz Dept.
Dov Shaftya	WZO, Dept. of Ed. & Culture in the Diaspora
Annette Hochstein	Nativ Consultants
Haim Aronovitz	Nativ Consultants
Rivka Kadari	Jewish Education Committee
Estelle Albeg	Nativ Consultants
Prof. Michael Inbar	The Hebrew University, Jerusalem
Susanna Yosepov	Jewish Education Committee

FORUM 10 -- 23 SEPTEMBER, 1985. HELD AT UCJF, PARIS.

SUBJECT: FRANCE

PARTICIPANTS:

Michel Calef	Attache de Direction, D.R.T., France
Dr. Emeric Deutsch	Institut d'Etudes Politiques de Paris
Lucienne Germain	Universite de Paris
Emanuel Halperin	Attache Culturel de l'Ambassade d'Israel
Annette Hochstein	Nativ Consultants
Prof. Claude Tapia	Universite de Tours
Jo Toledano	Directeur, Centre Pedagogique (CPJDD) -- FSJU
Jean Jacques Wahl	Directeur de l'education, A.I.U.

FORUM 11 -- 16 OCTOBER, 1985. HELD AT NATIV OFFICES

SUBJECT: Results of the Program Survey

PARTICIPANTS:

Estelle Albeg	Nativ Consultants
Ben Dansker	Nativ Consultants
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Annette Hochstein	Nativ Consultants
Alan Hoffmann	The Melton Center for Jewish Education in the Diaspora, The Hebrew University, Jerusalem
Prof. Michael Inbar	The Hebrew University, Jerusalem
Dr. Shmuel Shye	The Hebrew University, Jerusalem

FORUM 12 -- 20 NOVEMBER, 1985. HELD AT NATIV OFFICES

SUBJECT: Inventory of Programs

PARTICIPANTS:

Dr. Ray Arzt	Center for Study in Israel
Ben Dansker	Nativ Consultants
Rabbi David Forman	IAHC -- Long Term Programs in Israel
Danny Kahan	WZO, Dept. of Torah Ed. & Culture
Dr. David Mittelberg	Haifa University
Menahem Ravivi	WZO, Youth & Hechalutz Dept.
Rabbi Benjamin Segal	Ramah Programs in Israel
Dr. Shmuel Shye	The Hebrew University, Jerusalem
Shai Solomon	NCSY Israel Center
Annette Hochstein	Nativ Consultants
Noa Shasher	Nativ Consultants

FORUM 13 -- 22 JANUARY, 1986. HELD AT JERUSALEM FELLOWS

SUBJECT: Experimental Programs

PARTICIPANTS;

Dr. Ray Arzt	Center for Study in Israel
Ami Bugania	Jerusalem Fellows
Shmuel Ben Hallal	Jerusalem Fellows
Erik Cohen	Jerusalem Fellows
Dr. Steve Copeland	The Melton Center for Jewish Education in the Diaspora, The Hebrew University, Jerusalem
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Alan Hoffmann	The Melton Center for Jewish Education in the Diaspora, The Hebrew University, Jerusalem
Prof. Michael Inbar	The Hebrew University, Jerusalem
Dr. David Mittelberg	Haifa University
Dr. Michael Swirsky	The Hebrew University, Jerusalem
Dr. Yehuda Wurtzl	Jerusalem Fellows
Annette Hochstein	Nativ Consultants

FORUM 14 -- 18 FEBRUARY, 1986. HELD IN NEW YORK CITY.

SUBJECT: Project Review Towards the Market Study

PARTICIPANTS:

Prof. Steven Cohen	Queens College & The Hebrew University, Jerusalem
Prof. Michael Inbar	The Hebrew University, Jerusalem
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Annette Hochstein	Nativ Consultants
Dr. Jacob B. Ukeles	Executive Director, New York Federation
Prof. Ephraim Ya'ar	Tel Aviv University

APPENDIX F: PROGRAMS INCLUDED IN PARTICIPANTS' STUDY

NAME OF PROGRAMS	ISRAEL SPONSOR	COUNTRY OF ORIGIN OF PARTICIPANTS
Alexander Muss High School in Israel	Alexander Muss H.S.I.; WZO, Dept. of Ed. & Culture	U.S.A.
AJC Israel Adventure	American Jewish Congress	U.S.A.
AJC Singles Tour	American Jewish Congress	U.S.A.
Hashachar-Young Judea Year Course in Israel	Hadassah Youth Commission; WZO, Youth & Hechalutz Dept.	U.S.A.
Hebrew University One Year Program	The Hebrew University, Jerusalem	International
Melton Center for Jewish Education in the Diaspora -- In-Service Training Programs:	The Hebrew University, Jerusalem; WZO, Dept. of Ed. & Culture	International
--Elementary School Bible Teachers		
--Teaching Jewish Values		
--Teaching Israel		
Kibbutz Ulpan	Jewish Agency, Dept. of Immigrant Absorption	International
Megama Tsarfatit	Jewish Agency, Youth Aliya Dept.	France
Ramah Camps Seminar	Ramah Programs in Israel	U.S.A.
Tel Aviv University One Year Program	Tel Aviv University	U.S.A.
NFTY Ulpan at Ben Shimon	Union of American Hebrew Congregations	U.S.A.
Gesher Ahva -- Schools from South America	WZO, Dept. of Ed. & Culture in the Diaspora	Venezuela
Gesher Ahva -- Schools from South America	WZO, Dept. of Ed. & Culture in the Diaspora	Columbia
Queens College, New York Program	WZO, Dept. of Ed. & Culture in the Diaspora	U.S.A.
Am Segula High School Program	WZO, Dept. of Torah Ed. & Culture	Mexico
Leadership Training Seminar (L.T.S.)	WZO, Student Division	England
Kesher France	WZO, Student Division	France
Leadership Training Seminar (L.T.S.)	WZO, Student Division; Youth & Hechalutz Dept.	Australia
Tagar Australia	WZO, Student Division; Youth & Hechalutz Dept.	Australia
Masada of ZOA -- Teenage Program	WZO, Youth & Hechalutz Dept.	U.S.A.
Adventure in Israel	WZO, Youth & Hechalutz Dept.	Canada
Tapuz San Diego	WZO, Youth & Hechalutz Dept.	U.S.A.
College Student Program (CSP)	WZO, Youth & Hechalutz Dept.	U.S.A./Canada
Student August Tour (SAT)	WZO, Youth & Hechalutz Dept.	U.S.A./Canada
Habonim-Dror	WZO, Youth & Hechalutz Dept.	France
Maccabi, Europe	WZO, Youth & Hechalutz Dept.	Western Europe
Federation of Zionist Youth (FZY)	WZO, Youth & Hechalutz Dept.	England
Centre Culturel de Vacances et de Loisirs (CCVL)	WZO, Youth & Hechalutz Dept.	France
Département Educatif de la Jeunesse Juive (DEJJ)	WZO, Youth & Hechalutz Dept.	France
NCSY Israel Summer Seminar	WZO, Youth & Hechalutz Dept.	U.S.A.
Institute for Youth Leaders from Abroad	WZO, Youth & Hechalutz Dept.	International
Pardes Institute	WZO, Youth & Hechalutz Dept.	U.S.A.
Tapuz Unaffiliated Youth Programs	WZO, Youth & Hechalutz Dept.	Argentina

APPENDIX G: OVERSEAS SPONSORS

In addition to the numerous local schools, community centers and associations specified in the questionnaires, the following institutions were referred to as principal overseas sponsors of programs:

AZYF -- American Zionist Youth Foundation
Agudat Orot Hagalil
Bar Ilan University offices abroad
Ben Gurion University Associations
Betar Educational Youth Organization, Inc.
Bnei Akiva
Bnei Brith Hillel Foundations
Bnei Brith International
Bnei Brith Youth Organization
Board of Jewish Education, Chicago
Boston University
Brandeis University
CCIS -- College Consortium for International Studies
Canadian Sephardic Federation
Canadian Zionist Federation
Center for Contemporary Studies (U.K.)
City University of New York CUNY
Cleveland Institute of Jewish Studies
Consistoire Israelite de Paris
Dawson College, Montreal, Canada
Dorot Foundation
Eretz Israel Movement
FSJU -- Fond Sociale Juif Unifie
FZY -- Federation of Zionist Youth
Friends of Bnot Torah Institute
Friends of Everyman's University, U.S.
Friends of The Hebrew University, Jerusalem
Friends of Mercaz HaTorah, U.S.
Friends of Michlalah
Friends of Neve Zion, U.S.
Friends of Ohr Somayach, U.S.
Friends of Ohr Yerushalayim
Friends of Yeshivat HaKotel, U.S. & Canada
Friends of Yeshivat Shaalvim
Graetz College, Philadelphia
Group Relations Education Trust (U.K.)
Habonim-Dror
Hadassah Zionist Youth Commission
Interlocken Camps
International Education Dept. of UAHC
Israel Study Institute
J.C.C. -- Jewish Community Centers
Jewish Educational Development Trust (U.K.)
Jewish Theological Seminary of America
Joint Israel Appeal
Kingsborough Community College

Labour Zionist Alliance
MAF -- Mouvement d'Alyah de France
and the other local aliyah movements -- NAAM (No. America); BAM
(Britain); etc.
Maccabi World
Maginim
Miami Federation
NFTY -- North American Federation of Temple Youth -- UAHC
NCSY -- National Conference of Synagogue Youth -- Orthodox Union
National Ramah Commission
Netzach Israel Rabbinical Assembly
Ohr Torah Institutes
Pardes Foundation for Jewish Education
Reform Synagogues of Great Britain
Sephardic Educational Center
South African Jewish Board of Education
Temple University, Faculty of Law
Torah Education in Israel
UAHC -- Union of American Hebrew Congregations
UEJF -- Union des Etudiants Juifs de France
USY -- United Synagogue Youth
Union of Liberal & Progressive Synagogues (U.K.)
United Synagogue of America
United Talmud Torahs of Montreal
University of Michigan
WUJS -- World Union of Jewish Students (& local affiliates)
Weizmann Institute offices abroad
Yakar (London)
Yeshiva University, N.Y.
ZOA -- Zionist Organization of America

אנט הוכשטיין
ANNETTE HOCHSTEIN

December 12, 1986

Mr Robert Loup
Chairman, Sub-Committee on the Israel Experience
The Jewish Education Committee, the Jewish Agency

Dear Mr Loup,

It is my pleasure to submit to you a first progress report on the second phase of the Israel Experience project.

THE ISRAEL EXPERIENCE PROJECT -- PHASE II:
FROM DATA TO ACTION

PROGRESS REPORT -- JULY TO DECEMBER 1986

Introduction

In June 1986, following submission of the final report of the first phase of the Israel Experience project, the Jewish Education Committee and its Chairman Mr Morton L.Mandel, asked Mr Robert Loup, Chairman of the Sub-Committee on the project, to reconstitute his Committee with a new mandate -- namely, to undertake the process that would lead from data to action.

The following pages provide the first report on progress in this area.

Six months have passed since the conclusion of the research project where we were asked to study the arena of educational programs in Israel, and to state if and how participation in

these programs could be increased and if and how the impact of programs could be improved. We were able to answer in the affirmative. It is also six months since the Committee undertook a second phase of the project - namely to translate the findings, the data, into action. During this time we have benefitted from an overwhelmingly enthusiastic and supportive response from the field: over 1200 reports have been distributed in Hebrew, English and French many of them upon requests - and people routinely turn to the project for professional advice, for knowledge, for information and for reactions to new plans. We are told that planning in numerous institutions and departments is being influenced by the findings and by the dynamics that have been set in motion by the Jewish Education Committee.

During this time too -- and here is the thrust of our report -- we have taken first steps toward the planning of a number of different and specific projects - which could move us forward from data to action.

We are pleased to report on planning activities in each of the broad categories suggested by the original data (See Appendix 1 -- Roadmap). These include :

- * plans for the improvement of existing programs
- * development of innovative ideas to address the large potential populations that do not presently visit Israel
- * models and plans for the expansion of existing successful programs
- * first steps towards the development of professional tools

needed by most programs in areas such as program marketing; staff development; monitoring and evaluation tools and services.

Guiding principles were needed to decide where to start. Should one zero in on a specific age group, a specific population, a purveyor of programs, one type of program or one specific problem?

The following general criteria were suggested by members of the Committee, and have guided the selection of first areas for potential action.

- * Impact (which project is likely to affect the largest number of people in the most significant manner).
- * Feasibility (how likely are we to succeed)

As in the past the project has continued its interactive and cooperative mode of operating : work is done jointly with the purveyors of programs - where interest is expressed - and a large number of professionals are asked to join in reviews of each plan and idea. Here too one should note the significant amount of goodwill - and hope - that specialists have bestowed upon this project.

Preparatory work is under way on the following projects :

1. The Youth and Hechalutz Department of the WZO is the largest single purveyor of summer programs for young people. It is therefore to be expected that the largest purveyor might have some outstanding programs and some problematic programs. Indeed,

our research indicated that this was the case. We were encouraged by this Department's interest in working with us on some of the problematic programs. Therefore, we are jointly designing an experimental summer program for 250-300 unaffiliated high school youths, to replace existing programs and offer a replicable model for quality short-term programs, that are likely to have a significant impact. An experimental unit has been set up in the department's short-term programs division and a joint planning team is designing the program, which could run experimentally as early as next summer (July-August 1987). Youngsters will be prepared for the experience in advance of their trip and will be helped to reflect about it upon their return home. The staff - at present often overworked, underpaid and minimally trained - will have, in addition to carefully selected counsellors, well-trained educational leaders, adequately paid, and involved in the planning of the programs from January on. The program will use themes of Jewish history, presented in the settings of the state of Israel, in a way that will engage the young person and - so we believe - have a lasting impact on him. Administrative and organizational matters that often have a detrimental effect on the actual implementation of programs, are being carefully planned - so that they will serve the educational goals of the program rather than limit its possibilities. This project is being planned by a joint planning staff of the Youth and Hechalutz Department and of Nativ.

2. The Kibbutz Movement works with approximately 15,000 young people who participate throughout the year in a variety of programs. These programs range from short-term, summer programs to kibbutz-ulpan experiences, to year-long academic programs and more. The kibbutzim enthusiastically responded to our suggestions to work together. They are presently preparing "Project Oren" at Oranim (the School of Education of the kibbutz movements) to redesign and expand its Israel Experience programs. The project has undertaken a critical review of the contribution the Kibbutzim are making and could make to Israel programs. Following staff-work at Oranim and an initial day-long joint seminar, "Oren" has begun a comprehensive planning process that should culminate in a variety of specific program proposals. Some 50 kibbutz educators, many of them with experience overseas, all of them involved with Israel programs, have contributed their time to join planning task-forces. A preliminary report has been prepared, and work is progressing apace towards the preparation of a long-term masterplan, and short-term proposals for immediate action.

- .. 3. Vacation towns for young adults : a new concept in educational leisure travel for individual travellers, 18-35 year old. This idea is possibly the most innovative and potentially most revolutionary idea of the project. It is aimed at those young people - individuals or small groups - who travel but do not reach the shores of the Israel. It is grounded in the belief that

they don't come, because what is currently being offered is primarily aimed at organized groups and is not attractive to them. Our research has indicated that these people prefer to travel on their own or in small groups. We believe that an adequate infrastructure of places and programs might attract many such people to an educationally rich experience in Israel.

Mr Ami Bouganim, a Jerusalem Fellows graduate, an educator and leisure specialist, has joined the staff of Nativ to develop this idea, based on clearly defined theories of leisure and of education. They include the belief that one could create suitable Jewish social and educational environments, likely to be attractive to young people and to have a significantly enriching impact.

Leisure, physical activity, adventure, contact with the Israeli environment, convivial social settings and spiritual search are some of the elements that young people look for in travel. The vacation towns will provide them with these within a planned, Jewish-educational environment.

This concept includes a network of vacation-towns in Israel and possibly in Europe that would form a network, on the map of travelling young Jews.

Description: A vacation town will specialize in a given topic, in accordance with the opportunities offered by its physical and social environment. For example the town in Tiberias will specialize in the history of the modern settlement of the country and in the creation of the State.

The town in Jerusalem will specialize in the history of the Jewish people throughout the ages. The town in Haifa will focus on pluralistic aspects of the Jewish people and the town in Eilat will concentrate on the deserts and Israel.

The towns will include the following :

A complete tourism environment :

- Rooms, kitchen, restaurant, cafeteria, etc.
- Sports facilities including a swimming-pool, sports fields, lawns, fitness-room
- Services: Post-office and banking; laundry; duty-free shop; clinic, etc.
- Tourism-linked services: information, reservation and registration
- Rental of equipment for activities within the town
- Centers for cultural activities: synagogue, music room, auditorium, study room, exhibition hall, dancing-hall.

Operation: The town will operate as a leisure center and as a cultural center so that, besides the tourism staff there will be a complete educational staff. The town will be directed in every case by a senior educator, preferably a person with considerable

stature and spiritual authority. This person will be able to inspire and exert his authority on the educational staff as well as on the tourism staff and on the service staff. He will be able to impress his spiritual authority upon the visitors to the town.

Next Steps: A first round of consultation with tourism experts and educators has been completed. The suggested next step is to design an experiment that would allow to test in the field the validity and feasibility of the concept. We believe that the revolutionary nature of the idea and its grand scope, warrant serious consideration of investing efforts and resources into such a test.

4. Expansion of successful frameworks: Members of the Committee urged us to identify programs that have a record of quality and success and could be marketed so as to lead to rapid and carefully monitored expansion. Several programs appear to fall within such a definition. What follows are first thoughts that, after careful deliberation, could be translated into realistic proposals. One example is "Am Segula". We have identified a number of additional programs. We are beginning to study them with a view to proposing their expansion.

According to our data the Alexander Muss High-School in Israel program is one of the better programs available. It offers an accredited two-months' academic course in Jewish history to American public high-school students - many of them unaffiliated. Following initial analysis we found that this is a suitable program to begin the subject of expansion of existing frameworks

with. It has demonstrated quality and the ability to grow. It serves one of the Committee's key target populations - less-affiliated high-school youth. It has one of the few professional marketing set-ups. It is community-based (works largely through federations) and is efficiently and professionally run.

We are in the process of building a model for five years of an annual growth of about 30% in this program. The model includes careful monitoring and evaluation procedures to insure that growth will not come at the expense of quality. The model has taken into account staffing issues, physical plant, and funding. At the conclusion of five years there should be an annual participation of 3,000 youngsters in this program - more than three times the present number.

5. Developing tools across programs

a. Marketing : the marketing of Israel Programs is a problem that runs across most programs. Marketing is often done without professional tools. Our data tell us that potential clients often do not know of the existence of programs and program directors tell us of their problems in this area.

We have undertaken a series of steps that may lead towards the setting up of an advisory service on marketing, that would offer professional assistance to interested purveyors of Israel programs. In the process we have consulted with professors of marketing at Harvard Business School and with major public

relations professionals. A proposal has been prepared to undertake a preliminary project that would study the problems with those presently marketing Israel programs in the United States; suggest preliminary solutions; and outline a pilot marketing project for one geographic region. We are presently studying this proposal.

B. Monitoring and Evaluation: The Committee had instructed us to set up a monitoring and evaluation system that would accompany all aspects of this project. This system is now being developed and - as soon as approved will be ready to operate. It should be noted that program directors often turn to this project with requests for evaluation assistance. We hope to be able to give such assistance routinely, as a by-product of our own work.

C. Further Research: The initial research gave us many insights into the universe of Israel programs. It also left a large number of questions unanswered. It is clear from consultations with our academic advisors -- Prof. Seymour Fox, Prof. M. Inbar, Prof. E. Yaar, Prof. James Coleman -- that we would be missing a great opportunity to learn more important matters about Israel programs if we do not engage in further research and build on what we have already learned. For example: there is growing pressure from the field and from academics for a longitudinal impact study that would tell us more about the long-term impact of programs. Therefore we have begun consultations to define what essential questions should be studied, and hope to be able to address the Committee on this subject in February.

The project staff is being constantly challenged by creative ideas that are coming to us from the field. Clearly, the Israel Experience project has managed to capture the imagination of many who are involved with it. A recent presentation at a forum at the General Assembly of the Federation of Jewish Philanthropies has also yielded numerous ideas, questions, and anticipation for results. Clearly the road from data to action is likely to be a challenging and rewarding one.

Submitted by Annette Hochstein



		1986						1987					
		JULY	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR. MAY	JUNE	JULY
1 IMPROVE EXISTING PROGRAMS													
	Youth & Hechalutz												
	Kibbutzim												
	Universities												
2 INNOVATE													
	Individual visitors												
	Families												
	Professional workshop												
	Academic courses												
	"Embassies"												
3 EXPAND SUCCESSFUL FRAMEWORKS													
	Define the framework												
	Criteria for funding & selection												
	Set up board												
4 DEVELOP TOOLS ACROSS PROGRAMS													
	Marketing												
	Evaluation												
	Content modules												
	Staff training												
	Further research												
5 PUBLICATIONS													
	Market study												
	Other												
6 PROCESS													
	Steering committees												
	JE committee												
	World leadership conference												
	Regional input												
	Educators' consultation follow up												

IN PROGRESS

PLANNED

UNPLANNED

ISRAEL EXPERIENCE PROJECT -- FROM DATA TO ACTION

MEETINGS AND INTERVIEWS

Mr. Yaakov Aloni	Director, Institute for Leadership Development, Jewish Agency
Mr. Yosef Angel	Director, Ramat Rahel Guest House
Dr. Raphael Arzt	Director, Center for Study in Israel
Mr. David Assoulin	Levtsion Committee on Academic Programs for Overseas Students
Dr. Janet Aviad	Melton Center, the Hebrew University, Jerusalem
Ms. Ella Bar-Ilan	Beth Hatfutsot -- The Museum of the Jewish Diaspora
Mr. Manuel Batshaw	Former Executive Vice-President, Allied Jewish Community Services, Montreal
Mr. Shmuel Ben-Hallal	Director, Sephardic Education Center
Mr. Zvi Beckerman	American Zionist Youth Foundation
Rabbi Dov Berkowitz	Israel Coordinator, NSIYA Program
Mr. Daniel Cahan	Dept. of Torah Ed. & Culture, WZO
Prof. Stephen P. Cohen	President, Bronfman Foundation
Mr. Uri Dagoul	Israel Youth Hostel Association
Memi Deshalit	Member, Operation Independence -- Israel Task Force
Rabbi Lee Diamond	Principal, Kfar Mosenson Youth Village
Ephraim Dinur	Director, Tourism Promotion Dept., Ministry of Tourism
Mr. Michael Federman	Dan Hotels. Head of Tourism Sector, Operation Independence -- Israel Task Force
Mr. Rafi Ferber	Director-General, Ministry of Tourism
Rabbi Paul Freedman	Director, Dept. of Youth Activities, United Synagogue of America
Mr. Howard Gelberd	Executive Director, Bureau of Jewish Education, San Francisco
Mr. Marvin Goldish	Israel Office, JWB
Mr. Len Goldzweig	Oranim, School of Education of the Kibbutz Movement
Prof. Steven Greyzer	Harvard Business School, Specialist in Marketing
Mr. Charles Herman	Board of Jewish Education of Metropolitan Chicago
Mr. Zvi Inbar	Director, Joint Program for Jewish Education and Pincus Fund
Mr. Richard Juran	American Zionist Youth Foundation
Ms. Ruth Kastner	American Zionist Youth Foundation
Prof. Moshe Kerem	Oranim and Dept. of Education, Haifa University
Mr. Dov Keren-Yaar	New York Representative, Committee on Academic Programs for Overseas Students
Rabbi Dr. Morris Kipper	International Director, Alexander Muss High School in Israel
Rabbi Levi Laor	Director, Pardes Institute of Jewish Studies
Mr. Menahem Leibowitz	Director, Bet Shmuel, UAHC

Prof. Nehemia Levtzion

Mr. Daniel Levy
Mr. Israel Maizel
Mr. Avi Malkin
Mr. Morton L. Mandel
Mr. Uzi Michael
Dr. David Mittelberg

Mr. Meir Nitzan

Mr. Yehuda Peleg
Mr. Ehud Praver
Mr. Menahem Ravivi

Prof. Richard Rosenbloom
Mr. Arthur Rotman
Dr. Sam Schafler

Mr. Don Scher
Mr. Dubi Schiff
Rabbi Benjie Segal
Mr. Gershon Shamir

Mr. Shai Solomon
Ms. Ina Strauss
Ms. Felice Traktman

Ms. Debbie Weisman

Mr. Aharon Yadlin
Mr. Steven Zarobnik
Mr. Simi Ziv-El

Mr. Haim Zohar

Head, Committee on Academic Programs for Overseas Students

Director, Israel Studies Institute
United Kibbutz Movement
Kibbutz Aliya Desk, USA
Chairman, Jewish Education Committee
Director, Tourism Dept., Ministry of Tourism
Center for Research on Kibbutz, Haifa University

Director-General, Israel Youth Hostel Association

United Kibbutz Movement
Educator, Israel Defense Forces
Director-General, Youth & Hechalutz Dept., WZO

Harvard Business School
Executive Vice-President, JWB
Superintendent, Board of Jewish Education of Metropolitan Chicago

Israel Director, JWB
Director, Diplomat Hotel, Jerusalem
Director, Ramah Programs in Israel
Director, Planning & Budget Dept., Ministry of Tourism

Director, Israel Center, NCSY
American Zionist Youth Foundation
International Director of Admissions, Alexander Muss High School in Israel
Rothberg School for Overseas Students, the Hebrew University

Secretary-General, United Kibbutz Movement
Director, Israel Study Institute
United Kibbutz Movement Central Shaliach, USA

Secretary-General, WZO

NOTE: For the Vacation Towns project, site-visits were made to the following places:

HaKfar Hayarok, Netanya
Mandarin Hotel, Ramat Aviv
Marina Hotel, Tel Aviv
YMCA, Jerusalem
Kibbutz Ramat Rahel

"ISRAEL EXPERIENCE" PROJECT -- FROM DATA TO ACTION

MEETINGS ON YOUTH & HECHALUTZ DEPARTMENT PROGRAMS

JUNE 16, 1986 -- Held at Youth & Hechalutz Department, Jerusalem

PARTICIPANTS:

Avraham Katz z"l	Head, Youth & Hechalutz Dept.
Prof. S. Fox	Senior Consultant, Jewish Education Committee
Annette Hochstein	Nativ Consultants
Alec Meir	Director, Short-Term Programs Division, Youth & Hechalutz Dept.
Menahem Ravivi	Director-General, Youth & Hechalutz Dept.
Ehud Solel	Deputy Director, Youth & Hechalutz Dept.

JULY 7, 1986

PARTICIPANTS:

Menahem Ravivi	Director-General, Youth & Hechalutz Dept.
Annette Hochstein	Nativ Consultants

AUGUST 28, 1986 -- Held at Youth & Hechalutz Department, Jerusalem

PARTICIPANTS:

Annette Hochstein	Nativ Consultants
Menachem Ravivi	Director-General, Youth & Hechalutz Dept.
Alec Meir	Director, Short-Term Programs Division, Youth & Hechalutz Dept.
Jonny Ariel	Youth & Hechalutz Dept.

SEPTEMBER 12, 1986 -- Held at Youth & Hechalutz Department, Jerusalem

PARTICIPANTS:

Annette Hochstein	Nativ Consultants
Menachem Ravivi	Director-General, Youth & Hechalutz Dept.
Alec Meir	Director, Short-Term Programs Division, Youth & Hechalutz Dept.
Jonny Ariel	Youth & Hechalutz Dept.

SEPTEMBER 24, 1986 -- Held at Nativ Offices, Jerusalem

PARTICIPANTS:

Jonny Ariel	Youth & Hechalutz Dept.
Haim Aronovitz	Nativ Consultants
Ami Bouganim	Nativ Consultants
Gary Coppitch	Youth & Hechalutz Dept.
Rabbi Lee Diamond	Principal, Kfar Mosenson Youth Village
Annette Hochstein	Nativ Consultants
Haim Meyerson	Youth & Hechalutz Dept.

OCTOBER 24, 1986 -- Held at Youth & Hechalutz Department, Jerusalem

PARTICIPANTS:

Jonny Ariel	Youth & Hechalutz Dept.
Annette Hochstein	Nativ Consultants
Alec Meir	Director, Short-Term Programs Division, Youth & Hechalutz Dept.
Haim Meyerson	Youth & Hechalutz Dept.

DECEMBER 4, 1986 -- Held at Nativ Offices, Jerusalem

PARTICIPANTS:

Jonny Ariel	Youth & Hechalutz Dept.
Annette Hochstein	Nativ Consultants
Alec Meir	Director, Short-Term Programs Division, Youth & Hechalutz Dept.
Haim Meyerson	Youth & Hechalutz Dept.

A joint planning team for development of the Experimental Unit of the Youth & Hechalutz Short-Term Programs Division has been established and meets on a regular basis.

PARTICIPANTS:

Jonny Ariel	Youth & Hechalutz Dept.
Haim Aronovitz	Nativ Consultants
Ami Bouganim	Nativ Consultants
Gary Coppitch	Youth & Hechalutz Dept.
Rabbi Lee Diamond	Principal, Kfar Mosenson Youth Village
Annette Hochstein	Nativ Consultants
Haim Meyerson	Youth & Hechalutz Dept.

MEETINGS ON THE KIBBUTZ EXPERIENCE

JUNE 26, 1986 -- Held at King David Hotel, Jerusalem

PARTICIPANTS:

Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Annette Hochstein	Nativ Consultants
Prof. Moshe Kerem	School of Education, Haifa University
Barbara Mandel	
Morton L. Mandel	Chairman, Jewish Education Committee
Dr. David Mittelberg	Kibbutz Research Center, Haifa University
Yehuda Peled	United Kibbutz Movement
Aharon Yadlin	Secretary-General, United Kibbutz Movement
Suzanna Yosepov	Secretary, Jewish Education Committee
Simi Ziv-El	United Kibbutz Movement
Haim Zohar	Secretary-General, WZO

JULY 6, 1986 -- Held at Nativ Offices, Jerusalem

PARTICIPANTS:

Annette Hochstein	Nativ Consultants
Dr. David Mittelberg	Kibbutz Research Center, Haifa University

JULY 8, 1986 -- Held at United Kibbutz Movement Offices, Tel Aviv

Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Annette Hochstein	Nativ Consultants
Prof. Moshe Kerem	School of Education, Haifa University
Dr. David Mittelberg	Kibbutz Research Center, Haifa University
Yehuda Peled	United Kibbutz Movement
Aharon Yadlin	Secretary-General, United Kibbutz Movement

JULY 21, 1986 -- Held at Beit Meirsdorf, Mount Scopus, Jerusalem

PARTICIPANTS:

Haim Aronovitz	Nativ Consultants
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Annette Hochstein	Nativ Consultants
Prof. Moshe Kerem	School of Education, Haifa University
Dr. David Mittelberg	Kibbutz Research Center, Haifa University
Yehuda Peled	United Kibbutz Movement

SEPTEMBER 21, 1986 -- Held at Nativ Offices, Jerusalem

PARTICIPANTS:

Haim Aronovitz	Nativ Consultants
Len Goldzweig	Oranim, School of Education of the Kibbutz Movement
Annette Hochstein	Nativ Consultants
Israel Maizel	United Kibbutz Movement

OCTOBER 8, 1986 -- Held at United Kibbutz Movement Offices, Tel Av

PARTICIPANTS:

Ami Bouganim	Nativ Consultants
Rabbi Lee Diamond	Principal, Kfar Mosenson Youth Village
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Len Goldzweig	Oranim, School of Education of the Kibbutz Movement
Prof. Moshe Kerem	School of Education, Haifa University
Israel Maizel	United Kibbutz Movement
Dr. David Mittelberg	Kibbutz Research Center, Haifa University

NOVEMBER 6, 1986 -- Seminar held at Oranim, School of Education of the Kibbutz Movement

PARTICIPANTS:

45 educators representing the kibbutz movements and concerned with the kibbutz experience and Jewish education in the Diaspora.

One result of this think-tank was the establishment of four task-forces, working on:

- a) Short-term programs
- b) Medium- and long-term programs
- c) Academic experiences
- d) Individual and family programs

NOVEMBER 23-24, 1986 -- Sessions held at United Kibbutz Movement Offices, Tel Aviv

PARTICIPANTS:

Members of the four task-forces established at the meeting at Oranim on November 6th

DECEMBER 9, 1986 -- Meeting of the Steering Committee of the
Israel Experience Project -- Phase Two
Held at Nativ Offices, Jerusalem

PARTICIPANTS:

Dr. Raphael Arzt	Director, Center for Study in Israel
Mr. Ami Bouganim	Nativ Consultants
Rabbi Lee Diamond	Principal, Kfar Mosenson Youth Village
Prof. Seymour Fox	Senior Consultant, Jewish Education Committee
Ms. Annette Hochstein	Nativ Consultants
Mr. Alan Hoffman	Director, The Melton Center, the Hebrew University
Mr. Zvi Inbar	Director, Joint Program for Jewish Education and Pincus Fund
Mr. Peter Lemish	Haifa University and Oranim
Dr. David Mittelberg	Kibbutz Research Center, Haifa University
Dr. David Resnick	Israel Representative, JESNA
Mr. Don Scher	Director, Israel Office, JWB
Ms. Rita Sever	Nativ Consultants



הוועדה לחינוך יהודי של הסוכנות היהודית
THE JEWISH EDUCATION COMMITTEE OF THE JEWISH AGENCY

THE ISRAEL EXPERIENCE PROJECT -- PHASE II

FROM DATA TO ACTION

PROGRESS REPORT AND PROJECT PROPOSALS

ARCHIVES

Submitted by Annette Hochstein

NATIV - POLICY AND PLANNING CONSULTANTS

February 1987



אנט הוכשטיין
ANNETTE HOCHSTEIN

Mr. Robert E. Loup
Chairman

Rabbi Richard G. Hirsch
Co-Chairman

The Sub-Committee on the Israel Experience Project
The Jewish Education Committee, the Jewish Agency

Dear Chairmen,


It is my pleasure to submit to you the second progress report of Phase II of the Israel Experience Project.

This report consists of two documents:

1. A progress report, with summary presentations of the specific projects presented for approval.
2. A resource booklet with background planning documents.

We will be pleased to provide additional documentation as needed.

Sincerely,


Annette Hochstein
Project Director

THE ISRAEL EXPERIENCE PROJECT -- PHASE II: FROM DATA TO ACTION

Staff, Consultants & Associates

Project Director

Annette Hochstein

Project Staff

Estelle Albeg
Haim Aronovitz
Ami Bouganim
Yoram Cohen
Sari Gillon
Edna Levy
Mickey Lichtenstein
Batya Stein
Beth Weintraub
Michal Yehuda

Consultants on Methodology

Prof. Seymour Fox
Prof. Michael Inbar

Project Consultant

Rabbi Lee Diamond

Project Associates:

Experimental Unit
Youth & Hechalutz Dept.:

Haim Mayerson
Jonny Ariel
Gary Copitch

Project "Oren"

Kibbutz Movements:

Israel Maizel (co-ordinator)
Len Goldzweig
Prof. Moshe Kerem
Dr. David Mittelberg

THE ISRAEL EXPERIENCE PROJECT -- PHASE II
FROM DATA TO ACTION
PROGRESS REPORT AND PROJECT PROPOSALS - FEBRUARY 1987

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THE ISRAEL EXPERIENCE PROJECT -- PHASE II

FROM DATA TO ACTION

PROGRESS REPORT AND PROJECT PROPOSALS - FEBRUARY 1987

Submitted to the Sub-Committee on the Israel Experience Project
-- the Jewish Education Committee, the Jewish Agency --

A. Introduction

We are pleased to be able to submit this report of "work in progress" to the Committee. Indeed, in accordance with the December 1986 mandate of the Jewish Education Committee, this Sub-Committee has begun the preparation of detailed proposals for specific Israel Experience programs. Some of these proposals are ready for decision and implementation, others are in various stages of planning. Clearly, on the road from data to action - the Committee has reached the stage where decisions for immediate action can be considered.

Priorities

The proposed projects follow the rationale set-out in the previous meetings of the Committee. Feasibility and likely impact have guided the selection of programs. Young people - high-school students and young adults - have received priority consideration. As our research had indicated many more people would come to Israel given the appropriate program and conditions (S.M.Cohen, July 1986). Attracting the marginally affiliated and those who have never visited Israel has also been a priority considerations. Major purveyors of programs - such as do bring thousands of young people, who have expressed interest in working with the Committee have been approached first. Their impact is likely to affect the many.

Eight months after the conclusion of the research phase of the Israel Experience project we are pleased to submit a report that summarizes proposals for actual programs.

Background

The findings of the first phase of this project had allowed us to identify four potential areas for action (Summary report, June 1986):

1. The Expansion of Successful Existing Programs
2. The Improvement of Existing Programs
3. Innovations : programs for significant populations who have

never visited Israel

4.General "tools" for program improvement : marketing, staff training, content, monitoring and evaluation.

1.The Expansion of Successful Existing Programs

The findings pointed out the difference between better and less good programs. The Committee asked whether it would not be possible to encourage the growth of programs that have demonstrated success and quality. The Committee recommended to look into the feasibility of such expansion. The case was made for assisting better programs and for encouraging their growth and development - particularly where programs serve potential populations that the Committee wishes to give priority to.

The first two programs we are proposing to work with in this category are The A.Muss High School in Israel Program (sometimes known as the Miami program, directed by Rabbi M.Kipper) and the Am Segula program under the auspices of the WZO's Torah Education Department. The prior serves mainly marginally affiliated youth from public high-schools throughout the United States (see project 1); the latter caters to the very affiliated - Jewish day-school students from all over the world (see project 2). Both offer an intensive short-term study and touring program. We propose that both be allowed the resources to increase the number of participants: High-School in Israel from 800 to 3000 students over a period of 5 years; Am Segula from 7 classes (210 children) to 20 classes (600 children) over 3 years. We are now beginning conversation with additional programs such as the Bible Camp sponsored by the WZO's Education Department.

2.The improvement of existing programs

The data revealed that programs offered by the major purveyors were often plagued with problems affecting their quality (S.M.Cohen,1986). At the same time it was found that there is a significant additional potential population that could be attracted to quality programs. Our challenge then was to see if we could help improve these programs so that they could fulfill their mission in the best manner. The Committee approved preliminary suggestions to develop programs with the Youth and Hechalutz department and with the Kibbutz movements (see projects 3,4 and 5)

3.Innovations : programs for significant populations who have never visited Israel

Our data has indicated that very many young Jewish adults who do travel the world, do not visit Israel. The data allows us to believe that many would come, if suitable frameworks were made available to them, if adequate leisure programs, that could be used for the purpose of education, and with adequate tourism

infrastructure were provided, suited to the needs and interests of the 18 to 35 year olds (S.M.Cohen, July 1986). We propose to develop further the proposal of "vacation villages for young adults" and undertake detailed planning of the actual programs, the marketing, recruitment and management of such a town within the coming months.

4. "Tools" for program improvement

Marketing and recruitment for Israel programs are perceived as major stumbling blocks and problems by almost all programs purveyors. We found in fact that marketing is often done without professional know-how and is limited to narrow networks. It is suggested that the Israel Experience project deal with the problem of marketing and recruitment, by introducing a new level of professionalism into the area.

We propose to undertake a project - limited at first - in the area of marketing programs in the United States. The project involves engaging the services of experienced professionals who would study the problem together with the purveyors, and would develop a marketing strategy for Israel programs (project # 6)

Next Steps

Very much more needs doing if the Israel Experience project is to have its full impact. Numerous good programs should be expanded. Skills have to be acquired in the realms of staff, of content development and more. We need to know more about the impact of programs - about what is most likely to work. Efforts at raising the professional level of the field should be undertaken and where they exist they should be encouraged. Decisions will have to be taken as to priorities, levels of subsidies, future development of the field.

Towards the June meetings we will strive to provide the Committee with suggestions for next steps. We hope these will include additional proposals for programs, in keeping with the policies decided upon by the Committee.

The pages that follow provide summaries of the proposed programs. Background data, including budgets, will be presented at the meetings.

Proposal for the expansion of
the A.Muss High School in Israel program

Proposal prepared in Consultation with:

Rabbi M. Kipper, (International director); Rabbi Fred Guttman (Principal, Mosenson Campus); Ms Felice Traktman (International Director of Admissions)

Target population

Public high-school students from the USA. Increase participation from 800 per year to 3000 per year over a period of 5 years.

Description

The program offers a two-months' course in the history of Israel to American public high-school students - many of them with little or no prior knowledge of Judaism or history of Israel. The course consists of classroom work and field trips. Approximately half of the classes are on campus and the other at significant sites in Israel. The youngsters are tutored for science, math, and second language requirements of their home schools. Participants reside on two campuses in Israel. The program is accredited in the USA and is non-denominational. This year there are approximately 800 participants. The program runs the whole year, in 5 consecutive terms of two months each. Each class is headed by an experienced teacher/educator.

The Israel Experience project has included the program in its 1985 sample participants' evaluation (S.M Cohen, Jan. 1986) has conducted a number of site visits and has consulted with experts (see resource booklet 2). In addition independent evaluations have been conducted by the program for various purposes. There is strong evidence and wide consensus that this program is one of the best available, and is in fact very good.

The proposal

We suggest that the Committee encourage this program to grow at an accelerated rate - 30% annual growth - during the next 5 years. This would raise the number of participants from 800 to 3000 per year. Following these 5 years, the program would continue to grow annually by 10%.

1. The program enjoys presently support from the Joint Program for Jewish Education - the present proposal includes this support. The program also enjoys some support from the WZO's Education Department.

The funds would serve to encourage new communities to join the program at an accelerated rate, and would largely follow present patterns of expansion and funding :

- 1) reduced program cost to participants from new communities during the first 3 years of participation
- 2) cost of directors of admission - in charge of recruitment - for their first 5 years of work, following which the local community will pay their salary. Each year of the proposed 5 years the equivalent of 2 full-time directors of admissions will be added.
- 3) Scholarship money for additional assistance to youngsters for whom the additional money would make the difference between participating or not.

Rationale

* Our data had shown that high-school students are a large potential population for Israel programs.

* This program attracts students who are not likely to visit Israel within conventional frameworks

*This is a quality program that has demonstrated ability to grow over the 14 years of its existence.

* The program addresses one of the population groups the Committee wishes to give priority to.

*The program exhibits many of the characteristics of good programs, as defined in the first phase of the project
Namely :

- *professional planning
- *quality content
- *high-level educational, administrative and social staff, involved in the planning, identifying with the goals of the program and knowledgeable about the Diaspora background and culture of the participants
- *professional and effective recruitment system (one of the few in the field)

In addition :

*This is a community-based program, which recruits in communities exclusively upon agreement with local community leaders (Federations or other community groups) and upon undertaking of local financial support for the program. Effectively the program is supported by the students and the community, following the initial years.

* We found evidence to believe that the program can muster the manpower and physical resources needed for the proposed growth.

Budget

The total cost for the first five years of accelerated growth is estimated at \$ 1,760,500. Proposed Year 1 (9/1987-8/1988) amounts to \$ 145,000. After 5 years the cost of the program decreases, as the growth rate reverts to 10% and the communities take over payment for directors of admission.

5 YEAR BUDGET:

Year	Parti- cipants	Increase	Total Funds Requested	Directors of Admission	Participants new comm.	Scholarships
1987/88	1020	220	\$145,000	\$50,000	\$70,000	\$25,000
1988/89	1330	310	\$278,000	\$100,000	\$150,000	\$28,000
1989/90	1730	400	\$350,500	\$150,000	\$167,500	\$33,000
1990/91	2260	530	\$488,000	\$200,000	\$250,000	\$38,000
1991/92	2930	670	\$469,000	\$250,000	\$175,000	\$44,000
<hr/>						
Total	9270		\$1,730,500	\$750,000	\$812,500	\$168,000

Monitoring and evaluation

A monitoring and evaluation system will be set immediately upon approval of the project. It will include :

- financial reporting
- reporting on participation
- formative evaluation - primarily to help ensure that the quality of the program will not be affected by the effort to increase numbers.

Proposed decisions

- 1.To approve the project
- 2.To approve the budget of \$145,000 for the current year
- 3.To approve in principle the 5-year budget subject to review and evaluation after 3 years.

Preliminary proposal for the expansion of
the "AM SEGULA" program

Project Committee

Aharon Eldar - the Torah Education Department
Dani Kahn - the Torah Education Department
Dr A.Morgenstern - National Inspector for the Teaching of History
Amos Safrai - Kfar Etsion Field School
Aryeh Rotenberg - Kfar Etsion Field School
Haim Aronovitz - Nativ Consultants

Target Population

Jewish day-school students from various countries.
At present there are close to 200 participants.
Target for 1987/88 - 360 participants (12 classes of 30)
Target for 1988/89 - 600 participants (20 classes of 30)

Description

"Am-Segula" is a 6 week to 2 months long study and tour program for Day-School student sponsored by the WZO - Torah Education Department. The program has been running for 4 years and is considered one of the better high-school programs available. Program content is partly fixed and partly set in accordance with the requests of the individual schools participating. Religious and historical themes are taught with heavy emphasis on touring the land. The staff includes part-time teachers (Hebrew, Jewish studies), counselors and teachers from the youngsters' school. The program enjoys financial support from the Joint Program, however demand for the program exceeds the available subsidies, and schools have to be turned down.

Rationale

Our evaluation data has indicated that Am Segula is one of the better programs available, ranking very high on a comparative evaluation of all programs and on the evaluation of short-term programs.

Am Segula serves a highly Jewishly-committed population. Our data indicates that many more people - particularly high-school people - would come if they could afford it. It appears that economic factors - program cost - are a key factor limiting participation.

Reports from the field indicate that when a class visits Israel in a program of this kind, its impact on the whole school - as regards attitudes to Israel and knowledge of Hebrew - is significant.

The Committee has often raised in its discussion the concern that the attempts to bring in more of the less-affiliated population to educational programs, might in fact push down on the list of priorities those good programs serving the very 'committed. Am Segula is just such a program.

The proposal

It is proposed to develop the Am Segula program and allow it accelerated expansion over the next two and a half years. Work has begun in January with the Department to review and plan changes and expansion. A steering committee of educators is presently at work, designing an improved and strengthened curriculum as well as a more permanent and expanded staff format. The plan is to apply this new format experimentally to two groups in the spring - one from Los Angeles, the other from India. Following the experimental run the expansion program will be designed.

Budget

No budget is requested for the preliminary planning and experimental phase. This years' allocation of the Joint Program will suffice to cover the additional expenses. A budget for the two-year expansion program will be presented at the June meetings of the Committee.

Monitoring and Evaluation

Monitoring of the preliminary phase will be set up immediately jointly by Nativ and the Department. It will be carried out jointly in the first phase.

At the same time we will carry out evaluative site-visits - following the model developed with High-school in Israel, in order to advise the Committee on the program.

FROM DATA TO ACTION -- PROJECT # 3

Proposal for the creation of
Kibbutz Institutes for Jewish Experience

Project Team

Staff : Israel Maizel for the Kibbutzim
Ami Bouganim for Nativ Consultants

Steering Group:

Len Goldzweig
Prof. Moshe Kerem
Israel Maizel
Dr David Mittelberg

Prof. S. Fox
Ami Bouganim
Annette Hochstein

Target Population

Young adults from various countries.

The Institutes will gradually replace the Kibbutz Ulpan, and will serve about 5000 young people annually, following the initial experimental phase.

Experimental phase :

Year 1 : 180 participants

Year 2 : 660 participants

Rationale

The Kibbutz Ulpan was initially set up to serve Olim within their first months of arrival in the country, and afford them the opportunity to learn Hebrew and to experience Kibbutz life. The program offers half days of study and half days of work. It is jointly sponsored by the Aliyah Department of the Jewish Agency and the Kibbutzim. The Ministry of Education contributes to the Hebrew teaching.

Over the past years the Kibbutz Ulpan has come to serve as a medium-length stay for young Jews seeking the special kibbutz experience within the framework of a visit to Israel. A small proportion of participants remain or return as Olim. For most this is what we have come to call an Israel Experience program.

A few thousand young people (2000/3000 last year, somewhat fewer this year) join the Kibbutz Ulpan annually. They come usually as individuals, recruited after arrival in Israel or through Shlichim abroad. The Kibbutz Ulpan offers a 6-months stay combining study of the Hebrew language and work on Kibbutz. Hospitality, some tours and some seminars are also offered.

Our data has shown that the present Kibbutz Ulpan has lost much of its appeal and that its quality leaves to be desired. Also the teaching of Hebrew is not as effective as it should be, the

kibbutzim are not always hosting the young in the old tradition and the program has known a general decline both in quality and in the number of participants. On the other hand our data indicates that there is a significant potential population that is keen to come to a medium-term Kibbutz experience.

The Kibbutzim have responded to the challenge of our data with extreme openness and view the work of the Committee as an opportunity to revitalize programs, upgrade them, adapt them to the needs of the late eighties and twenties. Task forces of Kibbutz educators and experts have discussed the problems and the potential for change and have designed a proposal for the planning, designing and experimental implementation of the Kibbutz Institutes. The full-blown project - following the experimental phase would offer thirty Institutes annually.

The proposal

The proposed Kibbutz Institutes for Jewish Experience are a fundamentally changed version of the Kibbutz Ulpan for the study of Hebrew. The program includes the creation of specialized Institutes in a number of Kibbutzim, who, while retaining the general Ulpan model (1/2 work, 1/2 study) will provide studies in a variety of subjects. While Hebrew will still be taught in most institutes, the emphasis will be on the subject of specialization. These subjects will include Institutes on Jewish studies subjects, Israeli Society, and more. It is proposed to set up initially four Institutes, each specializing in a different subject (Advanced Hebrew; the meaning of Jewish Identity; the Performing and Plastic Arts; the Kibbutz as Social Experiment). Each Institute will run three times a year for 3 to 3 1/2 months each time and will serve 60 participants at a time.

The carefully developed programs will offer - in addition to Hebrew teaching, formal classes in the special subject of the Institute and work, an orientation program at the beginning, a set of tours and educational workshops, and a program of interaction with the kibbutz itself. Seminars in the participants' mother tongue will be conducted at some of the specialized Kibbutz seminar centers. The interaction of the participants with the Kibbutz will be carefully developed. Thus work, family adoption, meetings with peer groups and planned participation in the cultural life of the Kibbutz will all be planned so as to engender in the participant a feeling of belonging to Kibbutz society.

The development of the various models, the training of staff, and the ongoing monitoring and evaluation will be conducted during the experimental phase by teams of experts in the various fields. (See description - Resource Booklet 2)

Budget

The 2 1/2 year budget comes to \$735,000. Most of this amount is for curriculum development, program planning and staff training during the first year of the project. Following this stage it is estimated that the cost will go down to approximately \$60,000 per Institute

1987/88 - \$450,000

1988/89 - \$285,000

Monitoring and Evaluation

A monitoring and evaluation system will be set up immediately upon approval of the proposal. It will have two components :

- Financial reporting to the Committee
- Monitoring and evaluation by "Oren", the Israel Experience center of the Kibbutzim at Oranim (see below project #)

Proposed decisions

- 1.To approve the project
- 2.To approve the budget of \$450,000 for the first year
- 3.To approve in principle the budget of \$285,000 for the second year - subject to a satisfactory progress report.

FROM DATA TO ACTION -- PROJECT # 4

OREN - A project for comprehensive educational planning of Israel Experience programs in Kibbutzim

target population

Approximately 20,000 participants annually in a variety of educational programs in Kibbutzim - from short-term summer visits - to year-long academic programs.

The rationale

* The Data of phase I has shown that the Kibbutz programs - while potentially attractive to many - are not as good as they were in the past or as they could be. The kibbutzim responded to the research findings with the express desire of undertaking a complete revision of their programs. The first concrete example is the proposal for the transformation of the Kibbutz Ulpanim.

* Our data informed the Kibbutzim of the extent of their involvement in Israel Programs. They have taken a new look at this involvement and are - for the first time - engaging in a centralized systematic effort to deal with the program.

* Since publication of our findings a small team of professionals - volunteers and other - have engaged in coordinating this effort. 50 Kibbutz educators, many with significant experience in Programs, have served as task-forces and think-groups. The goal of this project would be to bring Kibbutzim to view Israel Programs as a significant branch of Kibbutz activity and bring the Kibbutz to allocate the professional and other resources needed to develop this branch.

* The Kibbutzim offer a unique aspect of Israel and of Jewish existence. They are a major resource for educational purposes, and should be developed as such.

* Like most of the field Kibbutz programs suffer from poor staffing, unprofessional planning and poor logistics.

* Our proposal is for a concentrated effort to improve and professionalize Kibbutz programs. We believe this will result in increased participation and in improved impact.

The proposal

It is proposed to establish a unit for comprehensive educational planning, monitoring and evaluation of Israel Experience programs to deal with the entire population that is serviced by the kibbutz movement - approximately 20,000 people annually.

The unit will serve as a central resource for improvement, planning, innovation, monitoring and evaluation.

It will be located at Oranim - the School of Education of the Kibbutz movements.

Its first task will be to bring about the implementation of the Committee's findings and recommendations. Namely that Kibbutz programs should be revamped and improved to meet changed needs.

budget

The proposed budget for one year of activity of the unit is \$160,000. This includes salaries for 3 professionals and a secretary as well as transportation costs and overhead.

Monitoring and evaluation

- Financial reporting to the Committee
- Overall evaluation of the effectiveness of the Unit

This unit will include monitoring and evaluation of the Kibbutz programs. The reports will be shared with the Committee.

DATA TO ACTION -- PROJECT # 5

EXPERIMENTAL SUMMER PROGRAM - THE YOUTH AND HECHALUTZ DEPARTMENT

Project Staff

Haim Mayerson- Project Coordinator, Youth and Hechalutz Department
Jonny Ariel - " " " "
Gary Copitch - " " " "
Ami Rouganim - Nativ
Haim Aronovitz - "
Rabbi Lee Diamond - Educational Consultant to Nativ

Steering Committee, in addition to the above:

Menahem Ravivi - Director General, Youth and Hechalutz Department
Alec Meir - Director, Short Term Programs Division, Y & H Dept.
Prof.S.Fox - Senior Consultant, the Jewish Education Committee
Annette Hochstein - Nativ

Description and Target population

This is a proposal for an experimental summer program for 250-300 less-affiliated high-school students from the United States. It is to be carried out from June to August 1987 by the short-term programs division of the Youth and Hechalutz department. The goal of the program is to serve as an experimental demonstration project. If successful it can be replicated by the department on a larger scale in the summer of 1988, and will hopefully affect a large number of participants, possibly 2500-3000.

Rationale

Our research findings had indicated that the impact of many summer programs could be enhanced, and that the number of participants could be increased if their quality were improved. Clear goals, professional planning, educational leadership, adequate staffing, good logistics that come to serve the program's educational goals, appropriate recruitment and selection procedures, appropriate preparation and follow-up program, adequate budgeting - these are some of the elements that differentiate good from less good programs. We believe that the proposed experimental program will demonstrate what can be achieved by a program carefully thought out and carefully carried out with adequate human and financial resources.

The proposal

The Youth and Hechalutz department has responded to the challenge of the research and to the opportunity offered by the initiative of the Jewish Education Committee. An experimental unit was set up in its short-term program division a few months ago and has been meeting regularly to design the program and its implementation.

The proposed 6-week long program is planned for 8-9 groups of about 35 participants each. 5 of the high-school groups are regular summer tours, 3-4 groups are kibbutz-based tours. The program is characterized by different, improved and trained staffing; carefully planned content; preparation and follow-up projects; logistics suited to the proposed educational goals and plans.

* The program will have a new staff structure, with an educational leader at the head of each group. This person, generally more mature, professionally experienced and trained than the usual counsellors, is being prepared by the project to act as educator and guide throughout the summer. He/she will take part in the detailed planning of the programs, will help recruit the appropriate counselors, will take part in the orientation and will be generally in charge of the whole program.

* A new program with content guided by different educational considerations has been outlined. It affords a carefully thought out mix of leisure and educational activities, geared at the interests of the young American participants. The touring program follows a historical sequence (from the period of the patriarchs up to the present times) with special emphasis on the Second Temple period and on modern Israel. Site visits, hosting with families, meetings with exciting personalities, will provide opportunities to clarify and explain new concepts, symbols and ways of life. (See program - Resource Booklet 2)

* Youngsters will be prepared for their experience in advance of their trip and will be helped to reflect about it upon their return. An orientation program in the United States will take place prior to departure. Youngsters, who come to these programs from throughout the US, will get a chance to meet each other and will be prepared for the program. A series of Newsletters will be sent to participants, starting soon after registration and for a number of months following their return. (see description - Resource booklet 2)

A reunion may take place several months following the end of the program.

Budget

The budget for this program is estimated at \$ 250,000. It includes primarily salaries, the development educational materials and an orientation program in the United States for the participants.

Monitoring and Evaluation

The program will be carefully monitored from its onset, with the goal of identifying problems, suggesting changes and evaluating success and formulating recommendation towards the larger scale application the following year.

VACATION VILLAGES FOR YOUNG ADULTS

Staff

Mr Ami Bouganim has developed this project with the assistance of Mr Yoram Cohen.

Target population

Several thousand 18-35 year old Jewish travellers, travelling individually or in small groups.

Description

This proposal concerns the establishment of a series of vacation villages as an innovative approach to the use of leisure for educational purposes. The project suggests to develop at first one such village, as a pilot.

The villages will offer all amenities needed to answer the needs of young tourists as well as an extensive educational infrastructure. Thus the villages will include :

Lodgings and all hotel services (at 3-4 star levels)

Tourism linked services - information, recreation, service-shopping

Adequate sports facilities and equipment

Centers for cultural activities : synagogue, auditorium, study rooms, dancing-hall etc.

In addition to its operation as a leisure center the village will include a fully trained educational staff, and will be headed by an educator of stature, capable of creating a special atmosphere in the village by virtue of inspiring the staff and the visitors.

Visitors will "buy into" the village for a given period - probably one week. During this period all the activities of the village will be available to them. These will include, besides the option to sunbathe, swim, relax and socialize with visitors from other countries as well as from Israel, a large choice of activities. For example : introductory classes on Israeli/Jewish subjects, arts and crafts studios, social events (folk dancing, singing), guest lectures, walks and tours of the area as well as longer tours throughout the country. The educational staff will be available at all times for formal and informal interaction. The atmosphere of the village will be Jewish and will strive to attract young Jews from all countries as well as a significant proportion (perhaps 30%) of Israelis.

The full-blown idea involves the creation of a network of such vacation villages, in Israel and Western Europe, serving as

landmarks on the travel route of young Jews. Each village will specialize in a specific theme, suited to its location and setting and the educational and leisure opportunities of its environment.

Rationale

Our research has indicated that young people find the current opportunities for travel to Israel unattractive. (S.M.Cohen, 1986). There is no adequate infrastructure to suit their social and economic needs. Young people are by and large not attracted to large group vacations. Rather they look for leisure, physical activity, adventure, convivial social settings, contact with Israelis and opportunities for spiritual search.

New concepts of leisure are challenging traditional ideas in informal education, and point to the extensive educational uses that can be made of leisure environments.

Thus, based on current theories of leisure and on the findings of our market study, we conclude that there are possibilities for combining opportunities for an educational Jewish experience with the leisure patterns which young adults are seeking and are accustomed to.

The proposal

We suggest that the Committee consider the establishment of a first prototype village to serve as pilot and testing grounds. A preliminary feasibility study that we have conducted indicates that the rental of existing premises is feasible, and that the cost of running an experimental village in rented premises might be of the order of \$500,000 annually.

In order to take the decision to go ahead, further planning must be done, to include detailed programming, marketing and management plans. Thus we are suggesting here that the Committee fund the next planning phase.

Budget

The budget for 1987/88 is \$200,000. This includes salaries for an educator, a marketing specialist, a tourism management expert, training of educational staff and the production of promotional materials. The outcome will be detailed programs, feasibility data and marketing and tourism plans. Following this stage the implementation of the first village could be decided upon.

MARKETING ISRAEL PROGRAMS

Description

This project aims at developing strategies for marketing Israel Experience Programs in the United States.

A two-phase proposal has been developed with a New York-based public relations firm. The first and more limited phase will aim at studying alternative modes of marketing and recruitment - through frequent consultation with this Project and with the marketers and recruiters for the existing programs (AZYF, Kibbutzim, Denominational programs, Universities, independent purveyors, and any others who may be interested . . .)

Regular meetings will take place every 1 or 2 week during a period of 2 - 3 months. The meetings will serve as a learning forum as well as an advisory body for the purveyors. At the same time a strategy for marketing Israel programs will be developed.

The second phase (not included in this proposal) will be an experimental phase. It may consist in the experimental application of one or more marketing strategies in 2 or 3 urban centers in the USA.

Rationale

Marketing and recruitment for Israel programs are perceived as major stumbling blocks and problems by almost all programs purveyors. Our data (S.M. Cohen, July 1986) showed that more than half the people interested in visiting Israel do not know where to turn to for information, do not know of any program except for conventional tourism packages. We found that marketing is often done without professional know-how and is limited to narrow networks. We are suggesting here suggested that the problem of marketing and recruitment be addressed generically (how should one sell Israel programs in general), in order to introduce a new level of professionalism into the subject.

Budget

The cost of the first phase will be \$22,000. The experimental phase - which would begin after the summer in order to serve the marketing of programs for 1988 - is likely to cost approximately \$150,000. We will ask for a number of Commercial and academic groups to bid for the second stage.

References

- Cohen, Steven M. **Jewish Travel to Israel: Incentives and Inhibitions Among U.S. and Canadian Teenagers and Young Adults (July, 1986)**
- Cohen, Steven M. **Participants in Educational Programs in Israel (January, 1986)**
- Hochstein, Annette **"The Israel Experience" - Educational Programs: Summary Report (June, 1986)**
- Shye, Samuel **Educational Programs in Israel (January 1986)**



THE ISRAEL EXPERIENCE PROJECT -- PHASE II

SUMMARY OF PROPOSED BUDGETARY REQUESTS - 1987/88

Project	Participants	Implementation Dates	Cost	Next year's budget
Youth and Hechalutz Experimental summer Program	250-300	6/87-8/87	\$250,000	
Experimental Kibbutz Institutes for Jewish Experience (to replace kibbutz- Ulpan)	135-180 (year 1) 495-660 (year 2)	9/87-8/88 9/88-8/89	\$450,000	\$225,000
Kibbutzim comprehensive planning with monitoring and evaluation (all kibbutz programs) - at Oranim		1987/88	\$148,000	
Expansion of A.M. High-School in Israel Program	5-year growth from 800 to 3000 participants 1987/88 - 120 added 1988/89 - 310 added		\$145,000	\$280,000 5-year cost \$1,730,500
Expansion of "Am-Segula"	experimental run with present groups - no additional cost Budget will be presented in June 1987			
Vacation villages: Programming, marketing and management planning		3/87-2/88	\$200,000	
Marketing Project:				
Preliminary Phase		3/87-5/87	\$ 22,000	
Experimental Phase		8/87-5/88	\$150,000	
- trial run in 2-3 USA urban centers				
Total cost - 1987/88			\$1,365,000	