

The Mandel Foundation in Israel

Report and Critique

Elul 5778 - August 2018
Lavi Organization



Executive Summary

The Mandel Foundation has operated educational and leadership training programs in Israel for around 25 years. Hundreds of program graduates are currently in key roles in the public sector and the foundation has recently expanded its work.

In the report before you, we show the clear extreme left-wing agenda expressed by senior representatives and leaders in the Mandel Foundation.

We focus on the educational programs operated by the foundation for IDF soldiers in the Education Corp and the Tactical Command School. We will also detail the worrying relationship between the foundation and defense officials. This relationship is ongoing despite the fact that senior foundation officials have claimed that the foundation helps the IDF form its worldview and that IDF commanders who go through foundation programs are expected to act as “educational agents” in the general Israeli society.

Likewise, we will discuss the five nonprofits used by the Mandel Foundation and the various foundation programs.

We will conclude with how the various aspects of the relationship between state institutions and the Mandel Foundation relate to good governance and the extraordinary move providing the Mandel Institute with public land for its new building.

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**“The hallmark of our philanthropy
is our commitment to invest in
people with the values, ability and
passion to change the world.”**

[Mandel]

Introduction

The Mandel School for Educational Leadership was officially founded in 1992, in order to “to provide Israel’s education system with visionary leaders who have the passion, commitment and practical wisdom to change Israeli society for the better.”¹ The founders also understood that “such a program would be expensive and would require significant funding to implement.” In order to start the initiative, they recruited the Jewish philanthropist Morton Mandel early on.² He also brought along the Doron Fund in Israel, the Rich Fund from Switzerland and Felix Posen from England.

During the founding, the group formulated a list of “about a thousand key roles through which the fate of the education system in Israel is controlled.” These key roles were defined as “the gatekeepers of the education system,” and the foundation hoped that graduates of its program would enter these roles at the conclusion of their studies.³ In official documents published by the Mandel Foundation, it was claimed that around 400 individuals graduated from the program. These graduates took up key posts in the education system, in education departments of local authorities, and in many educational and social non-government organizations.⁴

Aside from the Mandel School for Educational Leadership, several other nonprofit corporations were created by the Mandel Foundation.⁵ These nonprofits operate a

¹ From a lecture by Prof. Seymour Fox at the start of the first schoolyear on the foundation website at: <https://school.mandelfoundation.org.il/About/Pages/fox-speech.aspx> The quotes in the subsequent paragraphs are also from this lecture.

² Donations by Morton Mandel to Israeli initiatives are estimated at 400 million dollars. See an interview with him from April 2015 at: <https://www.youtube.com/watch?v=xHtaqvzDpME> and an article at: <https://www.ynet.co.il/articles/0,7340,L-4720358,00.html>

³ See the comments by School President Annette Hochstein on Haaretz at: <https://www.haaretz.co.il/misc/1.1096238> In the article, Hochstein says that an assessment by the group defined 1,500 positions as influential positions in the Israeli education system as opposed to the 1,000 positions claimed by Prof. Fox.

⁴ Mandel School for Educational Leadership website at: <https://school.mandelfoundation.org.il/About/Pages/default.aspx>

⁵ The main bodies are: The Mandel School for Educational Leadership, the Mandel Leadership Institute, the Mandel Centers for Leadership in the Negev and the North, and the Mandel Graduate Unit. These bodies operate 5 different nonprofits: the

wide range of educational programs in the IDF, the Israeli periphery, and other areas. These various nonprofits and educational programs are all under the control of the Mandel Foundation and cooperate closely with one another.⁶

Mandel Foundation programs also cooperate closely with government ministries including through the receipt of government contracts. For example, there is a joint initiative between the Mandel Institute and the Education Ministry that “seeks to operate an educational leadership development program for filling senior positions in the education system and helping graduates with administrative procedures in educational institutions.” The Mandel institute agreed to support at least than 79% of the costs of the program.⁷ For example in 2014-2016 the Education Ministry provided 4,000,000 NIS and the Mandel Institute gave 15,803,276 NIS, for a total funding of 19,803,276 NIS for the program.⁸

The relationship between the Mandel Institute and government ministries has taken place with an exemption from a tender offering.⁹ The relationship has also grown significantly over the past several years. In January 2015 the Education Ministry expressed its desire to “expand the agreements with the Mandel School for Educational Leadership by adding 2,510,844 NIS to the program.”¹⁰ In September 2015, another 1,474,987 NIS was added to the program,¹¹ in November 2015, the Education Ministry expressed desire to add 183,000 NIS to the program¹² and in

‘School for Educational Leadership’ [nonprofit 580213627], the ‘Center for Senior Human Resources for Jewish Education’ [nonprofit 580243798], the ‘Mandel Center for Leadership in the Negev’ [nonprofit 580439263], the ‘Mandel Foundation – Israel’ [nonprofit 580243806], and the ‘Special Fund of the Mandel Foundation’ [nonprofit 580607836].

Further details on the programs and Mandel nonprofits can be found at the end of this report.

⁶ See for example the detailed report of the Mandel Center for Leadership in the Negev nonprofit [page 24] at:

<https://drive.google.com/open?id=1SIsWffMS9QtEyGrxKQvLUty-47AAKBrv>

In regard to overlap between the individuals operating the various Mandel nonprofits see Appendix 4 at the end of the above report.

⁷ See the program contract between the Mandel Institute and the Education Ministry from September 2014 at: <http://bit.ly/2K5d9qL>

⁸ See page 44 of the program contract.

⁹ See Appendix 5 of the program contract on page 58.

¹⁰ See the Education Ministry announcement from January 2015 at:

<http://bit.ly/2MNHZHo>

¹¹ See the Education Ministry announcement from September 2015 at:

<http://bit.ly/2lnSfVB>

¹² See the Education Ministry announcement from November 2015 at:

<http://bit.ly/2lnSfVB>

January 2016 the program was expanded by another 1,757,020 NIS.¹³ Given the Mandel Institute 's obligation to fund no less than 79% of the program costs, one can conclude that the investment by the Education Ministry was multiplied 5 times over, allowing for significant expansion of the program.

The survey below will deal with (i) the political views of leaders in the Mandel Institute, (ii) the Mandel Institute's programs for IDF commanders and the goals of these programs, (iii) the geographical and organizational structure of the Mandel Institute, and (iv) aspects related to good governance.

¹³ See the Education Ministry announcement from January 2016 at:
<http://bit.ly/2I9pa9A>

**“We want to change the world.
We chose to do so primarily by
investing in people.”**

[Mandel]

Political Ideology and Identity

Support for Progressive Organizations and the New Israel Fund

The controlling interests and senior officials in the foundation have expressed their desire to carry out social and educational change in the world in general, and in Israel in particular. This is in order to “support the flourishing of just, open, and wholesome societies in the United States and Israel.”¹⁴ As of 2018, Morton Mandel has been the CEO and Chairman of the Board of Directors of the Mandel Foundation, while his wife Barbara servers as the Vice Chairman of the Board of Directors.¹⁵ From reports filed by the Morton and Barbara Mandel Family Foundation to tax authorities, it is clear that the Mandel Foundation donates regularly to many progressive organizations.¹⁶

The daughter of Morton and Barbara Mandel, Amy, together with her partner Katina Rodis, runs the “Amy Mandel and Katina Rodis Fund” (AMKRF). The fund operates under the umbrella of the Morton and Barbara Mandel Foundation.¹⁷ The AMKRF also gives out the ‘Tzedek’ Fellowship that is administrated by Amy Mandel.¹⁸ The Tzedek Fellowship’s description expresses explicit opposition to the “Occupation of Palestine” and is designed to support “Israeli and Palestinian Activists” who work on

¹⁴ See speech by controlling party- Morton Mandel, about the appointment of a new Director General for the Foundation at:
<https://school.mandelfoundation.org.il/About/News/Pages/MosheVigdorAppointedDirectorGeneral.aspx>

Also see the roles of the foundation, areas of support, and goals at:
<https://www.mandelfoundation.org.il/About/Pages/default.aspx>

¹⁵ See Mandel Foundation website at: <http://mandelfoundation.org/about/>

¹⁶ See list of organizations supported by the Mandel Foundation in reports from 2013-2015 at:

<http://www.guidestar.org/FinDocuments/2015/346/546/2015-346546420-0d215dc2-F.pdf>

<http://www.guidestar.org/FinDocuments/2014/346/546/2014-346546420-0c00b539-F.pdf>

<http://www.guidestar.org/FinDocuments/2013/346/546/2013-346546420-0addc219-F.pdf>

¹⁷ See archived page of the foundation at: <http://archive.li/rDdho>

¹⁸ See Tzedek Fellowship website at: <http://tzedekfellowship.org/about-us/amy-mandel-katina-rodiss-fund/>

the ground to bring about change and peace.¹⁹ Morton Mandel himself is listed as a consultant and mentor for the fellowship.²⁰

From the financial reports of the Morton & Barbara Mandel Family Foundation to the Internal Revenues Service (IRS) in the US, it appears that the foundation also donates to the New Israel Fund (NIF).²¹ The support for the NIF has been regular and longstanding.²²

In response to the revelation that the Mandel Family Foundation supports the NIF,²³ the NIF Director General denied the report and responded, "Morton Mandel, the father and chief supporter of the Mandel Institute, is unfortunately not connected to the New Israel Fund. However, several of his family members are supporters and have given through the family foundation."²⁴ Based on the documents submitted to the IRS, Morton Mandel himself directs and must approve all donations made through the family foundation, including those to the NIF.²⁵

Morton Mandel is affiliated with the Democratic party in the US and has served as the head of a committee aimed at preventing Jews from fleeing the Democratic party to the Republicans, particularly given the recent rise of pro-Palestinian voices

¹⁹ See statement by the Tzedek Fellowship on Israel and Palestine at: <http://tzedekfellowship.org/tzedeks-statement-israel-palestine-bds/>

²⁰ See the 'About' page of the Tzedek Fellowship at: <http://tzedekfellowship.org/about-us/staff/>

²¹ See Form 990 from 2015 (pages 43-45) at: <http://www.guidestar.org/FinDocuments/2015/346/546/2015-346546420-0d215dc2-F.pdf>

²² See reports to the IRS from 2014 (pages 50, 56, and 569) at: <http://www.guidestar.org/FinDocuments/2014/346/546/2014-346546420-0c00b539-F.pdf>

²³ See Haaretz report on 'IDF Commanders as Agents of Foreign Philanthropic Foundations' at: <https://www.haaretz.co.il/opinions/.premium-1.5723423>

²⁴ See the Director's denial on his Facebook page at: <https://www.facebook.com/mickey.gitzin/posts/10155015585925894?pnref=story>

²⁵ See the foundation reports to the IRS where the Mandel Foundation clearly states that the donation to the NIF underwent approval by MLM before being approved (page 50) at: <http://www.guidestar.org/FinDocuments/2014/346/546/2014-346546420-0c00b539-F.pdf>

Morton Mandel's full name is Morton Leon Mandel according to Wikipedia, giving him the initials referenced in the report:

https://en.wikipedia.org/wiki/Morton_Mandel

Morton Mandel has been referred to by his initials also in other places, see for example: <http://bit.ly/2K9gyVI>

within the Democratic party.²⁶ Similarly, Mandel has donated to many Democratic politicians and candidates.²⁷

The Mandel Family are also regular contributors to the Reform Movement. Among other donations, Mandel gave \$4.1 million to Hebrew Union College²⁸ and committed to give \$16 million to Temple-Tifereth Israel where Morton and Barbara Mandel are members.²⁹

Mandel Center- Home of the Shatil Organization

The Shatil Organization is operated by the NIT and supports over 1000 different organizations and cooperatives each year.³⁰ The Shatil Organization is described by the NIF as their operational arm.³¹

A senior official within the Shatil Organization said that the Mandel Center for Educational Leadership in the Negev has become the “home for Shatil and for the Arab-Bedouin communities in the Negev.”³² In another official document the Mandel Center was described as part of the “cooperative network” of the Shatil Organization.³³

The cooperation between the Mandel Center and the Shatil Organization can, among other areas, be seen through a joint program between the Mandel foundation, the Shatil Organization, and Ben-Gurion University for “training Arab directors and organizers for social change.”³⁴ Graduates and fellows of Mandel programs often

²⁶ Read a description of the committee at:

<http://www.jewishvirtuallibrary.org/national-jewish-democratic-council-njdc>

²⁷ See an interview with him at: <https://www.themarker.com/misc/1.556749>

²⁸ As described by the Hebrew Union College at:

<http://huc.edu/news/article/2013/jack-joseph-and-morton-mandel-foundation-awards-41-million-hebrew-union-college>

²⁹ See an article on his donation and affiliation with the temple at:

https://www.clevelandjewishnews.com/news/local/temple-tifereth-israel-receives-million-from-mandel-foundation/article_a68779be-d210-11e2-ad4b-001a4bcf887a.html

³⁰ See the organization website at: <https://www.shatil.org.il/node/2>

³¹ On the NIF website at: <http://nif.org.il/>

³² See thank you note from Sultan Abu Abeid, the Director of the Shatil Organization in the South, to outgoing Director, Yankela Sternberg at:

<https://negev.mandelfoundation.org.il/About/News/Pages/JacobSteinbergFarewell.aspx>

³³ Shatil Organization response from January 2018 at:

<https://www.makorrishon.co.il/news/11587/>

³⁴ See report on the Mandel Center for Educational Leadership in the Negev (page 6) at: <https://drive.google.com/open?id=1SIsWffMS9QteyGrxKQvLUty-47AAKBrv>

participate in Shatil programs and emphasize “fighting against racism.”³⁵ The Mandel Foundation explicitly encourages such participation.³⁶

Presidents and Notable other Mandel Associates with Extremist Affiliations

So far the Presidents of the Mandel Foundation have included: Professor Shlomo (Seymour) Fox of blessed memory, Annette Hochstein, Varda Schiffer, and as of 2018, Prof. Yehuda Reinhertz. Three of the four presidents, namely Hochstein, Schiffer, and Reinhertz, can be seen to have an extremist left-wing worldview.³⁷

- Annette Hochstein: Served as President of the Mandel Foundation in Israel from 2002-2010.³⁸ Hochstein was a Board Member of the extremist left-wing group Molad in 2015.³⁹

³⁵ See for example the program on “Breaking Barriers- Jerusalem Leadership and Fighting Racism” on the Shatil Organization website at:

<https://www.shatil.org.il/node/57609>

The joint discussion on changing judicial jurisdiction in the Negev at:

<http://bit.ly/2IggPky>

And the joint European Union program of researchers from the Palestinian Authority, the Shatil Organization, and the Mandel Foundation, at:

<https://negev.mandelfoundation.org.il/About/News/Pages/kamamcongress.aspx>

³⁶ See for example the invitation to graduates of the Mandel Center for Educational Leadership in the Negev to the Shatil Campus at: <http://bit.ly/2lt8pxb>

And the invitation to Mandel graduates to assist the Shatil Organization with its campus at: <https://www.facebook.com/negev.mandel/posts/1940163326248201>

³⁷ Further details on the positions of Senior Mandel Officials, their views on many controversial political issues, and the educational outlook of the foundation can be seen in a report by the Leeba Center on the Mandel Foundation attached as Appendix 1.

³⁸ See the foundation website at:

<https://www.mandelfoundation.org.il/About/Leadership/pages/Annette-Hochstein.aspx>

³⁹ See a report by the Molad Organization from September 2016 at:

<http://bit.ly/2tvtoTu>

and an archive of the Molad website (from April 11th, 2016) at:

<https://web.archive.org/web/20160411122958/http://www.molad.org/about/author.php?id=231>

Among the leaders of the Organization are: Director Avner Inbar who created the Sheikh Jarrah Solidarity Movement; Assaf Sharon who is the Research Director and a Board Member of Breaking the Silence, the Sheikh Jarrah Solidarity Movement, and Taayush; and Policy Director Michael Menkin who previously held a senior role at Breaking the Silence. More about this organization and its controversial funding sources can be found in a report by NGO Monitor at: <https://www.ngo-monitor.org.il/ngos/molad/>

- Varda Schiffer: Served as President of the Mandel Foundation in Israel from 2010-2012. Schiffer is on the International Council of the New Israel Fund and also served as Chairman of the Grants Committee of the NIF.⁴⁰ While also holding a position on the directorate of the Mandel Center in the Negev, Schiffer was a member of the Association for Civil Rights in Israel and Amnesty International.⁴¹
- Yehuda Reinhertz: Has served as President of the Mandel Foundation in Israel since Schiffer left. Reinhertz was President of Brandeis University in the US from 1994-2011.⁴² In 2003 (during the Second Intifada), he started a joint program between Brandeis and Al Quds University together with Al Quds President, Sari Nusseibeh.⁴³ The joint program ended after Reinhertz's departure when Nazi symbols were displayed during a protest at Al Quds University.⁴⁴ In 2005, Halil Shakaki, brother of Islamic Jihad terror group leader Fatahi Shakak, was appointed to teach at Brandeis University. Reinhertz defended the appointment despite strong criticism from the Jewish community, particularly given Halil's involvement in transferring money to terrorist groups and his participation in anti-Israel conferences.⁴⁵

⁴⁰ See the NIF website at: <http://nif.org.il/people/>

And the Van Leer Institute website at: <http://bit.ly/2Ihs7ov>

⁴¹ See final report on the Mandel Center for Educational Leadership in the Negev from July 2009 [Appendix 4, page 7] at:

<https://drive.google.com/file/d/1SIsWffMS9QtEyGrxKQvLUty-47AAKBrv/view>

Her deputy at the time, Yaakov Steinberg [page 13 of the above report] served as Chairman of the Parhesiya Organization [Appendix 4, page 8], which organizes a program on the 'Palestinian Nakba' together with the extreme left-wing group, Zochrot. See the Zochrot website at:

<http://www.zochrot.org/he/yearlyReport/52399>

⁴² See Mandel Foundation announcement of Reinhertz's appointment at:

<https://web.archive.org/web/20140812170913/http://www.mcln.org.il/News/Pages/JReinharzMFPresident.aspx>

⁴³ Read about their initiative in a New York Times report from 2006 at:

<https://www.nytimes.com/2006/02/01/education/2-universities-trade-ideas-across-armed-checkpoints.html>

⁴⁴ See an article about the end of the joint program between the universities from November 2013, at:

<https://www.makorrishon.co.il/nrg/online/1/ART2/524/071.html>

⁴⁵ See an article about the Jewish community's criticism and Reinhertz's position in the New York Sun at: <https://www.nysun.com/national/anger-at-brandeis-is-growing-over-a-palestinian/27376/>

“We are proud to share with the IDF the commitment to educating commanders to maintain their values precisely because they stand in the face of constant danger. Our mutual understanding is that in doing so, they, in effect, educate the rest of Israeli society.

[Prof. Reinhertz]

Mandel Program for Educational Leadership in the IDF

Background

Since 2005, the Mandel Institute has operated the ‘Mandel Program for Educational Leadership in the IDF,’ which is intended primarily for soldiers in the IDF’s Education Corp. The classes in the program are held at the Mandel Institute in Jerusalem and are for IDF commanders “who want to learn to make a difference in education in the IDF and Israeli society.” During the program, the students deal with “educational challenges in the IDF and Israeli society.”⁴⁶ The program participants are mainly commanders in the Education Corp with each class consisting of 20 participants whose ranks are between major and lieutenant colonel. Initial selection for the program is carried out by the IDF and final acceptance is decided upon by the Mandel Institute for Leadership. The program participants spend one day per week for a year attending classes at the Mandel Institute.⁴⁷

In 2017 the Mandel Institute began offering educational leadership training to soldiers studying at the Tactical Command School.⁴⁸ Soldiers at the school attend classes one day every three weeks over the course of two years. Each class consists of about 60 students and so far the program has gone on for 2 years giving a total of about 120 graduates. Each year’s participants are split into three groups and each group has an educational mentor who guides them throughout the program. During

⁴⁶ See the program website at:

<https://institute.mandelfoundation.org.il/Programs/Pages/Mandel-IDF-Educational-Leadership-Program.aspx>

⁴⁷ See the program website at:

<https://institute.mandelfoundation.org.il/Programs/Pages/Mandel-IDF-Educational-Leadership-Program.aspx>

⁴⁸ For information on the Mandel Institute program for the Tactical Command School see the request for exemption from a tender offering that was provided to Lavi under a Freedom of Information request (page 3) at:

https://drive.google.com/open?id=1Q1x2uJUgUIFsE30Qj1e_oN7cLlb2SE9Y

their time at the Mandel Institute, the students hear from visiting educators and lecturers.⁴⁹

IDF Commanders as Educational Agents in Civi Society

According to the CEO of the Mandel Foundation in Israel, Moshe Vigdor, the Mandel Foundation sees an opportunity in cooperating with the IDF. It also views itself as helping the IDF in “building a worldview.”⁵⁰

In a lecture giving recently in honor of graduates of a program at the Mandel Institute, the President of the Mandel Institute expressed his pride in sharing with the IDF the commitment towards “educating commanders to maintain their values precisely because they stand in the face of constant danger.” He continued, “Our mutual understanding is that in doing so, they, in effect, educate the rest of Israeli society.” Later in that same speech he went on to highlight a Mandel Institute program graduate who is now working on “developing new paradigms and methods for the ethical training of IDF commanders and soldiers in consultation with Mandel faculty and that he will be testing his ideas on fellows in the program as part of their training.”⁵¹

The words of the Mandel Institute President that IDF commanders who study at the Mandel Institute will later serve as educational agents for the general Israeli society, are at the heart of the vision of the Mandel Program for Educational Leadership in the IDF. This program is operated with the cooperation of the Education Corp and the Human Resources Department of the IDF. The syllabus of the program provided by the Mandel Institute reads, “The program is intended for middle ranking officers in the IDF from Major to Lieutenant Colonel who serve as commanders and carry out projects of various sizes. Every year 20 experienced commanders with the potential to serve in key roles are chosen to participate in the program. This is so that the program will impact them within their IDF service (both immediately and thereafter) and even beyond (with a longer-term impact after their release from the IDF). With that in mind, the Education and Youth Corp together with the Human Resources Department set criteria for participation in the program.”⁵² At one of the recent graduation ceremonies of the program, the Chief Commander of the Education Corp expressed how moved he was that commanders are educating by

⁴⁹ According to verbal information received from insiders at the program.

⁵⁰ See CEO statement from October 2015:

<https://institute.mandelfoundation.org.il/About/News/Pages/IDF-program.aspx>

⁵¹ See the words of Prof. Reinhertz from November 2016 at:

<https://www.mandelfoundation.org.il/About/News/Pages/Reinharz-speech-2016.aspx>

⁵² From the syllabus of the Mandel Leadership program in the IDF that was received from the IDF spokesman under a freedom of information request by Lavi at:

<http://bit.ly/2K1CSBa>

the Mandel Institute. He said, "The seeds planted here now, will influence the State of Israel, the IDF, and all of Israeli society."⁵³

To understand the ethical training given by the Mandel Foundation, one can look to one of the senior lecturers in the program for IDF soldiers, Prof. Moshe Halbertal,⁵⁴ who described complaints by IDF commanders attending his lectures. He said, "In discussing the code of ethical conduct with Israeli officers, many times I encounter the following complaint: "Do you want to say that, before I open fire, I have to go through all these moral dilemmas and calculations? It will be completely paralyzing. Nobody can fight a war in such a straitjacket!"⁵⁵ In his article "Moral Dilemmas in Asymmetric Combat,"⁵⁶ he writes: "Dropping a bomb from a lower height leads to more precise strikes and thus preserves civilian lives, however at the same time flying at a lower height places the pilot in greater danger. Is a pilot obligated to fly lower in order to save civilian lives and place himself in danger in order to minimize the expected civilian damage from a bomb dropped from higher up?"⁵⁷ In summarizing his answer to this question, he explains, "I would like to argue as follows, in cases of collateral damage, the responsibility from preventing such damage includes increased danger. Soldiers due to the nature of their job, are the ones who cause civilian casualties and this causal relationship means that they have the obligation to minimize these casualties as much as possible."⁵⁸

Mandel Educational Programs in the IDF- Without a Tender

The cooperation between the Mandel Institute and the Defense Ministry in operating the Mandel Institute Programs for the IDF has been ongoing since 2005. It is carried out with an exemption from a tender offering and did not even undergo a preliminary call ('Request for Information') asking if there are other organizations able and interested in providing similar educational and leadership training for IDF commanders.

⁵³ See the words of Brig. Gen. Avner Paz Tzuk at:

<https://www.mandelfoundation.org.il/About/News/Pages/Mandel-Graduation-2016.aspx>

⁵⁴ See for example 'Mandel Stage: Uniforms and Values,' from June 2016 at:

<http://bit.ly/2Ig240u>

And 'Mandel Stage: Border in front of you! Stop? Commanders setting and transcending boundaries,' from June 2015 at:

<https://institute.mandelfoundation.org.il/Resources/BimatMandel/ArmyAndState/Pages/Commanders-Setting-Boundaries-and-Transcending-Them.aspx>

⁵⁵ From his article in the 'New Republic,' available at:

https://drive.google.com/file/d/0B_B_TP7jwpwzUG5ZOFB4ajVPLW8/view

⁵⁶ From his article "Moral Dilemmas in Asymmetric Combat," at:

<http://portal.idc.ac.il/he/lawreview/volumes/17/documents/halbertal.pdf>

⁵⁷ Page 532 of the article.

⁵⁸ Pages 537-538 of the article.

The official reasoning given for this unusual and longstanding arrangement over the course of many years is that the Mandel Institute provides the majority of funding for the initiative.⁵⁹ Further it is emphasized that Article 3 (18A) of the directive on tender offerings for the Defense Ministry from 1993 states that educational programs are exempt so long as they are carried out with a group that pays for over half of the program's costs.⁶⁰

However, the agreement between the IDF and the Mandel Institute, which has been in place since 2005, also ignores another part of the directive. In article 2A(A), the directive states: "The Defense Ministry will give preference, as much as possible, to forming agreements through public tender offerings, even in cases where this directive allows for doing so without a public tender offering."⁶¹

The relative portion of the program financing by the Mandel Institute for the program is determined based on the estimated program costs. The educational programs for IDF commanders carried out through the Mandel Institute were estimated to cost 2.7 million NIS in 2017 and the Defense Ministry subsidized 550,000 NIS of the cost.⁶² However, it is entirely unclear from where the total cost of 2.7 million NIS is derived. It is this cost that was used to justify the tender offering exemption since based on this number the Mandel Institute provides over half the cost.

Furthermore, there are other organizations interested in offering similar educational programs to IDF commanders in the Education Corp and the Tactical Command School. It is also likely that if given the opportunity, these organizations would also agree to bear over half the program costs.

Finally, it is worth noting that Morton Mandel also has business relationships with the IDF and the Defense Ministry through the Bikur-Rofeh company that he owns.⁶³

⁵⁹ See request for tender offering exemption for the Mandel programs from 2011-2017: https://drive.google.com/open?id=1Q1x2uJUgUIFsE30Qj1e_oN7cLlb2SE9Y

⁶⁰ "The Defense Ministry will not be obligated to carry out a tender offering for an initiative in the case of an initiative that is not-for-profit, and deals with education, culture, religion, art, health, sport, or a similar category. This is so long as the initiative is carried out with a group that provides at least half of the costs of the initiative." See directive at:

<http://www.mod.gov.il/Guidances/DocLib/H044100m.pdf>

⁶¹ See Lavi petition to the IDF and Defense Ministry Comptrollers at:

https://drive.google.com/open?id=15WcYrBXf2_xNcnlUbK-EunXvfv5YIMP

⁶² Compare the work request for 2016 [page 2] at:

<https://drive.google.com/open?id=1meuLFibSh0rbuSEiONNMI-7eoMZaoJd> and the work request for 2017 [pages 2-3] at:

https://drive.google.com/open?id=1Q1x2uJUgUIFsE30Qj1e_oN7cLlb2SE9Y

⁶³ The Bikur-Rofeh company is owned by the Israel Equity Limited investment company. See the company report from 2016 at: <http://bit.ly/2Bs1HT0> and compare to: <https://www.themarker.com/misc/1.556749>

Bikur-Rofeh generated hundreds of millions of shekels through medical services provided to the IDF and the Defense Ministry from 2016-2019.⁶⁴ The issue is further accentuated by the fact that the services Bikur-Rofeh provides were also exempted from a tender offering.⁶⁵

Continuation of Mandel Programs in the IDF after Chief of Staff Directive

In September 2016, a directive by the Chief of Staff was published that forbade civilian organizations from offering educational workshops for IDF soldiers. This was in order to prevent organizations from bringing their agenda on controversial political issues into the IDF.⁶⁶ Despite that, the IDF signed a renewed agreement with the Mandel Institute even after the Chief of Staff's directive. The latest agreement began on March 15th, 2017, nearly six months after the Chief of Staff's directive was published.⁶⁷

The specific department that approved the agreement between the Mandel Institute and the IDF is the Purchasing Department of the Defense Ministry.⁶⁸ In response to an inquiry filed by Lavi, requesting that the Defense Ministry send a copy of the Chief of Staff's directive on educational programs provided by civilian organizations, the Defense Ministry stated that they did not have a copy of the Chief of Staff's directive.⁶⁹ In another inquiry sent to the IDF related to the same matter, the IDF responded that the Chief of Staff's directive is within the realm of the Defense Ministry. Likewise, the IDF refused to send a copy of the document in regard to civilian organizations claiming that it was an 'internal document.'⁷⁰

⁶⁴ The contract of the deal between Bikur-Rofeh and the Defense Ministry that was received under a Freedom of Information request by Lavi can be found here:

https://drive.google.com/open?id=1K_227vvDTeSna-6pUD1bN02FSXRnSm3X

⁶⁵ The request for a tender offering exemption for the agreement between Bikur-Rofeh and the Defense Ministry was received by Lavi under a freedom of Information request and is available at:

<https://drive.google.com/drive/u/0/folders/1ccSmyD0YzLmp99fGdljtI4CK1y-qbNZg>

⁶⁶ For example: <https://www.haaretz.co.il/news/education/.premium-1.3082067> and: <http://www.nrg.co.il/online/1/ART2/834/460.html>

⁶⁷ See the date on the work request for 2017 from the Defense Ministry to 'Center for Senior Human Resources for Jewish Education' [a Mandel nonprofit]:

https://drive.google.com/open?id=1ratN5HP5vh_u7u0-JPewIsy6KmCN_qwD

⁶⁸ See the work request for the Mandel Institute in 2017 at:

<https://drive.google.com/open?id=1DI86HCsmskLleT5Fch4albRQvOBS1TNY>

⁶⁹ The Defense Ministry response from November 19th, 2017 to Attorney Itzchak Bam, who represented Lavi.

⁷⁰ Response to information request from the IDF on June 21st, 2018, in response to Attorney Itzchak Bam who represented Lavi.

After public criticism of the relationship between the IDF and the Mandel Institute and after the aforementioned Chief of Staff directive,⁷¹ the IDF spokesman stated, “The Mandel program deals with educational leadership and participation in the program is voluntary. Around 20 officers with ranks of Captain or Lieutenant Colonel participate in the program each year. The program carried out with the Tactical Command School is only a pilot program for the next two years and is being carried out under the careful supervision of commanders in the school.”⁷²

The IDF spokesman’s argument that the Mandel Program in the IDF is voluntary, and therefore exempt from the Chief of Staff’s directive, has been made on several occasions and has at times even been expanded to distinguish between different ranks of commanders to which the directive applies. For example, in response to an article by Israel Harel from January 2018, the IDF spokesman argued, “The Chief of Staff’s directive about reducing outsourcing to private organizations referred to conscripted soldiers and junior officers. Every institution working with the army undergoes a thorough assessment by the Education Corp and the Defense Ministry. With respect to the Mandel Programs, the programs deal in-depth with issues of educational leadership and participation in the program is not obligatory.”⁷³

The exemption of the Mandel Institute from the Chief of Staff’s directive, under the argument that the program is “voluntary” does not follow with the IDF’s actions in other similar cases where the IDF cancelled tender offers for educational programs that were of voluntary nature. For example, a tender for Torah classes for religious soldiers was cancelled by the IDF after the Haaretz newspaper filed a petition about the enforcement of the Chief of Staff’s directive.⁷⁴ Furthermore, describing a program through the Tactical Command School as one that is voluntary is a significant distortion of the truth. In practice, the only way to advance up the

⁷¹ See for example an article by Akiva Bigman in Yisrael Hayom on December 26th, 2017 at: <http://www.israelhayom.co.il/article/524067>

and the Lavi Organization’s petition to the Chief of Staff on Dec. 16th, 2017 at: <https://drive.google.com/open?id=1q1IjnZFEZjF9OHmqNKWuuOgfGp6b2q0C>

⁷² The IDF Spokesman’s response was given at the end of an interview with Israel Harel on a program by Kalman Lieberman and Assaf Harel on Jan. 15th, 2018 [at 7:15 in the link] at:

https://drive.google.com/open?id=1Fs732pHY5ChtZAS91bIO_XX01kcJbSsx

⁷³ See the article in Haaretz, “IDF commanders as agents of a foreign philanthropic organization’s agenda,” published on Jan. 11th, 2018 at:

<https://www.haaretz.co.il/opinions/.premium-1.5723423>

⁷⁴ See the Haaretz petition to cancel the tender offering for Torah classes for religious soldiers in the IDF based on the Chief of Staff’s directive at:

<https://www.haaretz.co.il/news/education/.premium-1.3172878>

See a report on the cancellation of the tender offering due to the Haaretz petition at:

<https://www.haaretz.co.il/news/education/.premium-1.3229004>

relevant army ranks involves attending the school.⁷⁵ One could, using the same argument, describe participating in officer's training as "voluntary."

Moreover, the differentiation between programs that are obligatory and programs that are voluntary is not well-defined. According to senior IDF officials, the goal of the Chief of Staff's directive in preventing outside organizations from offering educational programs is to "remove controversial political issues from the IDF."⁷⁶ If so, it is unclear why a "voluntary" course for commanders that involves such issues should be allowed. Finally, the description of the courses for commanders in the Education Corp and the Tactical Command School as "voluntary" is even more misleading because the soldiers are not allowed to participate in similar programs offered by institutions other than Mandel on a "voluntary" basis.

Lastly, the argument that the Chief of Staff's directive does not apply to the Mandel Institute because the directive supposedly only focuses on "conscripted soldiers and junior officers," also does not follow based on the background leading up to the directive. Specifically, the Chief of Staff's directive was given after public criticism of educational programs provided by the BINA Organization for commanders at the ranks of Captain and Major; and the Hartman Institute for commanders at the ranks of Colonel and Lt. Colonel.⁷⁷ Also, the students at the Tactical Command School are of the lower ranks of Colonel and Captain and thus the Mandel program there is for junior officers.⁷⁸

As a final side note, it should be noted that the lecturers at the Mandel Institute are not signatories to the 'Ethics of Hasbara in the IDF' document that was intended to regulate the operations of civilian institutions and lecturers of a political nature in the IDF.⁷⁹ The reason that they have not signed the document, according to the IDF

⁷⁵ Further details on the program at the Tactical Command School can be found in 'Changes to Professional Training in the Israeli Army' prepared by Uzzi Ben Shalom at: <http://maarachot.idf.il/PDF/FILES/7/113057.pdf>

⁷⁶ See for example an article on Ynet at: <https://www.ynet.co.il/articles/0.7340.L-4860501.00.html>

⁷⁷ To understand the progression of the events, see the Lavi Report 'NIF organizations educate thousands of senior IDF commanders' at: <https://drive.google.com/open?id=1ucXDhHCDm8CMz7jBzV6cwNH8kejXoUzA> and: <https://www.haaretz.co.il/news/politics/.premium-1.3036745> and: <https://www.haaretz.co.il/news/education/.premium-1.3082067>

⁷⁸ See a description of the program on Bar-Ilan University's website through which students at the Tactical Command School receive a bachelor's degree at: <https://www1.biu.ac.il/index.php?id=3&pt=20&cPath=3&type=1&news=1741>

⁷⁹ The requirement for civilian organizations working with the IDF to sign an 'Ethics of Training' document can be understood by reading the words of a former Department Head in the IDF's Education Corp at: <https://www.haaretz.co.il/magazine/1.1698256>

spokesman is, “The Mandel Institute does not operate broad educational programs in the IDF, but rather a program of study that includes only a small number of commanders. This is similar to semi-academic professional studies. The institute is aware of the Education Corp’s policies, however it is not obligated to have its lecturers sign a specific form.”⁸⁰

Partial IDF Reforms on Outside Groups in the IDF- Mandel’s Status Unclear

After a significant public battle on educational programs in the IDF, the Head of the Education Corp announced on Feb. 12th, 2018, “There were institutions that took advantage of the army to achieve political goals.” However, he claims that the IDF strictly enforces the Chief of Staff’s directive from Sep. 2016 not to allow outside organizations to have free reign in the IDF.⁸¹

On March 19th, 2018 the IDF announced that the Education Corp carried out a study of outside educational institutions providing educational programs to the IDF and as a result decided to reduce the number of civilian organizations allowed to provide educational programs to conscripted IDF soldiers to a total of 15 groups [from an original 97]. These groups will only deal with issues of nationalism and not with any political issues. In addition, aside from the announcement on education of conscripted soldiers by outside organizations, an obscure statement was made about the education of commanders. The statement read, “The Education Corp, will define for each organization, the issues on which it is permitted to work with the IDF and the lecturers who will speak to soldiers. Each organization will also receive guidelines based on which it will work.”⁸²

The IDF announcement on a reduction of the number of institutions providing educational programs for IDF soldiers was viewed as a revolution.⁸³ At the same time, it is worth noting that the reduction to 15 organizations and the emphasis that these organizations will only focus on nationalistic issues and not issues of political controversy only relates to conscripted soldiers and not to commanders. Therefore, the IDF reforms announced on March 19th, 2018 do not solve the problem of

The main points of the “Ethics of Training” can be found in a document titled “The Future Starts Here” published by the Joint College of Command and Headquarters [page 14] at: <http://www.bmj.org.il/userfiles/zehut/hadash/pom.pdf>

⁸⁰ See IDF Spokesman response to the Lavi Organization from December 2017 at: <https://drive.google.com/open?id=1efLHABuOYjfZSiVta47MhSK39QbmudcL>

⁸¹ Quotes from the Education Corp commander can be found at: <http://bit.ly/2Kc8H9K>

⁸² See the IDF announcement on their website at: <http://bit.ly/2lsEyVJ> also: <https://www.ynet.co.il/articles/0,7340,L-5179324,00.html> and: https://www.mako.co.il/news-military/security-q1_2018/Article-0b5bf1ecd4d3261004.htm

⁸³ See for example: <https://www.inn.co.il/News/News.aspx/368808>

education for IDF commanders who undertake intensive training programs through the Mandel Institute and other outside organizations.

On June 8th, 2018, an article was published about a freeze of the Mandel Program at the Tactical Command School. This was because a young commander said a Mandel program mentor told him to 'come out of the closet.' The IDF Spokesman responded, "This incident is known to us and is being dealt with by the commanders. After the student's complaint the issue went up the chain of command and concluded with a clarifying discussion between the student and the mentor. As of right now, the Mandel Program at the Tactical Command School is currently still running. There will soon be a decision about the future of the program."⁸⁴

On July 8th, 2018, another article was published announcing that the Chief Commander of the Education Corp decided to end the Mandel Institute program at the Tactical Command School after a two-year pilot. However, the report noted that the Mandel program for commanders at the ranks of Major and Lt. Colonel is expected to continue.⁸⁵

⁸⁴ See the article at: <https://www.inn.co.il/News/News.aspx/375143>

⁸⁵ See the article at: <https://www.inn.co.il/News/News.aspx/377402>

Mandel Programs and Nonprofits in Israel

Mandel School for Educational Leadership

The Mandel School was founded in Jerusalem in 1992 with the mission “to provide Israel’s education system with visionary leaders who have the passion, commitment and practical wisdom to change Israeli society for the better.”

Each year, the school accepts around 20 fellows to its program. So far, a total of about 400 fellows have graduated the program and are currently in key roles in Israel’s education system. The program is full-time over a period of two years, and the fellows receive a stipend.⁸⁶ A graduation diploma from the Mandel School is also recognized by the Education Ministry as a Teacher’s License.⁸⁷

The Mandel School for Educational Leadership is operated under the nonprofit ‘School for Educational Leadership’ [nonprofit 580213627].⁸⁸

Mandel Leadership Institute

The Mandel Leadership Institute was founded in 1990 with the goal of providing Israel with visionary social and educational leaders by bringing together individuals with “talent and powerful ideas.”⁸⁹ Fellows at the Institute participate in a series of meetings with Mandel Institute lecturers on topics of moral philosophy, political philosophy, and more.⁹⁰

⁸⁶ For all the goals of the school and the various students, see the school website at: <https://school.mandelfoundation.org.il/About/Pages/default.aspx>

On the key issues dealt with in the school’s programs, including liberalism, pluralism, political thought and Israel, and great leaders, see: <https://school.mandelfoundation.org.il/Programs/Pages/default.aspx>

⁸⁷ See for example the guidelines from the Education Ministry: <http://cms.education.gov.il/EducationCMS/Applications/Mankal/EtsMedorim/8/8-4/HoraotKeva/K-2013-3-1-8-4-17.htm>

⁸⁸ See the formal report of the nonprofit for 2016 at: <https://www.dropbox.com/s/u8zsse4w58vfu8j/117-99-2017-0203515.pdf?dl=0>

⁸⁹ See the institute website at: <https://institute.mandelfoundation.org.il/Pages/default.aspx>

⁹⁰ See the transcript from a series of meetings on “Pluralistic views of the good man and the good society” (led by Prof. Moshe Halbertal) and a series on “Visions in Education” including a presentation on “Views of educated people and an educated public” (led by Prof. Yonatan Cohen) based on Prof. Cohen’s article “Humanities, Liberal Education, and Leadership” at: <http://religiondocbox.com/Judaism/65802486-Khvrh-y%60dm-ylrbyl-kvnykh-tvgyhnmv-nhk-ntnvy-pvrp-byltvg-yl-r-d-tm-vbm.html>

The Mandel Institute operates four main programs as follows:⁹¹

- Mandel Program for Educational Leadership in the IDF, which was discussed previously in this report.
- Mandel Programs for Leadership Development in the Haredi community, which were started in 2011. This program was created in response to the conclusion that “in order to continue to influence Israeli society as a whole, it would need to launch specialized programs for the Haredi (ultra-Orthodox) community.” The program is intended for “senior educational professionals; heads of social and educational organizations; activists and entrepreneurs in the fields of education, society and community; and those who work as mediators between the Haredi community and other parts of Israeli society.”⁹²
- Mandel Youth Leadership Program, which was founded in 2015 in order to serve as forum for challenges in informal education “in light of Israel’s evolving social and cultural reality.” The program also works to “promote familiarity, discourse, and collaboration among different groups in Israel.” Program fellows include senior officials from various informal education organizations in Israel (youth groups, youth organizations and others). The participants are described as “shaping the worldviews and methods of these programs as part of their desire to improve Israeli society.”⁹³
- Mandel Program for Leadership in Jewish Culture, which was began in the 2017-2018 academic year. The program accepts fellows from a wide range of communities and worldviews and various professional disciplines (educational program directors, community leaders, cultural innovators, and others). Among other efforts, the group works on creating a “shared professional language.” The program consists of one and a half days of studies per week over a period of one year and program fellows receive a stipend for participation.⁹⁴

The Mandel Institute operates several other programs including: for senior officials in the Education and Welfare Ministries; for senior officials in the Jewish Agency, for

⁹¹ See the program homepage at:

<https://institute.mandelfoundation.org.il/Programs/Pages/Index.aspx>

⁹² See the program homepage at:

<https://institute.mandelfoundation.org.il/Programs/Pages/Mandel-Programs-for-Leadership-Development-in-the-Haredi-Community.aspx>

⁹³ See the program website at:

<https://institute.mandelfoundation.org.il/Programs/Pages/Mandel-Program-for-Educational-Leadership-in-the-Youth-Movements.aspx>

⁹⁴ See the program website at:

<https://institute.mandelfoundation.org.il/Programs/Pages/Mandel-Program-for-Leadership-in-Jewish-Culture.aspx>

senior officials in the National Insurance Institute; students at Hebrew Union College; and others.⁹⁵

The Mandel Institute for Leadership is operated through the nonprofit organization 'Center for Senior Human Resources for Jewish Education' [nonprofit 580243798].⁹⁶

Mandel Center for Leadership in the Negev

The Mandel Center for Leadership in the Negev was founded in 2004 in order to foster the growth of local leaders with "values and vision."⁹⁷ These leaders will then work to improve the lives of those living in the Negev. The center has worked together with several institutions and organizations in the Negev including: civil society organizations, academic institutions, local authorities, and government offices.⁹⁸ The center provides local leadership training programs to the local councils and cities in the south. These include: Wadi Al-Khalil, Rahat, Beer Sheva, Ofakim, and others.⁹⁹

The Mandel Center for Leadership in the Negev is operated by the nonprofit organization 'Mandel Center for Leadership in the Negev' [nonprofit 580439263].¹⁰⁰ Presidents of Ben-Gurion University are also members of this nonprofit.¹⁰¹

⁹⁵ See for example, a formal report from 2008 [page2] at:

<https://www.dropbox.com/s/l8iqq3diynakv0c/117-99-2009-1773227.pdf?dl=0>

A formal report from 2007 [page 18] at:

<https://www.dropbox.com/s/l8iqq3diynakv0c/117-99-2009-1773227.pdf?dl=0>

And a document on the achievements and insights of program graduates in the Welfare Ministry at:

<http://www.mosa.gov.il/Documents/d63db30d83e748b69d079d4a4161ea8514F11.PDF>

⁹⁶ See for example a formal report from the nonprofit for 2016 at:

<https://www.dropbox.com/s/ddlzfyxaco7gpsi/117-99-2017-0164840.pdf?dl=0>

⁹⁷ See center website at:

<https://negev.mandelfoundation.org.il/About/Pages/default.aspx>

⁹⁸ See center description at:

<https://negev.mandelfoundation.org.il/About/Pages/default.aspx>

⁹⁹ See the center's programs in Wadi Al-Khalil, Rahat, Beer Sheva, Ofakim, Arad, Eilat, Abu Sama, and others at:

<https://negev.mandelfoundation.org.il/Programs/PreviousPrograms/Pages/Index.aspx>

¹⁰⁰ See request to open a nonprofit at:

https://drive.google.com/open?id=1ri3x01zaAuQChi4hqBQdTGm5MAT_q6iC

¹⁰¹ The nonprofit was opened by Prof. Avishai Braverman, who at the time was President of Ben Gurion University, see the registration document of the nonprofit at: <https://drive.google.com/open?id=1lZMLFbgAbNg8u7CSJEk391VbBHG3b5W->

Mandel Center for Leadership in the North

The Mandel Center for Leadership in the North was founded in 2013 in order to help with the development of the northern region by investing in women and men, Jews and Arabs, with the passion to change the world. The center operates two main programs which are both held at the Oranim College. They are:

- The 'Mandel Program for Social Leadership', which was started in 2017 in order to train a group of leaders "based on values and vision." This group will then work to change and improve various aspects of life in the north of Israel for the betterment of all residents. The program is a one-year full-time program. Participants receive a stipend and full tuition payments.¹⁰²
- The 'Program for Regional Leadership' was started in 2015 in order to "train a group of visionary leaders, who will lead change and devote their talents and energies to creating a better and more worthy society in Israel's Northern region." The program is spread out over 40 meetings during the course of one year i.e., one day of studies per week.¹⁰³

The program "is founded on the belief that leaders are formed through a process of education and active involvement in entrepreneurial activity, accompanied by values clarification, self-examination, and learning. The program seeks to empower participants and develop their leadership capabilities through a combination of academic study and practical work that requires a spirit of entrepreneurship and system-oriented thinking. The program's academic studies focus mainly on clarifying values regarding the good society, the individual's role within it, and the individual's contribution to it. This is complemented by an understanding of the environment within which leaders operate, and of the processes that influence reality and affect possibilities for change." As part of the program, fellows participate in geopolitical tours as well.¹⁰⁴

Braverman's membership on the board of the nonprofit ended when he was elected to the Knesset and in his place, the new President of Ben Gurion University, Rikva Carmi, was added. See:

<https://drive.google.com/open?id=12NBcNqdZ97IgjauhQV4TPB-fw1TDKxLK>

And: https://drive.google.com/open?id=1gQPiuGHIWKvbjBsuDPtyVdO_AyaUwYSW

¹⁰² See the program website at:

<https://north.mandelfoundation.org.il/Programs/Pages/Mandel-Program-for-Social-Leadership-in-the-North.aspx>

¹⁰³ See the program website at:

<https://north.mandelfoundation.org.il/Programs/Pages/Mandel-Program-for-Regional-Leadership-in-the-North.aspx>

¹⁰⁴ See for example, a description of geopolitical tours that program fellows attended in East Jerusalem with the Ir Amim nonprofit and with Yasser Kiss at:

<http://bit.ly/2lg4w7E>

The Mandel Center for Leadership in the North is operated by the Mandel Foundation- Israel [nonprofit 580243806].¹⁰⁵

Mandel Graduate Unit

The stated goal of the unit is to “develop graduates’ professional capacities and forge long-term partnerships among graduates” and with the Mandel Foundation itself. This goal is achieved through professional support for graduates, partnership in expanding graduates’ spheres of influence, and creating a professional community based of active citizenship of Mandel program graduates.¹⁰⁶

The unit operates at three levels:

- Individual level- assistance at this level includes advisory meetings as part of the individual professional development of graduates of various Mandel programs. This assistance was developed for graduates who need specific help with educational, social, and administrative challenges, that they face in implementing their vision. The goal of the meetings is to provide the graduates with the tools that will help them in their current and future professional lives.¹⁰⁷
- Group level- the assistance at the group level involves group learning designed to provide solutions for professional challenges and changing realities in the fields of education and society. The activities at this level are based on the recognition that the Mandel community is a group with significant knowledge and expertise that can serve as a resource for professional development. The work here involves select issues where the group effort is more effective and provides unique added value.
- Community level- the activities at this level project the power of the Mandel community as a whole by leveraging the knowledge and tools of individuals and groups in order to strengthen the community in practice. A focus at this level are conferences held at regular times and dedicated to specific themes.

The Mandel Graduates Unit is operated by the nonprofit ‘School for Educational Leadership’ [nonprofit 580213627].¹⁰⁸

¹⁰⁵ See formal report of the nonprofit for 2016 at:

<https://www.dropbox.com/s/zamhu9n2cdexznc/117-99-2017-0164283.pdf?dl=0>

The nonprofit was founded in 1994 and was first called the Mandel Institute nonprofit. See the nonprofit registration at:

<https://www.dropbox.com/s/4u5v71d1we9nvq3/117-99-2009-0950152.pdf?dl=0>

¹⁰⁶ See the unit website at:

<https://graduates.mandelfoundation.org.il/Pages/default.aspx>

¹⁰⁷ See the unit website at:

<https://graduates.mandelfoundation.org.il/Programs/IndividualLevel/Pages/default.aspx>

¹⁰⁸ See for example, the formal report of the nonprofit from 2016 at:

<https://www.dropbox.com/s/u8zsse4w58vfu8j/117-99-2017-0203515.pdf?dl=0>

Budgets of Mandel Nonprofits

In 2016 the various Mandel nonprofits spent over 60 million NIS on their main activities [excluding legal costs, etc.]. The majority of the funds came from the Mandel Foundation in the US [Mandel Supporting Foundations, USA]. The funds were divided as follows:

- School for Educational Leadership [nonprofit 580213627]:¹⁰⁹
 - Nonprofit's expenses in 2016 for its main activities came to a total of 25,489,523 NIS.
 - Donations in 2016 from Mandel Supporting Foundations totaled 21,281,911 NIS.
- Mandel Foundation- Israel (previously Mandel Institute) [nonprofit 580243806]:¹¹⁰
 - Expenses in 2016 for main activities came to a total of 17,124,037 NIS.
 - Donations in 2016 from Mandel Supporting Foundations in the USA were 17,839,371 NIS.
- Center for Senior Human Resources for Jewish Education [nonprofit 580243798]:¹¹¹
 - Expenses in 2016 for main activities were 10,271,261 NIS.
 - Donations in 2016 from Mandel Supporting Foundations in the USA were 11,030,184 NIS.
- Mandel Center for Leadership in the Negev [nonprofit 580439263]:¹¹²
 - Expenses in 2016 for main activities were 7,562,919 NIS.
 - Donations from Mandel Supporting Foundations in the USA were 7,388,836 NIS.
- Special Fund of the Mandel Foundation [nonprofit 580607836]:¹¹³

¹⁰⁹ See the financial report of that year at:

<https://www.dropbox.com/s/eot5hu1gbksvjpc/117-99-2017-0203523.pdf?dl=0>

And the formal report of that year at:

<https://www.dropbox.com/s/u8zsse4w58vfu8j/117-99-2017-0203515.pdf?dl=0>

¹¹⁰ See the financial report from that year at:

<https://www.dropbox.com/s/eot5hu1gbksvjpc/117-99-2017-0203523.pdf?dl=0>

And the formal report from that year at:

<https://www.dropbox.com/s/zamhu9n2cdexznc/117-99-2017-0164283.pdf?dl=0>

¹¹¹ See the financial report from that year at:

<https://www.dropbox.com/s/wi9tb2ef1cr1yj0/117-99-2017-0164850.pdf?dl=0>

And the formal report from that year at:

<https://www.dropbox.com/s/ddlzfxyaco7gpsi/117-99-2017-0164840.pdf?dl=0>

¹¹² See the financial report from that year at:

<https://www.dropbox.com/s/c56xldjeplr5l3n/117-99-2017-0224979.pdf?dl=0>

and the formal report from that year at:

<https://www.dropbox.com/s/llqya8hx4w51c1s/117-99-2017-0224969.pdf?dl=0>

- Expenses in 2016 for the main activities were 476,529 NIS.
- There is no reported donation from the Mandel Supporting Foundations to this group, instead there is a donation of 1,749,281 NIS from the United Israel Appeal.

¹¹³ See the formal report from that year at [page 6]:

<https://www.dropbox.com/s/32lmkywtwbzg9as/117-99-2017-0155124.pdf?dl=0>

and the financial report from that year at:

<https://www.dropbox.com/s/ivh9qpndx6m5i84/117-99-2017-0155129.pdf?dl=0>

Mandel Institute Campus- Receipt of Public Land in the Botanic Garden

In 1998, the Mandel Institute signed a long-term lease on a 2000-meter office in the Beit HaUmot office building in Talpiyot in Jerusalem.¹¹⁴ Since then, the Mandel Institute for Leadership has operated out of that location.¹¹⁵

In 2015, Morton Mandel dedicated the new Mandel Building at the Mount Scopus Campus of Hebrew University.¹¹⁶ The building serves graduate studies programs in liberal arts, sits on a 4500-meter plot of land, and was funded by a donation from the Mandel Foundation at a cost of \$18 million.¹¹⁷ The Mandel foundation also donated an additional \$2.5 million to the university in order to support the programs housed in the building.¹¹⁸

In May 2016, Hebrew University notified the Israel Land Authority that it has agreed to give an area of 8 dunams in the Jerusalem Botanic Garden to the Mandel Foundation in Israel on which the foundation intends to construct a building to serve the Mandel School for Educational Leadership. According to the notification by the university, the area is already being leased by the university under an agreement from 1996 and the agreement stipulates that the land is to be given to the university. The university also added that it agrees to change the zoning of the land from “a botanic garden to a land serving a public building in order to transfer the land to the Mandel School for Educational Leadership, so that they can construct their building on it.”¹¹⁹

The universities agreement paves the way for the Mandel Institute to build on public land that was originally intended to serve as a botanic garden. During a government meeting in honor of Yom Yerushalyaim in June 2016, the government discussed the issue of dedicating land for the creation of an institution for training in Jewish educational leadership in Israel and the Diaspora. The government decided “to record the notification of the Israel Land Authority (hereon: the authority), that it

¹¹⁴ See an article in Globes at:

<https://www.globes.co.il/news/article.aspx?did=89524>

¹¹⁵ See the Mandel Institute website at:

<https://institute.mandelfoundation.org.il/About/ContactUs/Pages/default.aspx>

¹¹⁶ See the Mandel website at: <http://bit.ly/2IfgYV2>

¹¹⁷ See the university website at: <http://binuy.huji.ac.il/page/1607>

¹¹⁸ See the introduction by the Mandel Foundation for Leadership Director, Dr. Eli Gottlieb, to an article by Prof. Yonatan Cohen on “Liberal arts, liberal education, and leadership’ [page 3] at: <http://bit.ly/2leqxDW>

See more at: <https://xnet.ynet.co.il/architecture/articles/0,14710,L-3109591,00.html>

¹¹⁹ See a document where the university agrees to transfer the land to Mandel, signed by Billi Shapira- Vice President and CEO, at: <http://bit.ly/2K9VWJw>

intends to assess the dedication of land, including approval of the building plans for the Mandel School of Educational Leadership, consisting of a total of 8 dunams formally known as lot 7 of block 30182 and part of lot 10 of block 31283. This is for the construction of a school for educational leadership that will advance Jewish and Zionist education in Israel and the Diaspora.”¹²⁰

The government decision gives no reasoning for why the land was specifically given to the Mandel Institute or why the institute is the most appropriate venue for advancing “Jewish and Zionist education in Israel and the Diaspora.”

On Sep. 14th, 2016 full plans for the building of the Mandel Institute in the botanic garden were presented¹²¹ and in October 2017, the cornerstone of the new building was laid.¹²²

¹²⁰ See the Prime Minister’s Office website at:

<http://www.pmo.gov.il/MediaCenter/SecretaryAnnouncements/Pages/govmes020616.aspx>

¹²¹ Below are the transcripts from various committee discussions on the issue:

The full meeting from May 26th, 2015 [pages 98-99] where the location of the program was discussed:

<https://www.dropbox.com/s/r7j97g9n1qe14fu/File.pdf?dl=0>

A meeting of the Building and Planning Committee from Oct. 28th, 2015 [pages 26-29] on changing the zoning of the land: <http://bit.ly/2yxQEpQ>

The full building plans from Sep. 14th, 2016 at: <http://bit.ly/2IgzYCI>

The District Planning Committee meeting from Sep. 20th, 2016- the buildings floorplans are for 5000 sq. meters [page 17] of a secluded nature intended for a small group [page 19], at:

<https://www.dropbox.com/s/j8ky39xbmdp9ol3/File%20%281%29.pdf?dl=0>

¹²² See the Mandel website at:

<https://www.mandelfoundation.org.il/About/News/Pages/Cornerstone-Laid-for-the-New-Mandel-Building-in-Jerusalem.aspx>