

# Tavor Pre Military Academy



November 2014

## Tavor Academy for Social Leadership: Annual Report

The Tavor Academy for Social Leadership has started its fifth year of activities. This year, 208 students – male & female youth, in 5 different programs will be absorbing the values of Zionism, dedication to the State of Israel and the Israel Defense Forces. Our goal, in light of the future challenges of the State of Israel, is to reach a thousand participants per year, come 2020. I would like to present to you with a summarized review of our activities over the past year and our vision for the next three years.

## Development of the Tavor Foundation over the past year

### Successful completion of the Keshet Program Pilot: A nationwide program for enhancing the identity & leadership qualities of high school students.

35 out of 40 eleventh grade graduates will be continuing the program next year.

Three main objectives form the basis of Keshet program:

- Long-term (three-year) educational process shaping a strong sense of leadership and deepening identity and culture.
- Expanding the awareness circles for the Tavor concept among additional pupils, in order for them to affect their friends and educational staff in schools and in other leadership programs.
- Creating a leadership core out of the ten most prominent pupils of the Keshet program, who will continue to Tavor Pre-Military Academy.

### Completing the design for the "Midrasha" for army graduates

the school's mission is to inspire the Zionist passion for learning, social activity and exemplary life among young citizens, who held command and officer positions during their military service. The duration of the program will be between 10 to 14 weeks, every week consisting of three parts:

- Course of Israel Studies
- Beit Midrash for Jewish Studies, Zionist and Liberal Philosophy
- Training for Public Service, Diplomacy and social involvement

### Initiation of a strategic planning...

A sharp rise in attendance to officer and command posts in the IDF.

68% of graduates attended officer's course as opposed to 36% average in other pre military academies (according to recent Ben-Gurion University survey). Furthermore, a total of 80% of graduates attended command duty courses in the IDF.

### Expanding the Olim la Tavor project

to an additional pre-military program, and an additional class in Tavor Mechina during the winter season: two classes a year.

### Bettering of Educational Tools

We are planning to improve our educational curriculum, fitness training program and personal and group counseling for the academy graduates.

### Upgrading the screening process

The number of applicants being screened today is approximately 600. For the first time the quality aspect of the screening performance is now accompanied by an organizational psychologist, Member of the Tavor Board (Head of the Prime Minister's screening office).



## Challenges

### Campus Foundation

We have a need to recruit resources on a high scale in order to establish a campus which will accommodate the academy programs, graduate programs and immigrant programs.

This campus will need to fully accommodate 140 people at full capacity.

### Staff

Preserving our high quality personnel along time is a significant challenge, especially bearing in mind that Nazareth Eilit lacks in young population and is remote from desired academic establishments.

## Summary of Activity Program for the next three years

Year of Activity	Mechina Tavor 218	Keshet grade 11	Keshet grade 12	Olim la Tavor	Summer program Children from Abroad	Adults Program	Permanent Staff on Payroll	Benefits	Annual Budget
	10 Months Boarding School	5 Seminars	6 Seminars	Month of Activity	Month of Activity for Jewish youth	2.5 Month of Activity	New Immigrants & Foreigners not included		
2012-2013	40	-	-	Summer 25	-	-	6	65	
2013-2014	42	40	-	Summer 30	-	-	7	122	
2014-2015	43	55	35	Summer 30 Winter 30	25	-	9	208	1,300,250\$
2015-2016	48	55	45	Summer 35 Winter 35	35	Pilot – 30 Class 2 – 30	11	305	1,400,000\$
2016-2017	50	55	45	Summer 35 Winter 35	40	Class 3 – 30 Class 4 – 30 Class 5 – 30	12	345	1,500,000\$

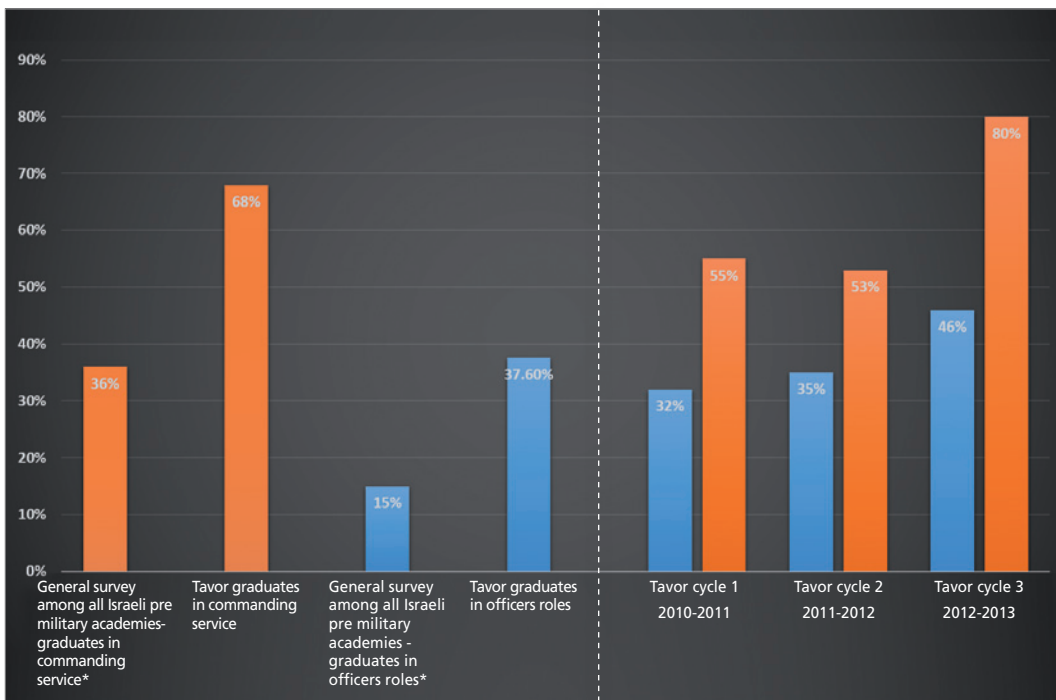




## Activity Plan - additional points to be considered

- We intend to become involved in the training process of IDF officers through Zionist & Jewish identity enhancement.
- We intend to gradually raise staff salaries in the coming years in order to meet attractiveness of competing organizations and, provide payment conditions which suit a leading educational organization.

## Officers & NCO IDF service, among Tavor graduates



Command Position (NCO & Officers)

Officers

\* Based on survey performed by Ben-Gurion University



# Vision and Mission

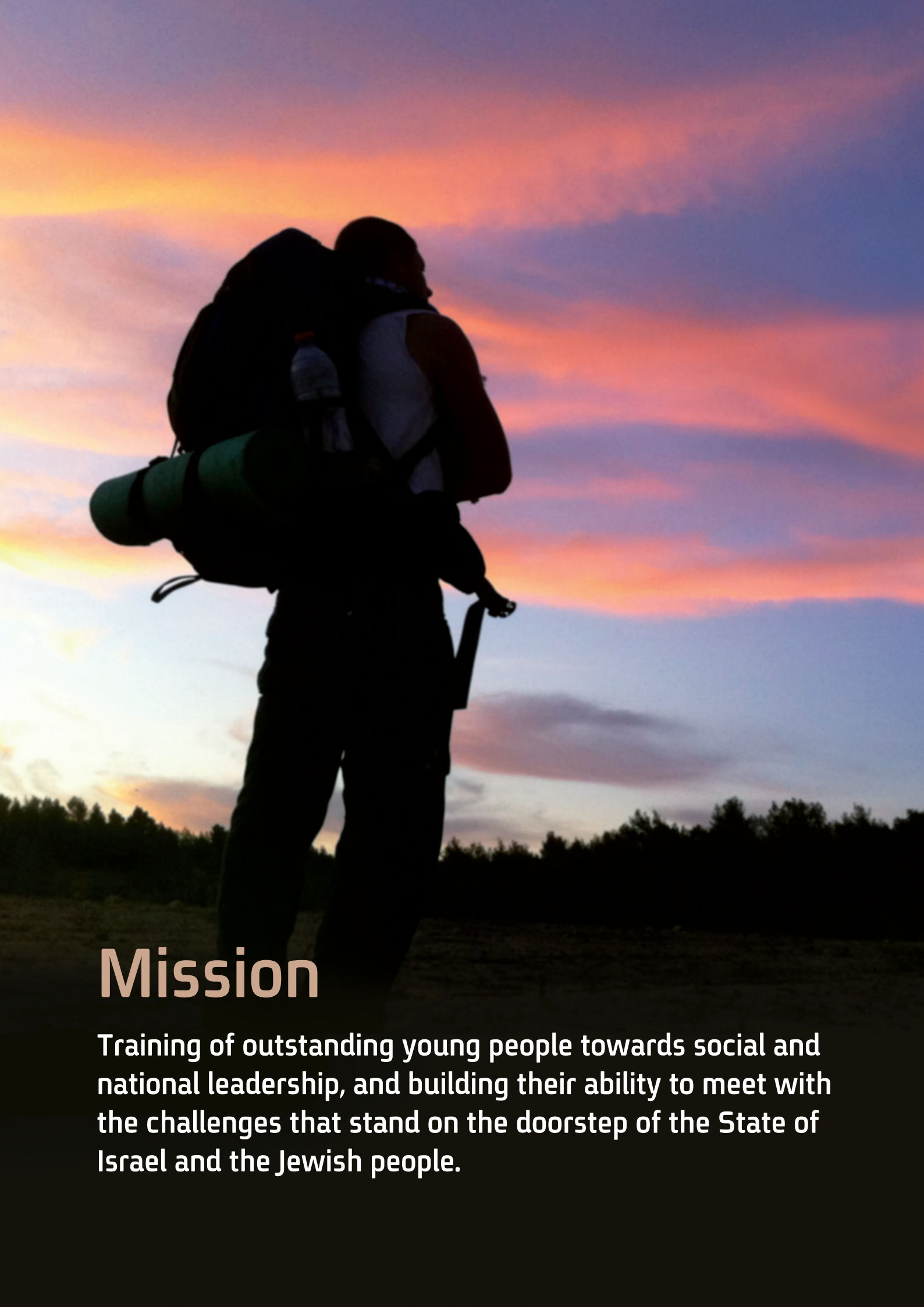
Vision - Young Leadership driven by a sense of mission and commitment to the prosperity of the State of Israel and to it becoming a cultural and spiritual center for the Jewish people.

## Ideology

- In order to affect influential events in the Israeli society, an impact must be made on the secular social ruling elite.
- The post-modernist beliefs and perceptions of our secular elite, have increased the weight of individualism & universalism and weakened the importance of the Jewish-Zionist identity.
- Even in today's "shallow world" there is significance to and a place for Judaism and Nationalism and their integration into Zionism, and for their power to influence and to fill the lives of the individual, family, community and nation with cultural and spiritual richness, out of which the pillars for the construction of an exemplary Israeli State will be raised.

## Educational Goals

- Enhancing the Jewish-Zionist identity.
- Personal moral empowerment, with emphasis on optimism, modesty, national pride and excellence.
- Capacity building – moral, professional, physical and mental – for a meaningful service in the commanding ranks of the IDF.
- Developing leadership skills and social awareness.
- Encouraging curiosity, intellectual depth and independent thinking.



# Mission

**Training of outstanding young people towards social and national leadership, and building their ability to meet with the challenges that stand on the doorstep of the State of Israel and the Jewish people.**

## Logical model - Activity of Tavor Academy for Social Leadership: Desired impact and results

Input	Activity	Output	Result	Objective
<b>Resources</b> 3.5 million NIS  <b>Programs</b> Tavor Pre-military Mechina  Keshet leadership program for high schools  Graduates Program  Mechina for New Immigrants  <b>Staff</b> <ul style="list-style-type: none"> <li>CEO of the Association</li> <li>Head of Mechina</li> <li>Head of Keshet</li> <li>Training Staff</li> <li>PR and Spokeswoman</li> <li>General Administration</li> <li>Nazareth Illit Facility</li> </ul>	<ul style="list-style-type: none"> <li>Personal support</li> <li>Controlled group feedback</li> <li>Moral "chavruta" learning</li> </ul>	Building of personal values with emphasis on modesty and excellence with the aid of Jewish sources, feedback from the staff and within the framework of the group	<b>Short Term [1-3]:</b> <ul style="list-style-type: none"> <li>Rise of interest in in Judaism and Zionism</li> <li>Increasing motivation for social involvement</li> <li>Meaningful military service, commanding ranks and excellence in courses and functions</li> </ul> <b>Medium term [5]:</b> <ul style="list-style-type: none"> <li>Academic education for all graduates, at least 15% in Humanities</li> <li>10% continue to senior command positions in the IDF</li> <li>Social involvement in the third sector either as volunteer or paid</li> <li>Graduates' social network expanding the range of possibilities for graduates to integrate into social and public activity</li> <li>Starting a family</li> </ul> <b>Long Term [10]:</b> <ul style="list-style-type: none"> <li>Integration into key positions at all possible places of influence: media, legal system, economy, education and defense.</li> <li>All graduates continue living in Israel</li> <li>Living in challenging areas in the Negev, Galilee and periphery</li> <li>Various residential community frameworks</li> <li>Graduates will continue Jewish studies in various settings or independently: Secular Beit Midrash, KOLOT, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Secular junior ranks highly motivated with sense of mission</li> <li>Creating a common language between secular and religious citizens</li> <li>Development of an Israeli culture that reflects a deepening relationship with the Sources and Jewish Heritage</li> </ul>
	<b>Course on Israel's defense history</b> Combat Legacy evenings and meeting with commanders and military units	Enhancing the motivation for a meaningful military service		Broad internal consensus in Israeli society about the State of Israel being the national state of the Jewish people
	<b>Pre-military Training</b> <ul style="list-style-type: none"> <li>4 series of navigation and field training and a First Aid course</li> <li>Physical training program and martial arts</li> </ul>	Providing useful tools for military service, granting the graduate advantages in dealing with command positions and as side effect strengthening the junior commanding ranks in the IDF		Liberal Zionist worldview in the core of the political consensus in Israel = Stands at the foundation for most of the political forces
	<b>Jewish studies</b> <ul style="list-style-type: none"> <li>Moral "chavruta" learning</li> <li>Dialogue about identity and Judaism</li> <li>Talmud classes, Chassidut, etc.</li> <li>Celebrating Shabbat and holidays in a Jewish atmosphere</li> <li>Judea and Samaria Series</li> <li>Theme Weeks - Birth of a Nation, Holocaust and Resurrection</li> </ul>	Establishing a foundation for knowledge of Judaism and from here deepening the sense of belonging to Judaism		Development of an intellectual elite with a Jewish Zionist identity
	<b>Zionism and identity studies</b> <ul style="list-style-type: none"> <li>Course on Identity, Society, Nationality</li> <li>Course on defense history</li> <li>Course on Israeli leadership</li> <li>Dialogue on the subject of identity</li> <li>Series Israel as a Jewish and democratic state, tour of Jerusalem, Holocaust and Tekuma</li> <li>Participating and initiating seminars such as day at Wingate etc.</li> </ul>	Establishing a foundation for knowledge of Zionism and developing a sense of belonging to the Zionist movement / the Jewish nation and the sovereign right to life in Israel		Increasing Aliyah to Israel
	<b>Study of Society and State</b> <ul style="list-style-type: none"> <li>Theme weeks and seminars: Economy, Foreign Affairs and Defense, Middle East, De-legitimization, Israeli Arabs, social initiatives etc</li> </ul>	Thorough introduction to the challenges of the State of Israel and the Jewish Thorough introduction to the challenges of the State of Israel and the Jewish people		
	Professional educational training in leadership <ul style="list-style-type: none"> <li>Meeting with various inspiring leaders from a range of fields</li> <li>Practical experience as part of social involvement and as part of the various committees and Mechina teams</li> </ul>	Developing Leadership Skills		
	Tours, hikes and Special Series	Expanding relationships and affinity to Israel		
	<ul style="list-style-type: none"> <li>Professional educational training in social involvement</li> <li>Active social involvement in a variety of areas</li> <li>Leading social projects</li> </ul>	Enhancing the motivation for social involvement		
	Team building and networking	Creating a social network		



## Budget Summary Tavor Academy for social Leadership 2014-2015

Category	Breakdown	Cost 2014-15
Association Staff	Association CEO and Head of the academy for Leadership	75,000 \$
	Vice President and Head of Graduates Program	65,000 \$
	Head of the Mechina	60,000 \$
	Head of the Keshet Program	44,500 \$
	Coordinator of Social Involvement	28,750 \$
	Office Manager	32,250 \$
	Instructor	20,000 \$
	Instructor	23,750 \$
	Public Relations 50%	13,750 \$
	Measurement Evaluation and Organizational Consulting	12,500 \$
	Management Board	1,000 \$
<b>Total Tavor Staff</b>		<b>376,500 \$</b>
Tavor Mechina	Lecturers and Trainings	35,000 \$
	Transportation to Activities	25,000 \$
	IDF Preparation, field series	20,750 \$
	Graduates Activity	7,750 \$
	Social Projects in Nazareth Illit	22,750 \$
	Student recruitment	18,250 \$
	Meals	85,000 \$
	Lodges and parking fee	6,250 \$
<b>Total Mechina Activities</b>		<b>597,250 \$</b>
Keshet Program	Five seminars eleventh grade	17,500 \$
	Six seminars twelfth grade	20,000 \$
	Shishi Keshet – Friday meetings	5,000 \$
	Keshet student recruitment	5,000 \$
<b>Total Keshet Program</b>		<b>55,000 \$</b>
<b>Summit Program</b>		<b>150,000 \$</b>
Olim la Tavor Program	Coordinator subsidized by the Ministry of Defense	4,500 \$
	Two graduate instructors subsidized by the Ministry of Defense	7,000 \$
	Activities	13,500 \$
	Accommodation and meals	15,000 \$
	Unsubsidized transportation	5,000 \$
	Transportation subsidized by the Ministry of Defense	25,000 \$
<b>Total Olim la Tavor</b>		<b>70,000 \$</b>
<b>Equipment</b>		<b>47,000 \$</b>
	Apartment rental instructors	87,500 \$
	Municipal taxes	20,000 \$
	Water	3,750 \$
	Electricity	10,000 \$
	Renovation women toilets	5,000 \$
	Renovation and addition mens toilets	7,500 \$
	Construction of a rope-complex	5,000 \$
	Renovation kitchen	21,250 \$
	Construction development planning	10,000 \$
	Construction of Beit Midrash	25,000 \$
	<b>Total expenses for buildings</b>	
	Electricity, water, municipal taxes	7,500 \$
	Rent	28,500 \$
<b>Apartments new immigrants</b>		<b>36,000 \$</b>
<b>Administration</b>		<b>15,000 \$</b>
<b>Public Relations</b>		<b>26,750 \$</b>



Category	Breakdown	Cost 2014-15
<b>Cars</b>	Car CEO	18,000 \$
	Car VP	18,000 \$
	Car Dmax	36,250 \$
	Car Keshet coordinator	18,000 \$
	Car head of Machina	18,000 \$
<b>Total Cars</b>		<b>108,250 \$</b>
<b>Total expenses</b>		<b>1,300,250 \$</b>
Governmental funds	Ministry of Education	243,500 \$
	Ministry of Defense for Olim la Tavor	40,000 \$
	Municipality of Nazareth Illit- construction Budget	75,000 \$
	Municipality of Nazareth Illit- activity Budget	50,000 \$
	Participation in rent Olim la Tavor	24,000 \$
<b>Student's Participation</b>	Students' participation	112,500 \$
	Students' participation Keshet program twelfth grade	5,000 \$
	Students' participation Keshet program eleventh grade	11,250 \$
	Students' participation Summit program (30 students)	174,000 \$
<b>Donations Israel</b>		125,000 \$
<b>Private Donation USA</b>		300,000 \$
<b>Funds</b>	Avi Hai Foundation	35,000 \$
	Gratzman Foundation	12,500 \$
	Jewish Federation of San Fransico	50,000 \$
<b>Other Fundation</b>		40,000 \$
<b>Total Revenue</b>		<b>1,297,750 \$</b>



## End of year questionnaire Keshet Program eleventh grade pilot (1-5, 5 high)

I'm happy I took part in the project this year and would love to take part again next year	4.83
I feel commitment to the project	4.2
How much has the project increased my desire for Shnat Sherut (social voluntary service) / Mechina	4.3
I feel the project strengthened my Jewish, Zionist identity	4.2
I felt the project was meaningful for me	4.6
I felt connected to instructors	4.5
I feel connected to my groups' members	4.1
To which extent do I feel I have learned new things through the project	4.5
How important is it for such a project to take place	4.9



## What did you receive/learn from the project (from end of the track pupils' evaluations)?

- I learned to listen better, to present my opinions; I learned a lot from all the lectures, I stopped being a "couch potato" who only complains all the time.
- I was exposed to things from Judaism that I hadn't been exposed to before, I met amazing friends, and I learned a lot of things about leadership and initiative.
- I connected to a lot of people I had never met before. I learned what are the organization level and skills needed to build a hike or an activity unit, from a logistics point of view (unlike many Scouting trips unfortunately).
- I made amazing friends and I got to know and understand other people's opinions, even if they are different from us.
- The project gave me the opportunity to learn things that I could not have reached by myself and to try to talk with people whose way seemed puzzling to me (for instance the people of "three mothers" organization).
- A lot of information about the State, Judaism, past, history, wars and warriors. And what has been done to achieve all of this.
- The seminars opened all sorts of subjects to me, that I did not think I would be interested in, as much as I actually turned out to be, and I continued to think about them at home after the seminars. The project is fantastic and I am happy that I was part of it, learned what I learned and got to know the people.
- I received a lot of knowledge that will help me a lot, and very meaningful knowledge about important issues in Israeli society.
- More knowledge about Israel mainly "through the legs" and about Zionism, getting to know people from completely different places.

## What did you learn about yourself this year?

- That I can change a situation that is not good for me and that I can positively influence society. I feel more connected to Judaism (not from a religious point of view) and I discovered how beautiful and how important it is, for secular people too, to learn and read about it.
- I learned about myself. I found that I love Israel and its landscapes even more and that I have a great influence on how life in the country will be in the future.
- I discovered that I have potential and a lot of capabilities that I did not use because of laziness.
- I learned that I actually do not know enough in order to make large decisions like if I am left or right-wing and so on. I also learned to open up to people to whom in daily life I was not exposed or would make contact with.
- I learned that in order for others to respect your opinion you have to respect all opinions. I learned self-restraint, I acquired new opinions and I learned how to express them.
- When I grow up I surely will do something that has to do with society, and that Zionism takes a large and central part in my life and that I am shyer than I thought!!
- I learned that in the future I want to do something that goes beyond just taking care of myself.
- That I function best when I lead things. It makes me use my brain and act best. That has made me want to proceed to a commanding position in the army.
- That I like the desert much more than I thought.
- I learned that I judge too fast and that it takes time to know and getting to know.
- I can't really indicate just one thing, but I have no doubt that I learned a lot and that I changed a lot and I loved that Keshet made me think about things that I hadn't thought about before and to develop myself a little more.