



EIN PRAT
The Midrasha

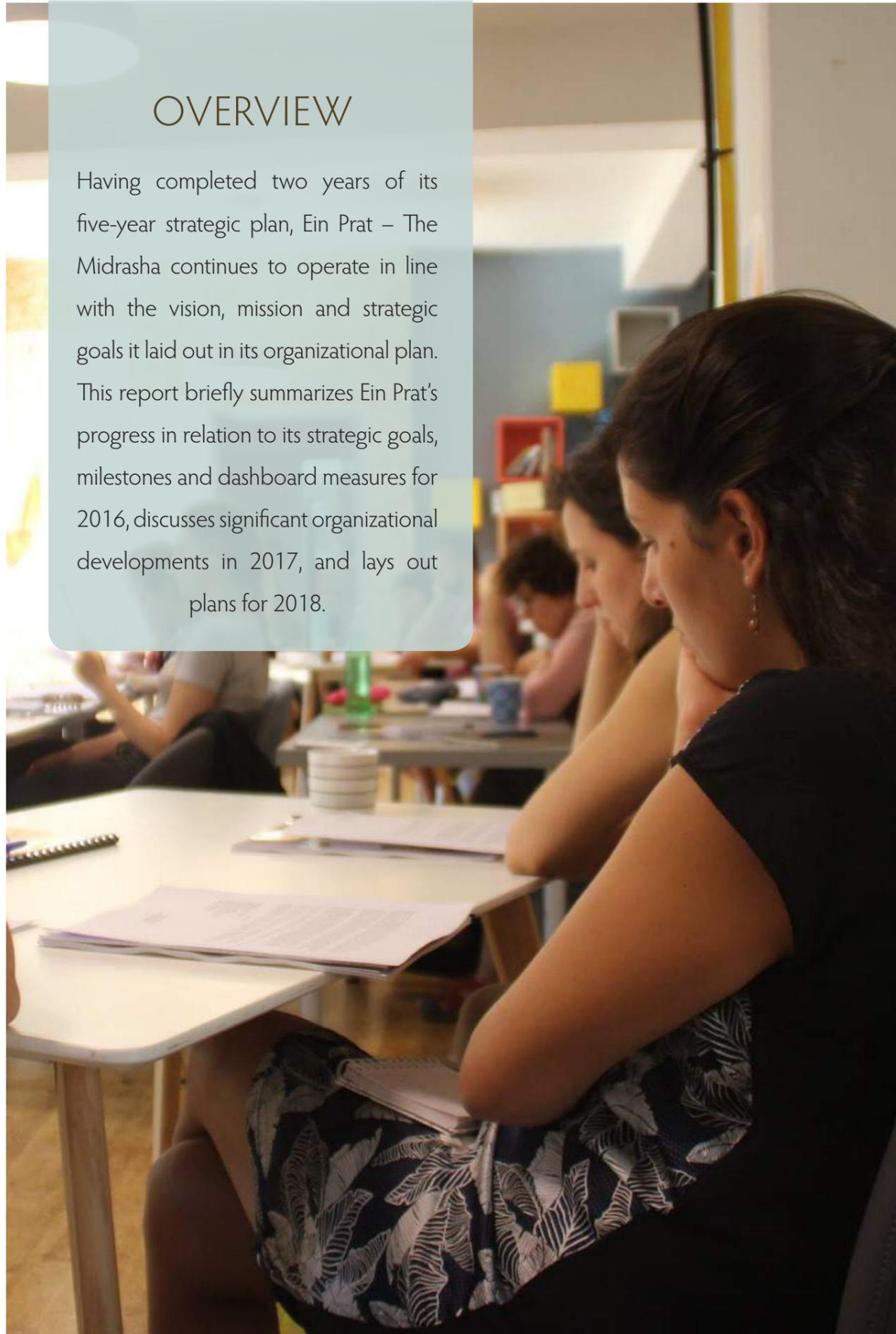
2020 STRATEGIC PLAN: 2017 REPORT

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OVERVIEW

Having completed two years of its five-year strategic plan, Ein Prat – The Midrasha continues to operate in line with the vision, mission and strategic goals it laid out in its organizational plan. This report briefly summarizes Ein Prat's progress in relation to its strategic goals, milestones and dashboard measures for 2016, discusses significant organizational developments in 2017, and lays out plans for 2018.



STRATEGIC GOAL 1

FOSTER NETWORK, CONTAGION, AND IDENTIFICATION WITH VISION OF A 'NEW ISRAELI MAINSTREAM'

Ein Prat's first strategic goal toward realizing its mission of cultivating a new mainstream of Israeli young adult is to nurture micro-communities of alumni and their peers, facilitate and support their connection to one another and their engagement in Jewish programming, and foster their ability to identify with the organization's vision of a new Israeli mainstream.

These assets – the network of alumni, the strength of the relationships within it, and its members' identification with Ein Prat's mission – are the vehicles through which the organization aims to bring about change among a generation of Israeli young adults, as described in Ein Prat's 2015 strategic plan.

The importance of alumni to the organization's theory of change is evident in Ein Prat's allocation of funds: in 2017 alumni network programming constituted the single largest program area in terms of expenses, accounting for 31% of the organization's total expenses (for a breakdown of the 2017 expenses by program area please see the appendix).

Progress toward the first strategic goal in 2017 was consistent with the specific milestones set at the end of 2016.

ALUMNI NETWORK AT A GLANCE:

Total alumni = 2,486



live in and around Jerusalem



joined the network in the last three years



are married or in long-term relationships



are parents

MILESTONE 1

Establish new, expanded hub in Jerusalem with weekly programming for alumni and peers

While Ein Prat's alumni live all across Israel, there are three reasons that the organization is increasing its investment in Jerusalem. First, Jerusalem is home to nearly 1,100 alumni or 51% of the organization's total alumni body. Second, Jerusalem's significance for the Jewish people makes it the natural heart of Ein Prat's mission to nurture a new Israeli mainstream of young adult. Third, Ein Prat regards alumni programming in Jerusalem as a replicable model for its future growth and believes that investments in the structure and quality of its programming in Jerusalem set the bar for what micro-communities of alumni in other cities can seek to nurture.

Milestone Met ➤ Ein Prat opened the doors of the new Jerusalem 'Beit Prat' early in 2017. While the launch date for the new alumni center was originally set for the very beginning of 2017, unforeseen delays due to renovation complications moved the date back to the end of the first quarter of the year. Notwithstanding the delay of several months, the launch and operations of the new hub succeeded in boosting alumni and peer engagement in the manner that Ein Prat sought. Located in the heart of a trendy downtown Jerusalem neighborhood and highly accessible to alumni and their peers, the alumni center provided evening programming every week and an open community space for working and meeting every morning from spring until the summer university recess and again beginning in October 2017.

By the time of the writing of this report, the alumni centre had served more than 700 young adults, including over 370 alumni (53%) and 330 of their peers drawn to the alumni center activities through sheer word of mouth. Called 'sociological alumni' by Ein Prat's staff, the hundreds of non-alumni who participated in alumni programming this year (and consistently over the past several years) constitute powerful evidence of the attractiveness of Ein Prat's programming and messaging, and of its appeal for young adults. This attractiveness and appeal is both a measure and a means of the organization's ability to impact the young adult demographic beyond its alumni, in pursuit of its mission of nurturing a new Israeli mainstream.

In addition to the weekly activities for alumni in Jerusalem, this year Ein Prat conducted nearly 40 program events for alumni in Tel Aviv and nearly 30 for alumni in Beer Sheva.

MILESTONE 2

Provide intensified program framework integrating newest alumni

In 2016 68% of the newest alumni – defined as those who joined the alumni network within the past three years – participated in ongoing programming as compared to 29% of veteran alumni. Ein Prat believed that further investment in this extremely high level of engagement could grow it even more and therefore sought to develop a special framework to promote the engagement of new alumni.

Milestone Met

➤ In 2017 Ein Prat created a distinct program framework for the newest entrants into the alumni network. By the time of the writing of this report 73% of all new alumni had actively participated in programming, representing an increase of 5% over the previous year at this time.

MILESTONE 3

Facilitate network-wide conversation on organizational mission through open sessions and Internet platforms.

The identification of alumni with Ein Prat's mission of nurturing a 'new Israeli mainstream' is crucial to the organization's capacity to realize this mission. For this reason Ein Prat proactively seeks ways to foster this identification by inviting alumni to be partners in discussing and refining the mission.

Milestone Met

➤ This year Ein Prat conducted a series of evenings that engaged 165 alumni (and, remarkably, 92 non-alumni peers who also felt sufficiently identified with the organization to choose to take part in this internal conversation), and uploaded the conversation to the Internet to engage others in the alumni network.

Another way Ein Prat continued strengthening alumni identification with the mission this year is through facilitating volunteerism within the alumni network. A long-standing practice in the Ein Prat community, volunteerism enhances alumni commitment by nurturing a self-selected cohort of highly identified and committed individuals who devote thousands of pro-bono hours to carrying out the behind-the-scenes tasks involved in providing the ongoing programming for their peers. This practice also meaningfully reduces the costs involved in providing such programming and helps Ein Prat operate with greater economic efficiency and leverages the value of each dollar invested in the organization. In 2017 111 alumni volunteered for the duration of the year, 65% of whom are new alumni.

MILESTONE 4

Conduct specialized boutique programs for specific alumni groups

A further means by which Ein Prat enhances alumni engagement is through providing programming tailored to their individual interests.

Milestone Met

➤ This year Ein Prat conducted three specialized boutique programs for alumni sub-populations. One program engaged 30 alumni in a five-day intensive study retreat on prayer; conducted during the Days of Awe, the seminar featured study sessions, traditional morning Slichot' Piyutim (traditional singing), and lectures by educational leaders including Rabbi Tamar Elad Applebaum and former Member of Knesset Ruth Calderon. A second program served alumni

who aspire to lead prayer services for their peers and provided 27 alumni with a framework in which they explored the roles and functions of prayer leaders, studied prayers, and prepared and led prayer services for nearly 1,000 of their peers over Yom Kippur, Israeli Independence Day and on select Shabbatot. A third program served a core group of eight alumni activists engaged in spearheading social change initiatives in and around the city of Jerusalem, and provided them with peer coaching in fundraising and strategic planning, social networking opportunities, and increased access to the Jerusalem municipality's resources for young activists.

MORE THAN 2,400 YOUNG ADULTS engaged in person and electronically over the year

492

frequent participants

76

program events took place in Jerusalem serving 632 distinct users

38

program events took place in Tel Aviv serving 214 distinct users

25

program events took place in Beer Sheva serving 156 distinct users

73%

of new alumni engaged in programming

110

alumni served as volunteer activists and contributed thousands of hours



STRATEGIC GOAL 2 GROW ALUMNI NUMBERS

The second goal toward realizing Ein Prat's mission of nurturing a new mainstream of Israeli young adult is to grow the cadre of alumni that serves as the engine for this social change. The strategic plan envisions annual growth of 4%-5% in the summertime Elul program and a steady participation level in the semester-long Mabua program that Ein Prat conducts twice each year.

MILESTONE 1

Recruit for and conduct Elul program with 205 participants

Milestone 98% Met

A total of 200 young adults participated in the Elul program in this past summer. While the original participation target was 205 and no less than 800 young adults expressed interest in the program despite the continued proliferation of competing programs, Ein Prat ultimately made a strategic decision to cap enrollment at 200 in order to accommodate the whole participation body through three campuses rather than the originally planned four

campuses. By doubling the number of participants at the Jerusalem forest campus over the previous summer, Ein Prat was able to substantially reduce the strain on administrative staff and teaching faculty, meaningfully enhance program oversight and save modestly in expenses.



In the Words of 2017 Participants Ein Prat is:
 “...hope for Israel’s future.”

“...Jewish renewal and a place healing the rift between Israel’s secular and religious.”

“...a place in which I have encountered myself anew; an opportunity to take down the walls, look inside myself, ask who I am, where I am coming from and where I am going.”

In advance of the program Ein Prat implemented a new organizational policy of declaring and enforcing ‘no phone zones’ on its campuses. These zones, which include the Beit Midrash where participants study and meeting rooms in which staff meet face to face, enabled higher quality interactions and learning without the distraction of outside interference. Numerous participants in the program reported that the enforcement of phone-free zones contributed to the quality of their experience, self-discovery and learning.

BREAKDOWN OF ELUL COHORTS:

	ELUL 2017	ELUL 2016
Women	64%	65%
Men	36%	35%
Average Age	25.1	26.2
University Students	52%	52%
Religious	52%	55%
Secular	39%	36%
Traditional	6%	4%
Other	3%	5%

DATA ON SHORT-TERM PROGRAM IMPACTS:

Elul participants report the program



Enhanced their appreciation for different worldviews



Deepened their desire to make a positive difference in Israeli society



Enriched their Jewish identity



Strengthened their sense of being part of the Jewish collective

MILESTONE 2

Recruit for and conduct spring Mabua program with 33 participants

Adjusted Expectation As explained in Ein Prat’s 2017 mid-year report, Ein Prat scaled back participation in the spring four-month program in order to accommodate a strategic experiment in the form of an advanced Beit Midrash program conducted in parallel with the long-standing Mabua program.

The pilot program, which served eight alumni participants, aimed to provide select ambitious alumni with the opportunity to continue their learning and growth within the organization. While successful in terms of providing participants with an educational experience they rated high on quality and value, the pilot program met challenges in recruiting participants with the profile Ein Prat sought. For this reason Ein Prat is piloting a different model of the new program this fall; in this revised model, the program operates out of the Jerusalem Beit Prat and takes place only two days each week, thereby being more accessible to alumni of the desired profile.

This fall Ein Prat is also piloting a change in the long-standing Mabua program, shortening it from 16 to 14 weeks and making various scheduling changes in an effort to both cut the program’s cost and foster greater independent learning among participants.



STRATEGIC GOAL 3

RENDER VISIBLE AND EMBED CATEGORY OF 'NEW ISRAELI MAINSTREAM' THROUGH MEDIA PLATFORMS

Ein Prat's third strategic goal is to promote the visibility of the category of a 'new Israeli mainstream' through popular media channels, thought pieces and academic works, and social media. By rendering the category and its messaging visible, Ein Prat enables the impact of its work to ripple out far beyond the hundreds of participants who are its direct beneficiaries each year and touch the attitudes and behaviour of countless other young adults in their generation.

MILESTONE 1

Publish two new books for general Israeli audience and conduct promotional campaigns

Exceeded Expectations for First Book In the spring Micah Goodman published **Catch 67: The Ideas Underlying the Conflict Tearing Israel Apart**. Since its release, the book's success has exceeded all expectations and ranked consistently at the top of Israel's bestsellers lists across all reading categories. The book and Micah Goodman's thought leadership have been the subject of more than 35 news items in national and international media outlets, including a full page profile in

the weekend edition of the New York Times, a lengthy analysis in the Times of Israel, and a polemic piece in Haaretz by former Israeli Prime Minister, Ehud Barak. More than 220 events and talks on the book have taken place around Israel with some 7,000 members of the Israeli public and the book has been the subject of discussion among leading Israeli public figures including MK Yair Lapid and MK Naftali Bennett. The book has already been translated into English and is tentatively scheduled for publication in the fall of 2018. Due to the book's success and on the recommendation of the Israeli publishing house Kinneret Zmora-Bitan, the publication date of the second book has been moved back to the fall of 2018.

MILESTONE 2

Air new television specials

Milestone Met Since January 2017 Israel's leading television station, Channel 2, aired eight television specials produced in collaboration with Ein Prat. These specials give national visibility to Ein Prat's organizational mission and nuanced inquiry into Jewish Israeli identity.

MILESTONE 3

Conduct Ten Days of Gratitude campaign

Exceeded Expectation Taking place over the ten-day period linking Holocaust Remembrance Day and Israel's Independence Day, the campaign exceeded Ein Prat's expectations this year. More than 30 cities, local councils, communities, and organizations from all across Israel partnered in the campaign. Examples of partners include: Jerusalem municipality, which adopted the campaign nearly city-wide with installations at major public venues such as the central bus station, major downtown squares and activities at tens of community centres and public schools; public leaders such as Speaker of the Knesset Yuli Edelstein, Minister of Welfare Haim Katz, and Jerusalem Mayor Nir Barkat; and large-scale organizations including the Jewish Agency for Israel and Tzofim – The Israeli Scouts Movement.

In addition to the above activities, Ein Prat conducted a massive 25-hour framework for Yom Kippur, the holiest day of the Jewish year that served over 1,000 young adults from across the religious spectrum; it was the largest pluralistic young adult community prayer in Israel and was covered by social media posts in Hebrew and English, further contributing to the visibility of Ein Prat's activity.

STRATEGIC GOAL 4 ALIGN INSTITUTIONAL STRUCTURE AND BUILD CAPACITIES

Ein Prat's fourth goal toward realizing the mission laid out in the 2020 Strategic Plan is to align institutional structure with the organization's mission and strategy, and build its capacities. Progress has been strong and consistent with the milestones laid out in the plan, with the exception of two areas noted below.

MILESTONE 1

Amuta receives Section 46 tax status

Milestone Met ➤ The New Amuta, named Beit Midrash Yisraeli - Ein Prat, received the official Section 46 tax status making donations to it tax-deductible. The Amuta also succeeded in receiving its 'Ishur Nihul Takin' - certificate of good management - ahead of the scheduled time.

MILESTONE 2

Campus conceptual plan developed, progressive shift of programs, development plan outlined and capital campaign launched. Ein Prat made significant progress raising money for a Campus and Capacity-Building Fund to help toward eventual relocation. Growth of this fund will be a strategic priority in 2018.

Action Stalled and Exploring Alternates: ➤ Little progress has occurred toward relocating Ein Prat's main campus to Jerusalem. While the municipality continues to express full commitment to the plan, the process of leasing the relevant property continues to be stalled in bureaucratic and political processes. For this reason and while remaining open to a breakthrough with the original plan for relocation, Ein Prat is advancing an alternative plan of relocating its campus to a new site in the vicinity of the current campus. This alternative plan would be highly economical in comparison to construction of

a campus in the city of Jerusalem and save Ein Prat the need to launch a massive capital campaign. But it would not achieve the desired goal of shifting all of Ein Prat's activities to Israel's capital city. The first half of 2018 will be determinative in terms of Ein Prat's relocation directions. Ein Prat made significant progress raising money for a Campus and Capacity-Building Fund to help toward eventual relocation; growth of this fund will be a strategic priority in 2018.

MILESTONE 3

New website developed

Action Delayed ➤ Originally planned for the second and third quarters of 2017, the process of developing a new website has been moved back to 2018. Ein Prat is working with a branding and marketing firm headed by alumni of its programs to build a new website and rebrand in alignment with its new name.

Another noteworthy development in 2017 strengthening Ein Prat operationally and building its capacities is the reconfiguration of the organization's management structure through two significant changes. First, after more than five years during which Ein Prat was headed by a team of three – Micah Goodman as the overall director and two executive directors – Ein Prat has shifted to a more traditional hierarchy with Anat Silverstone as its Executive Director.

Ein Prat believes this shift will provide for greater optimization of individual managers' strengths while enhancing the organization's ability to foster communication between its different departments and among its growing number of staff. Second, after nearly a decade in which the burgeoning alumni network has been managed by a single director, Ein Prat has strengthened the network's leadership capacity by promoting two senior staff members from within the alumni network staff to serve as assistant directors.



LOOKING AHEAD TO 2018

As Israel marks 70 years since the founding of the State, the Jewish world will be focused on the Zionist project and its legacy. Ein Prat intends to harness this focus through a thoughtful campaign that leverages its work to date and takes it a step forward by advocating a shift in the Zionist paradigm from stressing Israel as a sanctuary to promoting Israel as a beacon for Judaism and the Jewish people. With plans to develop and launch a new website, publish and market a book focused on Zionism, Judaism and Ein Prat's message of a 'new Israeli mainstream,' and invest more heavily in visibility efforts nationwide, Ein Prat intends to make 2018 a watershed year in advancing its mission.

FINANCIALS (USD)

EXPENSE	JAN-DEC 2016 ACTUAL	JAN-DEC 2017 BUDGET	JAN-DEC 2017 ACTUAL	JAN-DEC 2018 BUDGET
Personnel				
Staff	\$793,424	\$900,000	\$983,018	\$1,170,000
Lecturers	\$146,772	\$170,000	\$163,068	\$190,000
Program				
Program Activities	\$292,863	\$570,000	\$369,584	\$770,000
Student Meals	\$349,845	\$420,000	\$338,860	\$405,000
Administration				
Rent, Utilities, Communication, Travel	\$170,581	\$180,000	\$155,379	\$215,000
Construction and Acquisitions	\$13,150	0	\$176,311	\$115,000
Operating Reserve		\$100,000	\$83,000	
Campus and Capacity Building Fund	0		\$500,977	\$675,000
Overhead	\$252,927	\$280,000	\$294,860	\$345,000
Total	\$2,019,569	\$2,620,000	\$3,065,057	\$3,885,000
INCOME				
Participant Tuition and Fees	\$298,526	\$300,000	\$388,345	\$352,220
Public Sector	\$1,316	\$1,500	0	0
Other Income	\$549,965	\$550,000	\$700,000	*\$1,529,000
Maimonides Fund	\$275,000	\$275,000	\$275,000	\$335,000
Russell Berrie Foundation	\$150,000	\$250,000	\$200,000	® \$200,000
Other Foundations	0	\$100,000	\$50,000	® \$100,000
Other Income	\$200,000	\$200,000	\$200,000	® \$200,000
Other Income	\$100,000	\$200,000	\$250,000	\$250,000
Other Income	\$50,000	\$50,000	\$50,000	0
Schusterman Foundation	0	0	\$140,000	\$100,000
Rochlin Foundation	\$50,000	\$50,000	\$50,000	® \$50,000
Jewish Community Foundation of LA	0	\$50,000	\$50,000	\$44,000
Additional Income (Lectures etc.)	\$31,488	\$15,000	\$51,712	\$22,000
Additional Donations	\$294,000	\$285,000	*\$660,000	® \$305,000
To Be Raised	0	\$318,500	0	\$397,780
Total	\$2,000,295	\$2,620,000	\$3,065,057	\$3,885,000

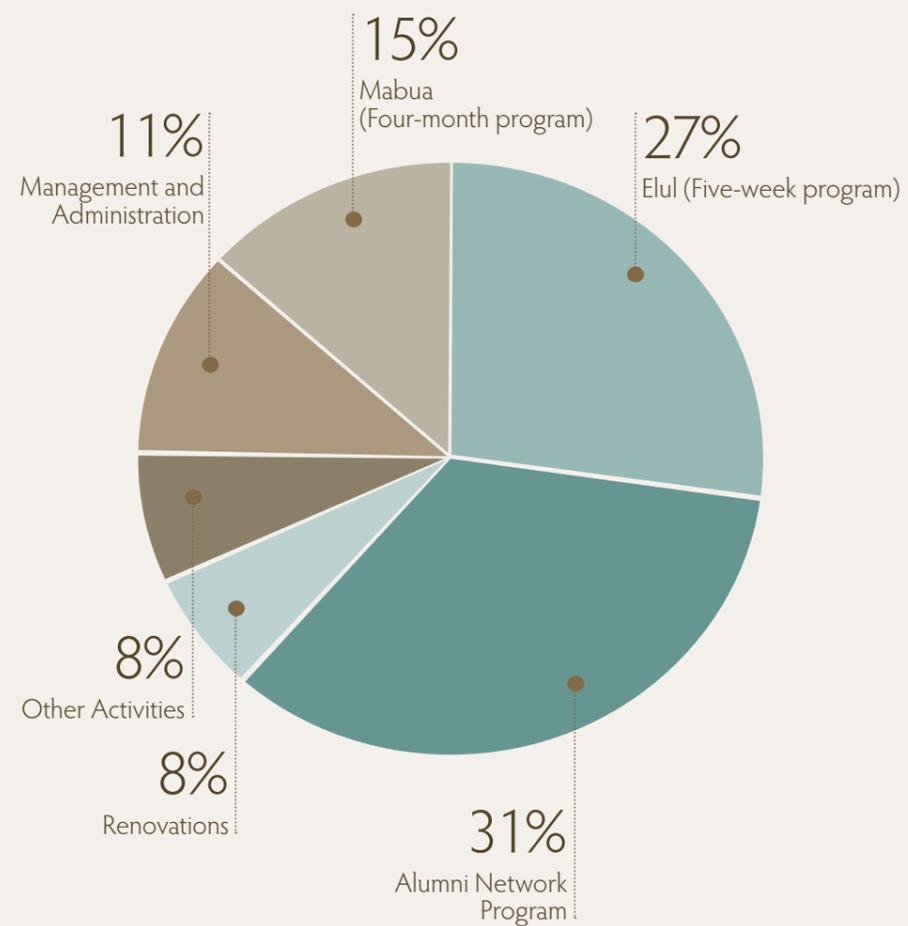
*Includes significant grants dedicated to the Campus and Capacity Building Fund
 ® Indicates Requested funds.

APPENDIX 1: DETAILED MILESTONES AND BENCHMARKS

GOAL	2017 MILESTONE	2017 OUTPUTS	2017 RESULTS	2018 MILESTONE	2018 OUTPUTS
1 Maximally grow alumni	Conduct two cycles of Mabua program with 33 participants each	150 apply for information, 100 interview for program and 33 participate in each cycle	196 applied for information, 93 interviewed for program, 24 participated in spring cycle and 35 in fall cycle	Conduct two cycles of Mabua program with 40 participants in each cycle	180 apply for information, 100 interview for program and 40 participant in each cycle
	Conduct Elul program with 205 participants	500 apply for information, 310 attend open-day and 210 register	800 applied for information, 300 attended open-day and 200 registered	Conduct Elul program with 205 participants	700 apply for information, 300 attend open-day and 200 register
2 Create network, foster contagion and cultivate identification with vision	Establish new, expanded hub in Jerusalem with weekly programming for alumni and peers	Hub renovations begin January, complete by end of month and hub opens for programming in February	Hub renovated and opened for programming in March, served more than 2,000 entrants comprised of 700 distinct users	Jerusalem Beit Prat provides ongoing programming for local alumni and peers throughout the program year	Jerusalem Beit Prat provides programming three evenings a week from November 2017 through June 2018, serving at least 2,200 entrants and 770 distinct users
	Provide intensified program framework integrating 2015 and 2016 alumni	Overall participation rates: Jerusalem – 55% of local alumni; Tel Aviv – 28% of local alumni; Beer Sheva – 13% of local alumni Conduct 3 Shabbaton reunions for newest alumni with 150 participants	Participation rates: Jerusalem – 51% of local alumni; Tel Aviv – 44% of local alumni; Beer Sheva – 38% of local alumni Conducted 2 Shabbaton reunions for newest alumni with 160 participants, and 2 additional Shabbaton reunions with additional 73 participants	Maintain alumni participation rates from 2017 through growth of 2018	Jerusalem – at least 90 evenings of activity with 55% of local alumni participating during year ; Tel Aviv – at least 40 evenings of activity with 28% of local alumni participating during year; Beer Sheva – at least 30 evenings of activity with 13% of local alumni participating during year
	Facilitate network-wide conversation on organizational mission through open sessions and Internet platforms	Conduct 6 evenings with 160 participants in total	Conducted 3 evenings with 162 participants in total	Recruit and facilitate framework of alumni activists who serve volunteers and stakeholders in organizational mission	60 alumni activists contribute hundreds of pro bono hours to network for programming, and engage in three seminars through the year and bi-weekly meetings
	Conduct specialized boutique programs for specific alumni groups	Conduct framework for at least 3 boutique groups with total of 40 participants	Conducted framework for 3 boutique groups with total of 65 participants	Initiate new partner track for self-selecting alumni and pilot new learning program for select group of alumni	At least 50 alumni pay dues as partners and set personal goals for community involvement over the year; at least 8 alumni participate in new pilot program twice a week during the year

GOAL	2017 MILESTONE	2017 OUTPUTS	2017 RESULTS	2018 MILESTONE	2018 OUTPUTS
<p>3 Render visible category of 'a new Israeli mainstream' and embed through media platforms</p>	Publish two new books for general Israeli audience and conduct promotional campaigns		Published <i>Catch 67 – The Ideas Underlying the Conflict Tearing Israel Apart</i> , book became national bestseller and garnered over 35 media items including a full-page author profile in <i>The New York Times</i> ; second book publication postponed to maximize sales of first	Publish English version of <i>Catch 67</i> and publish book in Hebrew on Jewish-Israeli identity and the essence of organizational mission	<i>Catch 67</i> earns publishing contract with leading publishing house in US; new book in Hebrew ranks among top 5 non-fiction books in Israel
	Air new television specials	Viewership of at least 250,000 per installment of television special	Aired 7 installments with viewership of more than 250,000	Air at least 10 new installments of television special	Viewership of at least 250,000 for installments
	Conduct national campaign for Ten Days of Gratitude	Over 45 entities partner in campaign including umbrella organizations, 14 municipalities, 5 universities/colleges and 20 schools			Conduct national campaign for Ten Days of Gratitude
<p>4 Align institutional structure and build capacities</p>	New Amuta receives Section 46 tax status	Task completed	Task completed	Rename and rebrand Amuta 'Beit Midrash Yisraeli – Ein Prat'	Branding process conducted with support of professional external entity, completed by November 2018
	Campus conceptual plan developed, progressive shift of programs, development plan outlined and capital campaign launched	Conceptual plan developed by March, programs transition to new campus beginning with Mabua in fall 2017, and capital campaign launched by October 2017	Plan to relocate campus to Jerusalem suspended due to lack of progress vis a vis municipality	Campus relocation plan developed Grow Campus and Capacity Building Fund	New plan for campus relocation developed with basic timeline and budget, and approved by board of directors
	New website developed	New website developed and operating by October 2017	New website put on hold	New website	New website developed and launched by October 2018

APPENDIX 2: ORGANIZATIONAL EXPENSES BY PROGRAM AND USE IN 2017



APPENDIX 3: SELECT MEDIA ITEMS ON EIN PRAT AND MICAH GOODMAN IN 2017

Alon, Yoni. "Israelis are building new Jewish bridges."

The Times of Israel November 16, 2017.

Barak, Ehud. "What the Israeli right gets wrong about security and the occupation, according to Ehud Barak." *Haaretz* May 13, 2017.

Goodman, Micah. "Why Ehud Barak's 'responsible left' argument won't convince Israelis." *Haaretz* May 19, 2017.

Kershener, Isabel. "A best-selling Israeli philosopher examines his country's inner conflict." *The New York Times* June 9, 2017.

Maital, Shlomo. "Catch 67."

The Jerusalem Report July 24, 2017.

Rettig Gur, Haviv. "The peace process hasn't brought peace. The case for moving on."

The Times of Israel June 27, 2017.



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midrasha.einprat.org/en

+972 2 6566209/10

Ein Prat - The Midrasha
9 Hazvi Street Jerusalem
93108 Israel