



2022 Vision: Reut in a Decade
2011 Annual Report
Development Plan for 2012-14
2012 Working Plan



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January, 2012

Dear Reut Community,

The Reut Institute is proud to present its 2011 Annual Report and 2012-2014 Development Plan. At the end of Reut's eighth year of operation, we remain committed to our vision, mission, purpose, strategy, and unique value proposition. We have continued to develop our methodological foundations, approach, and structure in order to serve our mission of sustaining significant and substantive impact in Israel and the Jewish world and making a global contribution.

This past year marks a major milestone in the process of institutionalizing Reut and establishing a new leadership structure. [Roy Keidar](#) joined Reut as CEO, transitioning [Gidi Grinstein](#) into the position of President. We strengthened [our team](#) by recruiting five new staff members and have reorganized our team into two taskforces of 6-8 persons, focusing on impact in the areas of the ISRAEL 15 Vision and on Israel's Security and International Affairs.

As the year 2012 begins, we feel confident in our ability to demonstrate multiple success stories in existing and new areas and see you as partners moving forward. If you plan to visit Israel this year, we invite you to visit our offices in Tel Aviv, where you can meet our team and hear about our developments in-person.

The Reut Institute is today, more than ever, ready, trained, equipped, and motivated to become Israel's leading agent of change. Since we offer our services pro-bono, we remain dependent on your friendship, support, and generosity. As always, we look forward to your feedback.

With deep gratitude,



Erez Meltzer

Chairman of Reut's Board of Directors

Vision, Mission, Purpose, Strategy and Unique Value Proposition

Reut's vision, mission, purpose, strategy, and unique value proposition remain stable and relevant and are not expected to change in 2012-14.

1. **The framework of 21st Century Zionism continues to guide our vision**, viewing Zionism as an agile and dynamic national movement that evolves to seize opportunities and address threats;
2. Reut's mission remains **"...to sustain significant and substantive impact on the future of the State of Israel and the Jewish world and make an indelibly Jewish and Israeli contribution to humanity"**, aspiring for a **prosperous and secure State of Israel and Jewish world**. Reut's purpose remains to become **"an institution that is Israel's most effective force of change"**, helping Israel to survive and thrive in a uniquely turbulent and adversarial environment;
3. **Reut's culture and values dictate its unique characteristics**: it is Zionist yet global; visionary yet pragmatic; agile yet focused; a leader yet a partner; creative yet methodic; avant-garde yet institutional; political yet non-partisan;
4. **Reut's unique value proposition** derives from its focus on Israel's fundamental challenges, by identifying strategic surprises and opportunities, articulating visions and designing strategies to realize them;
5. **Reut's strategy** for realizing its vision, serving its mission, and fulfilling its purpose continues to comprise three mutually reinforcing efforts:
 - **To sustain fundamental impact** in Israel and the Jewish world by catalyzing transformations in the mindsets, priorities, and conduct in areas that are critical to their security and prosperity;
 - **To develop an elite cadre of strategic leaders** and to assist them in assuming positions of authority, leadership, and influence in Israeli and Jewish public spheres;
 - **To build a cutting-edge organization** that specializes in developing strategies and effectuating them across a wide range of environments, with the hope that it will be emulated by public sector agencies.

2022 Vision

Reut's organizational vision for 2022 is to have realized its purpose of becoming Israel's most effective force of change, having made significant and substantive impact on the country's security and prosperity;

6. Reut will accumulate **multiple success stories of fundamental impact in areas of critical importance to Israel's security and prosperity**, including pursuing the ISRAEL 15 Vision and adapting Israel's security and international approach;
7. Reut will provide **Israel's most prestigious, extensive, and intensive experience for strategic leadership**;
8. **Dozens of Reut graduates will hold key positions** of authority, influence and leadership in Israel and the Jewish world;
9. Reut will serve as a **model for emulation**, inspiring the development of strategic units in multiple public sector institutions within national and local governments;
10. A '**Reut House**' will be built, which fits future needs and aligns with our brand;
11. Reut will be part of a **global network of organizations** that tackle global challenges, providing this network with a unique value proposition that is distinctly Israeli and Jewish;
12. Reut will have **synergetic relationships with leading academic institutions** in Israel and around the world.



2011 Annual Report

ISRAEL 15 Vision

13. **The ISRAEL 15 Vision has become an official national goal.** The government established a taskforce, which hired Rand Corporation to support the design of the strategy. Reut has been working towards this goal since 2006 and will continue to influence this process;

The public discourse about Israel's long-term development has been transformed. This was envisioned by Reut in 2008 as essential for realizing the ISRAEL 15 Vision and carried out under the leadership of TheMarker, Israel's premier business and economic publication;

"I heard about Reut's ISRAEL 15 Vision years ago, and now I see it in the words of the Prime Minister and I see it as a shared goal of the society."

*Prof. Ricardo Hausmann,
Director of the Center for
International Development,
Harvard University, 01/2011*

"We have an opportunity to become one of the 15 leading countries in terms of GDP."

Prime Minister Benjamin Netanyahu at the Israel 2021 conference, 01/2011



14. **TheMarker and Reut's "[Israel 2021 Conference](#)", which served as the Third Annual ISRAEL 15 Conference, convened 2,600 of Israel's 'serving elite' to discuss Israel's long-term development.** The conference was unprecedented in vision, scope, format and size. Reut's keynote speakers included Nobel Prize recipient, [Prof. Michael Spence](#), and Director of the Center for International Development at Harvard University, [Prof. Ricardo Hausmann](#);
15. **The only existing vision for Israeli society, titled: '[Growth, Inclusiveness and Community Building](#)', is a product of Reut's two-year effort.** It calls for Israel to become a network of prosperous and resilient communities. The document was published during the protests in 2011 in partnership with the [Ministry of Social Affairs and Social Services](#);
16. **Reut played a leading and constructive role in the social crisis of 2011,** based on its unique societal vision, the participation of its members in the protest leadership, and through [Gidi Grinstein's membership in the governmental committee](#);
17. **Reut continues to provide vision, leadership and direction for leapfrogging Israel's periphery,** focusing on the areas of the Western Galilee, in partnership with Raya Strauss Ben-Dror and [Partnership 2gether](#) of the Jewish Agency; and on the city of Tsfat, as well as on Beit Shemesh and Mateh Yehudah;
18. **Reut is unique in its strong strategic partnerships and collaborations** with government ministries, the [Jewish Agency for Israel](#), [Joint Distribution Committee](#), [Hevra Le'Matnasim](#) and more;
19. **[The new vision of the city of Tsfat](#) is based on Reut's work** in the areas of growth, inclusiveness, resilience and regional development. Its implementation in 2012 will be a national pilot for transforming struggling communities. Reut was also invited to develop a strategy to ensure that the new medical school will lead to a transformation of Tsfat and the Galilee.

"I have not seen anything like the Israel 2021 Conference."

*Prof. Michael Spence,
Nobel Prize recipient,
01/2011*

National Security

20. **Reut has consistently pointed to the [opportunity presented by the Palestinian unilateral bid in the United Nations](#), based on [Reut's strategic call for constructive unilateralism](#), which we have been developing since 2006. We continue to engage decision-makers on this issue;**
21. **The State of Israel and the Jewish world are 'punching back' against the assault on Israel's**

"The Big Tent for Israel conference was conceived by a local rabbi, Jonathan Guttentag, who was inspired by Reut's 2010 study." *The Jerusalem Post: 'TA think-tank Israel fought de-legitimization'*, 12/2011

- legitimacy** based on [Reut's definitive work](#) published in January 2010. Reut's extensive effort to build an effective global network peaked in our joint conference with the American Jewish Committee in Washington DC that brought together 250 leaders from nearly 30 countries and dozens of organizations. Other key Reut efforts took place in [London](#) and the [Bay Area](#);
22. Reut has been working to **bring Israel and the Diaspora closer** based on [our report](#) published in 2009, and through our work with the Israeli expatriate communities, particularly the [Israel Leadership Council](#) in Los Angeles, as well as with leading Jewish institutions such as [Birthright Israel](#), [Partnership 2gether](#) (formerly Partnership 2000), [Hillel](#) and [Jewish Community Centers Association](#);
 23. **A new vision of Tikkun Olam**, which aims to significantly raise the quality of life of up to one billion people within one decade, will soon be published in partnership with the [Alliance for Global Good](#).

Institution Building

24. **Roy Keidar** joined Reut as CEO, transitioning **Gidi Grinstein** into the position of **President**. This is a major milestone in the process of Gidi's succession and of institutionalizing Reut, which was launched in 2006. We will now establish a new leadership structure, termed 'two-in-a-box', whereby the CEO focuses on running the Reut Institute and the President drives several key organizational transformations;
25. **Reut continues to run Israel's premier training program for strategic leadership. Omri Dagan, Reut's previous VP, was appointed Head of the National Cadet Program for Public Service, and Calev Ben-Dor was recruited by the Ministry of Foreign Affairs' Policy Planning Division;**

"Reut has a unique modus operandi that is extremely "user friendly", non-intrusive, modest, and hence very effective."
Prof Manuel Trajtenberg, Former National Economic Advisor and Head of Trajtenberg Committee, 08/2009
26. We have reorganized [our team](#) into **two taskforces of 6-8 persons** focusing on the ISRAEL 15 Vision and on Israel's Security and International Affairs. While the former handles all efforts relating to Israeli society such as growth, inclusiveness, resilience and communities, the latter deals with national security, Israel's legitimacy and foreign policy, the Jewish world and Tikkun Olam;
27. We have recruited six new staff members who were carefully selected from more than 300 candidates, including Shirlee Harel to serve as Reut's Director of Development;
28. **We continued to develop and adapt our theoretical foundations, approach, methodology and structure** to increase its relevancy, effectiveness and efficiency;

29. **We expanded our impact and development efforts to Boston, Chicago, and Toronto**, adding to our existing communities in NYC, LA, Orange County, the Bay Area, and London. These efforts have been led by Roy Keidar, Shirlee Harel and Martin Ben Moreh;
30. **Reut became eligible for tax-deductible contributions in Israel** (equivalent to the 501(c)3 status in the USA), and **has raised 2.1 million USD in 2011** and a total of 10.5 million USD since 2004.

Development Plan for 2012-14

Fundamental Impact

31. Reut will continue to identify and tackle critical issues in areas that have great significance for Israel and the Jewish world's security and prosperity. We are currently in preliminary stages of exploring the issue of Science and Technology and their impact on Israeli national security and socio-economic development.

ISRAEL 15 Vision

32. **In 2011, the Government of Israel committed to designing a comprehensive strategy for realizing the [ISRAEL 15 Vision](#).** In 2012-14, Reut will impact this strategy working with its vision of high and inclusive growth, which we will continue to develop;
33. **Reut envisions that public discourse will continue to focus on Israel's long-term social and economic development.** We will develop new partnerships and platforms, including launching a new multi-media platform that will attract and support all those who are committed to serving Israel's future social and economic development;
34. **Reut's vision for Israeli society of becoming a network of prosperous and resilient communities will be endorsed by government agencies and local communities.** We will journey across Israel to present this vision and demonstrate its potential through the pilot in Tsfat and the strategic partnerships that will have been created to serve it. **Reut will also develop strategies to guide national and local programs in breaking the cycle of poverty;**
35. **The vision and strategy for leapfrogging the periphery will be developed and will be endorsed nationally and locally.** It will serve as a guide for government agencies, municipalities, local businesses and non-profits. Reut's work in the Western Galilee and in Tsfat, as well as in the area of Beit Shemesh and Mateh Yehudah, will create demonstrable and evident success stories on a national scale that are internationally acknowledged.

"Reut's recent economic initiative was stupendous in its importance and impact. Their ability to mobilize people and define a new path deserves recognition."

*Prof. Eugene Kandel, Head
of the National Economic
Council, 01/2011*

Israel's Security and International Affairs

36. **Reut will introduce a comprehensive framework regarding Israel's security and foreign policy and will advance its implementation.** This framework will combine soft power and hard power strategies to ensure Israel's regional and global security;
37. **Reut will continue to play a leading role in the fight against the delegitimization of Israel** by providing new ideas and methods to counter this attack, and by strengthening the 'Israeli network' [see Eran Shayshon in opposite photo addressing the "[Big Tent for Israel Conference](#)" in November 2011];
38. Reut will continue to **be a significant voice in relation to the possible establishment of a Palestinian state**;
39. **Reut will catalyze the realignment between strategy and structure within major Jewish institutions**, based on our concept of Jewish peoplehood. This will aim to serve today's more interconnected Jewish world, with Israel at its heart;
40. **Reut's vision on Tikkun Olam will mobilize Jews from Israel and around the world**, to improve the lives of the world's poor and needy through the use of Israeli technology and expertise. This vision will be published in 2012 and we will work to effectuate it thereafter through our partnership with the Alliance for Global Good.



Training Strategic Leaders

41. **Reut's training program for strategy and leadership will continue to be a leading program in Israel. An average of three Reut alumni will transition to public sector positions each year.** Reut will seek formal recognition by the Israeli government of our training program and practical experience.

Institution Building

42. **The new model of joint leadership whereby a President and a CEO will be fully integrated into the organization.** Additionally, eligible candidates for Reut's future leadership will be identified and groomed as part of an institutionalized leadership development and succession plan;
43. **The Reut [alumni network](#)** will be developed and deployed to enhance our influence in the public sphere, as well as to assist alumni in their leadership endeavors;

44. **By 2014, Reut will transition its planning and operational systems to a cash-to-budget basis**, raising its funds prior to committing to expenditures. Sources of funding will continue to diversify geographically and categorically with a continuing effort to gain financial support in Israel;
45. **An endowment fund** will be established to ensure Reut's organizational stability and resilience and initial funds will be secured;
46. **The 'Reut House' project will be launched** to design and develop the permanent home of the Reut Institute;
47. Reut will **develop a multi-media platform to serve the discussion of Israel's future long-term development** by Israel's serving elite;
48. The **Reut model will serve as 'case study'** for leading academic institutions around the world.

2012 Working Plan

ISRAEL 15 Vision

49. To present the **vision of Israeli society as a network of prosperous and resilient communities**, and to build partnerships for its effectuation;
50. **To deploy the vision and strategy for leapfrogging the periphery in the Western Galilee and in Tsfat**, through our partnership with Raya Strauss Ben-Dror and with [Partnership 2gether](#), as well as with the Mayor of Tsfat and the [Hevra Le'Matnasim](#). Furthermore, to mobilize the government to endorse our recommendations and to receive initial buy-in from municipalities, local businesses and non-profit organizations;
51. **To update the ISRAEL 15 Vision (Version C)** based on the new knowledge that has been accumulated and **to develop strategies for breaking the cycle of poverty** that will guide national and local programs in this area;
52. **To influence the national plan for realizing the ISRAEL15 vision**, which will be published this year;
53. **To initiate or join a global effort related to inclusive growth and breaking the cycle of poverty and to represent Israel** within this project.

"I would like to see the Reut Institute, local municipalities, and government sitting together. We need to partner to advance the brilliant ideas put down in Reut's reports."

Benjamin Ben-Eliezer, Minister of Industry, Trade, and Labor, 09/2010

Israel's Security and International Affairs

54. **To publish and present a new framework regarding Israel's security and foreign policy** that combines soft power and hard power strategies, and addresses the fundamental changes in the Middle East, following the so-called 'Arab Spring,' as well as the shifts in the international arena in the stature of the USA, Europe, China, Russia and other leading nations;
55. **To continue to lead in the efforts against the delegitimization of Israel**, focusing on strengthening the 'Israeli network' and through our partnership with the [American Jewish Committee](#);
56. To continue to **be a significant voice in the decision-making process regarding the possible establishment of a Palestinian state**;
57. **To work with leading Jewish institutions towards realigning their strategy and structure in the service and vision of Jewish peoplehood** and an interconnected Jewish world with Israel at its heart;

58. **To publish our vision of Tikkun Olam and to mobilize Israelis and Jews from around the world** to improve the quality of life of the world's poor and needy through the use of Israeli technology and expertise.

New Efforts

Reut is exploring the following issues as possible new efforts:

59. **Science and technology:** Israel's technological success, captured in the "[Start-Up Nation](#)" book by Dan Senor and Saul Singer, rests on extensive investments in scientific education and an influx of talented Russian immigrants. As both engines lose steam, Israel may lose its leadership in this area, compromising the prospects for economic growth and military superiority. Reut is looking to create a first-of-its-kind vision and approach to address this challenge.
60. **Public participation in governmental decision-making:** The social protests in 2011 demonstrated the acute need of developing channels for effective deliberation between the general public and government agencies. Reut plans to partner with [Google](#) to explore the potential for improving local and national decision-making based on greater public participation.

Training Strategic Leaders

61. **Reut will upgrade its training program for strategy and leadership. Two or three Reut alumni will transition to public sector positions in 2012.**

Other Major Efforts

62. **To overhaul** Reut's methodology and practices towards more efficient R&D processes and effective impact;
63. **To launch Reut's new media-platform – Reut.net** – in order to develop a platform for public education, awareness and discourse regarding Israel's long-term development.

Institution Building

64. **The new leadership model will be fully developed and deployed** by Gidi Grinstein and Roy Keidar in their respective positions as President and CEO. Eligible candidates for future leadership of the organization will be identified and their grooming for leadership will begin;
65. **The Reut alumni network** will be designed and launched;
66. **Reut will continue to build its financial reserves towards transitioning to a cash-to-budget planning and control basis expected in 2014.** Sources of funding will continue to diversify geographically and categorically, with a dedicated development

effort in Israel, which will be based upon our newly acquired eligibility for tax-exempted donations;

67. **The 'House of Reut' project will be launched;**
68. **The endowment fund will be set up to ensure Reut's organizational stability and resilience, with initial funds already received.**

End.

