



Avi Shnider (PhD)
Curriculum Vitae

1. Personal Details

Work:

School of Behavioral Sciences,
The College of Management

Home:

1 Hailanot street Kfar-Sirkin,
Israel

Email: ShnaiderA@[colman.ac.il](mailto:ShnaiderA@colman.ac.il)

Cell:972.54.5929522

2.Academic Education:

PhD in Organizational Sociology (2013)

Dept. of Sociology and Anthropology, Ben-Gurion University of the Negev (BGU).

Dissertation: Organizational Culture without Organization? Division of Labor in a Post-Privatization Moshav. (Advisors: Prof. Aviad Raz; Prof. Dahlia Moore).

MA Thesis Completion (2008)

Dept. of Sociology and Anthropology, Ben-Gurion University of the Negev (BGU)

Thesis: Dunam Here and Dunam There Lump after Lump - The Privatization Process of the Cooperative in a Moshav. The case of Moshav Zin. (Advisors: Prof. Aviad Raz)

MA in Organizational Development & Consulting without thesis (2005)

School of Behavioral Sciences, College of Management Academic Studies

BA in Behavioral Sciences, HR Management and Organizational Behavior (2003)

School of Behavioral Sciences, College of Management Academic Studies



3. Academic Ranks and Tenure in Institutes of Higher Education

Dates	Name of Institution and Department	Rank/Position
2021- present	School of Behavioral Sciences, College of Management	Senior Lecturer
2015- 2021	School of Behavioral Sciences, College of Management	Lecturer
2008- 2015	School of Behavioral Sciences, College of Management	Instructor
2014-2015	Ben-Gurion University Department of Public Policy and Administration	Fellow Teacher

4. Offices in Academic Administration

2021- present The Dean of Students. The College of Management.

2018 – 2021, Vice Dean, School of Behavioral Sciences, The College of Management.

2016- present, Chair of the MA program in Organizational Development & Consulting. School of Behavioral Sciences, The College of Management.

2017-present, member of the School Council.

2017-present, member of the School Curriculum Committee.

2015 –2016, Head of the internal and strategic consulting program, School of Behavioral Sciences, The College of Management.

2011 - Member of the School Council – Adjunct lectures representative.

2014 - Member of the College of Management "Press Team".

2008 -2012 Member of the school marketing committee.

2008 - Responsible for new and ongoing activities with school alumni.

2008 - present- Establishment and management the MA in Organizational Development & Consulting graduates page on Facebook. The page has nearly 1,000 graduates



registered. The page has become the main tool for preserving and creating ties with and between graduates.

5. Scholarly Positions and Activities outside the Institution

2021 – present Member of Expert Committee for writing Expert Report For the Government on the Future OF the Moshav

2018- present, Member of the Municipal Council Kfar Sirkin

2017 – present, Member of the Consulting Committee for the 'Joint' (American Jewish **Joint** Distribution Committee).

2013- present, Establishment and writer of the blog "Writer's Block". Inspired by the *public sociology* approach, this blog discusses day-to-day issues in a sociological perspective. The blog has more than 1,250 registered readers. Some of the posts in this blog were read by more than 10,000 people.

2011 – present, Establishment and management of the Facebook page "The Organization of the Future is not What it Used to be". An online community that includes scholars, consultants and managers discussing the changes in the labor market and organizations.

2005 – 2017 Private Organization Consultant.

6. Participation in Scholarly Conferences

Active Participation

Date	Name of Conference	Place	Subject of Lecture/Discussion	Role
2005	The Annual Meeting Ippa-Israeli Association for Organization Development	Rishon Le'Zion	A Reserve Army Platoon – Hegelian Prospective"	Lecturer
2007	Annual Meeting of the Israeli Human Resources Society	Kfar-Macabia	Ritual – to Feel the Culture	Lecturer
2008	The Annual Meeting Ippa-Israeli Association for Organization Development	Herzliya	Doctor Pharmacist or a Cashier at a Snack Bar? the Future Role of the Organizational Consulters	Lecturer



2008	The Israel Studies Association Conference.	New-York.	Privatization in the Moshav: A Structuration Perspective	Lecturer
2009	The Annual Meeting of the Israeli Sociological Society.	Rishon Le'Zion	Dunam here and Dunam There Lump After Lump - The Privatization Process of the Cooperative in a Moshav	Lecturer
2010	The 10th International Conference of Communal Studies Association	Emek Yezreel	Privatization in the Moshav	Lecturer
2010	Connections between Organization Structure and Strategy? Conference	Rishon Le'Zion	No Structure Strategy	Lecturer
2011	Annual Meeting of the Israeli Geographical Association. Tel-Aviv	Tel-Aviv	The Moshav as a Normative Space	Lecturer
2012	The Annual Meeting of the Israeli Sociological Society.	Jerusalem	Organization Culture without Organization	Lecturer
2012	Annual Meeting of the Ippa-Israeli Association for Organization Development.	Shefayim	New Organizational Forms	Lecturer
2014	The Annual Seminar of the Kibbutz and the Labor Party Researchers.	Givat-Haviva	Gendered Division of Labor in a Post Privatization Moshav	Lecturer
Since Last Promotion				
2016	Annual Conference for Human Resources	Tel-Aviv	Free-lances and Robots: A Pessimistic Perspective on the Future of Work	Keynote Speaker
2016	The Biennial Meeting of the International Society for the Study of Work & Organizational Values.	Brazil	Collaborative Work without Organization- the Role of Social Values and Practices in Non-Organization Work Process	Lecturer
2017	The Annual European SPES Conference.	Tel-Aviv	The Social Identity Challenge of the New Economy	Co - Lecturer
2918	The Biennial Meeting of the International Society for the Study of Work & Organizational Values.	Italy	Pre-Modern Gender Values in the Post Privatization Moshav	Lecturer



2018	The Annual Meeting Ippa-Israeli Association for Organization Development	Ruppin	Chaos and the Digital World	Lecturer
2019	The European Sociological Association Conference	England	Women Entrepreneurs: New Ideas, Old Practice	Co - Lecturer
2019	International Communal Studies Association	New-York.	The Role of the Location as a Main Infrastructure for the Cooperative: The Case of Moshav Zin	Lecturer
2020	The Annual Meeting of the Israeli Sociological Society,	Ramat-Gan	The Parliament – Professional Learning Practice in the Post Organization Era	Co-Lecturer
2020	The Annual Seminar of the Kibbutz and the Labor Party Researchers. 2020.	Givat-Haviva	Land as Identity - Identity as Land	Co-Lecturer
2021	The International Sociological Association Conference.	Brazil (by Zoom).	Women Entrepreneurs: New Ideas, Old Practice	Co-Lecturer
2022	The Annual of Eiba	Madrid	The future of Virtual teams	Co-Lecturer

Organization of Conferences or Sessions

Date	Name of Conference	Place	Subject/Role of Conference, Comments	Role
2014	Annual Meeting of the Ippa- Israeli Association for Organization Development.	Rishon Le'Zion		Member of the Organizing Committee
Since Last Promotion				
2019	The Rural District Round Table	Rishon Le'Zion	The Next Challenge of the Rural District - Community	Lecturer and Organizer
2019	The Traveling Seminar	Drom - Hasharon	Land as Symbolic Identity – The Case of the New Youth Movement	Co-Lecturer and Organizer



7. Invited Lectures\ Colloquium Talks:

Date	Place of Lecture	Name of Forum	Presentation/Comments
2013	College of Management Academic Studies. Rishon Le'Zion	Faculty Seminar School of Behavioral Sciences	The Practice Turn in The Social Science
2013	College of Management Academic Studies. Rishon Le'Zion	Faculty Seminar School of Behavioral Sciences	Work Ground - Collaborative Work in Absence of Organization
2013	College of Management Academic Studies. Rishon Le'Zion	schoolers Seminar School of Behavioral Sciences	In Between – the Struggle Between the Field and the Theory
2014	The Hebrew University. Rechovot	Faculty Seminar, Department of Agriculture Economic and Management in Robert H. Smith Faculty of Agriculture, Food and Environment.	Together and Alone – Collaborative Work Practices in a Post Privatization Moshav
Since Last Promotion			
2016	Haifa University.	Faculty Seminar. Department of Human Service	Work Ground: Organizational Culture without Organization
2018	College of Management Academic Studies. Rishon Le'Zion	The schoolers Seminar	Organization Community and Space in the Post Privatization Moshav
2019	College of Management Academic Studies. Rishon Le'Zion	President Merit Seminar	The Future of Work
2020	College of Management Academic Studies. Rishon Le'Zion (by Zoom).	Merit Seminar Haim Striks Low School	Identity Belonging and Solidarity in the New World
2020	College of Management Academic Studies. Rishon Le'Zion	Faculty Seminar School of Behavioral Sciences	The Stratified Middle Class and the Formation of Ethnic Identities (with Abutbul-Selinger, G)
2020	Jerusalem	IDF Central Comand Headquarter	The Structural Challenge of the New Organizational Forms



8. Research Grants

a. Grants Awarded

Role in Research	Co-Researchers	Topic	Funded by/Amount	Year
Co-Research	Tzafrir Bloch David and Yair Friedman	Empowerment of underprivileged populations in Israel by Gig Economy	Funded by the Joint Israel in amount of 30000 NIS	2018
Co-Research	Anat Guy and Hagar Gabay	Women Entrepreneurs: New Ideas, Old Practice	Funded by Het Academic Center for Research of Competition and Regulation in amount of 20000 NIS	2018
Co-Research	Chudner Irit	Hybrid Courses Following First Year COVID-19 Experience in Higher Education: Discrete Choice Experiment Among Students and Lectors.	Janusz Korczak Chair for Academic Education in the Digital age in amount of 15000 NIS	2020
Co-Research	Tamar Almor, Irit Chudner, Oleg Komlik, Guy Abutbul-Selinger and Marin Marinov	Virtual International Teams Research Network	Funded by Danish Agency for Science and Higher Education in amount of 17000 DDK (80000 NIS)	2020

b. Submission of Research Proposals – Not Funded

Role in Research	Co-Researchers	Topic	Funded by	Year	Score
Co-Research	Tamar Almor, Miriam Erez, Vasy Taras, Indika Dissanayake, Vladislav Maksimov and Esra Memili	The Psychology of Decision Making and Judgement in Crowds: (How) Can Crowds Be Wiser than Experts?	U.S-Israel Binational Science Foundation	2018	
Co-Research	Tamar Almor Vasy Taras, Indika Dissanayake, Vladislav	The Psychology of Decision Making and Judgement in Crowds: (How) Can Crowds Be Wiser than Experts?	U.S-Israel Binational Science Foundation	2020	



	Maksimov and Esra Memili				
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9. Scholarships, Awards and Prizes

Awards

2008 President Award for Outstanding Teaching Achievement. The College of Management Academic Studies. Rishon Le'Zion.

2016 President Award for Outstanding Teaching Achievement. The College of Management Academic Studies. Rishon Le'Zion.

2018 President Award for Outstanding Faculty Member Achievement. The College of Management Academic Studies. Rishon Le'Zion.

Scholarships, and Internal Grants:

Before Last Promotion

Summer Research Scholarship (PhD), BGU, 2011, 2012

Research Grant, School of Behavioral Sciences, College of Management Academic Studies, 2012.

Research Grant, School of Behavioral Sciences, College of Management Academic Studies, 2013.

Travel and Accommodation Grant International seminar on Practice-based Studies, Warwick University Venice, September 2013.

Research Grant, Yad Tabenkin is the Research and Documentation Center of the United Kibbutz Movement, 2015

Since Last Promotion

Research Grant, School of Behavioral Sciences, College of Management Academic Studies, 2016.

Research Grant, School of Behavioral Sciences, College of Management Academic Studies, 2017.

Research Grant, School of Behavioral Sciences, College of Management Academic Studies, 2018.



10. Teaching

Courses Taught in Recent Years

Year	Course Name	Type: Lecture/Seminar/Workshop/ High Learn Course/Introduction	Degree	No. of Students
2009	The Future of Work	Seminar	MA	14
2009 - 2014	Organizational Theory	Introduction	MA	20
2015 - present	The Israel Society	Advanced Course	BA	120
2017- present	The Sociology of Contemporary Issues	Introduction	BA	40
2011 - present	Organizational Diagnosis	Introduction	MA	50
2014- present	Organizational Sociology: Theory and Practice	Introduction	MA	50
2014- present	Practicum	Workshop + Supervision	MA	14
2017- present	Globalization	Advanced Course	MA	25
2019 - present	Accelerator for New Practices in OD	Workshop	Ma	25

Supervision of Graduate Students

Name of Student	Title of Thesis	Degree	Completion Date / in Progress	Students' Achievements
Hagar Gabay	Women Entrepreneurs: New Ideas, Old Practice	MA	March 2021	90
Yarden Kelter	Ecological villages – The New Rural Utopia	MA	in Progress	
Nama Zohar	Shifting Values in the Jewish Rural Cooperatives	PhD Candidate	in Progress	

Entrepreneurship in Teaching

Building and managing yearly OD Hackathon with leading companies from the Industry for MA students.



Building teaching connections with three Universities in Europe: Vu Amsterdam, Esade Barcelona and Goldsmith London and leading three student delegations for those courses.

11. Miscellaneous:

Previous Positions:

Teaching Assistant (in class instruction),

School of Behavioral Sciences, College of Management Academic Studies (2005-2008)

"Organizational Theory" MA level (Dr. Amichai Zilberman)

"Introduction to Sociology" BA level (Prof. Dahlia Moore)

"Research Methods" BA level (Prof. Dahlia Moore)

"Culture & Complex Organization" BA level (Dr. Amichai Zilberman)

12. Professional Experience:

Organization Consultant for leading entities in Israel including the IDF insurance companies the Moshavim Movement etc'.

PUBLICATIONS

Ph.D. Dissertation

Post-Privatization

Moshav. (Advisors: Prof. Aviad Raz; Prof. Dahlia Moore).

Scientific Books

Authored Books

Accepted for Publication.

Shnider, A. (Forthcoming). "Is it in his place? Organization Community and Space in the Post Privatization Moshav" (*BIMKOM MOSHAVO?* Organization Community



and Space in the Post Privatization Moshav). Approved for publication by the Yad Tabenkin Research Committee. (In Hebrew).

Articles in Refereed Journals

Published

Shnider, A. (2014). Gendered Division of Labor in a Post Privatization Moshav: The Case Study of Moshav Tzin in Southern Israel. *Journal of Rural Cooperation*, 42 (2): 180–196.

Since Last Promotion

Shnider, A. 2018. Book Review of: Emerging Profession - On the Development of Organizational Consultation in Israel. *Megamot*. (In Hebrew).

Almor, T. & Shnider, A. 2019. From knowledge enrichment to career development: The case of higher education in Israel. *Journal of Intercultural Management and Ethics*. 2: 53-64.

Shnider, A. & Guy, A. (2021). Women Entrepreneurs: New Ideas, Old Practice. *Regulation*. 97-118 . (In Hebrew).

Accepted for Publication.

ational Consulting.

Megamot. (In Hebrew).

Shnider, A. & Abutbul-Selinger, G. (Forthcoming 2022) The Stratified Middle Class and the Formation of Ethnic Identities. Submitted to *Ethnicities*

Articles or Chapters in Scientific Books

Since Last Promotion

Shnider, A. (2017). "Back to the Old village? Pre Modern Gender Values in the Post Privatization Moshav" in Fogiel-Bijaoui, S. & Sharaby, R. (eds). *Dynamics of Gender Borders Women in Israel's Cooperative Settlements*. Berlin. De Gruyter.

Accepted for Publication.



Shnider, A. & Shany, L. (Forthcoming 2022). The Position of the Moshav Ideology in the Labor Society: The Case Study of the Youth Movement. In Sofer, M. & Applebaum, L. *100 Years of Moshav*. Ramat Efal: Yad Tabenkin (In Hebrew).

Shnider, A. & Abutbul-Selinger, G. (Forthcoming 2021), G. Urban vs Rural: The Spatial Differences in Formation of Ethnic Identities. In, Abutbul-Selinger, G. (ed.) *Ethnicity in Israel: Law, Culture and Class*. Bar Ilan University Press: Ramat Gan. (In Hebrew).

Shnider, A. & Barnea M. (Forthcoming 2021). "Moshav Lame on Five – the Story of the Unusual Moshav". In Alterman R, & Drori, M. (eds). *The Land History of the Rural settlements*. Ramat Efal: Yad Tabenkin. (In Hebrew).

Work in Progress

Shnider, A. New Organizational Forms and the Future of Work. First synopsis of book has been sent to publishers.

Shnider, A. Raz, A. & Moore, D. Work Ground: Culture, Space and Organizing in an Israeli Moshav.

Shnider, A. & Shany, L. Land as Identity - Identity as Land.

Shnider, A & Chudner, I. Hybrid Courses following first year COVID-19 Experience in Higher Education: Discrete Choice Experiment Among Students and Lectors.

Other Publications

Managerial Thinking.

233:34-37. (In Hebrew).

Shnider, A. (2012). "Points of views: (Sociological) Thoughts on Sociological Concepts." *Sociology* 45(2): 5-6 (In Hebrew).

Other Works Connected with my Scholarly Field.

Shnider. A. Bloch, T. Friedman, Y. 2018. Empowerment of Underprivileged Populations in Israel by Gig Economy. Expert Report Handed to the Joint.

Shnider. A. and Others. 2020. Distance Working in Israel. Expert Report Handed to the Government by the Association for Ecology and Environmental Studies.



Media coverage and op-eds

"The Boundaries Between Organization Development and Entertainment Become Unclear" an interview by Hila Weissberg in *The Marker*. (20.9.2012).

"How to Separate Between Your Private and Professional Life" an interview by Maya Epstein in *The Marker*. (05.03.2013).

"The New Labor Market" an interview on *Osim Seder* with Gal Gabay A daily current affairs show channel 2 and channel 23 (30.12.2014).

"Working from home" an interview on the *Magazine* with Oshrat Kotler- A weekly magazine on current affairs show channel 10. (2016)

"Here Comes the Robots" an interview on the *Magazine* With Oshrat Kotler- A weekly magazine on current affairs show Channel 10. (2016)

"Working From Home" an interview on the *Musaf* With Geula Even. A daily current affair show channel 2. (2017)

"The Labor Market is Cruel for Youngsters" An Op-ed in *The Marker* (2.12.2014)

"The Future of Work from Home" an interview on the *Five with Rafi Reshef* A daily current affairs show channel 10. (7/4/2017).

"The Entrepreneur Mother Catch: New Work Practice Old Discrimination" interview by Shiri Dover Globs (17/5/2018).

"The Rural District is a Public Estates". An Op-ed in *Haaretz* (29.1.2019.)

"Disruptive Labor Market - Work and Career in the Covid-19 era" an interview on *The Morning Show* channel 13. (22/9/2020)

"The Road to the Unknown: Planing 2021 in cooperations" Interview by Talia Levin in *Mariv* (4/12/2020)

Summary of My Research Activities and Future Plans

My research focuses on social transformations in labor organizations in general, and particularly in the Israeli agricultural cooperative settlements in the early 21st century. As said by the Israeli poet Shaul Tchernichovsky "Man is but the imprint of his native landscape"; and so, my research interests emerge from my native landscape, focusing on space, organization, and community.

Avi Shnider PhD
March 2022



The theoretical foundation of my research is the notion that transformations in labor organizations in recent decades reflect social transformations in the late modern era, and the shift to post-modern society. My studies focus on the turning point of society in general, and particularly labor organizations and the labor world, from modernity to post-modernity. Labor organizations were shaped in the modern era, which started with the early signs of the industrial revolution. These organizations were both the foundation and the result of this social era, and so, we could say that the organizations formed in the modern era reflect modernity and its values.

The point of departure of my research, was the rural cooperative settlements formed in Israel since the early 20th century. While other rural spheres in the world have been developing and changing for centuries, and reflect values of traditionalism and conservatism, the Israeli cooperative rural settlements were formed in a different context and carry different characteristics.

This unique nature of the Israeli-Zionist rural sphere, which is modern in nature, was discussed in my Ph.D. dissertation, titled *Organizational Culture without Organization? Division of Labor in a Post-Privatization Moshav*.

In my dissertation, I reviewed the three modern infrastructures, which make the Israeli cooperative rural sphere part of the modern era: (1) The bureaucratic infrastructure – the internal regulations of the cooperative associations, which make the Israeli rural sphere the only rural sphere that is based on a pre-defined organizational structure; (2) the communal infrastructure – the affiliation with the modern Zionist movement and with socialist values, striving to include its members in an ideological utopia; (3) and the spatial sphere – the rationalization and the symmetry that characterized the architectural planning of these settlements.

Based on this research, I created a model that has been serving me in my work ever sense, viewing labor organizations as social entities that based on three infrastructures: The spatial infrastructure – the labor organization as a physical space; the bureaucratic infrastructure – the labor organization as a regulative, administrative, professional, and productive entity; and the communal infrastructure – the labor organization as a social, identity-related, ideological, and cultural framework for its members.



The meta-question guiding all my studies is: What are the implications of the new labor world on the balance between these three infrastructures? And how do these implications change the social structure in its wider sense in the post-modern world? Furthermore, in my dissertation, I argued that in the late 20th century, the Israeli rural cooperative settlements went through a significant shift in the balance between these three infrastructures: The importance of the organizational infrastructure – the cooperative – dramatically declined in terms of daily life and work. Yet, the Moshav managed to preserve homogeneity in terms of work and society based on the two remaining foundations: space and community. Following this insight, I termed the theoretical concept of Work Ground, which describes a spatial and communal sphere, without an organizational structure, that allows multiple social agents to work together while still maintaining practices of identity, learning and coordination.

These insights are soon to be published by Yad Tabenkin Publications in my book, *Is it in his place? Organization Community and Space in the Post Privatization Moshav*.

Yet, my research interests stretch beyond the Israeli agricultural cooperative settlements. The three infrastructures described above characterize, so I realized, every labor organization of any kind. These infrastructures are particularly noted in the rural cooperative settlements, and the shift in the balance between them was highly visible. Hence, the rural Israeli sphere served as a natural lab, which allowed me to ask organizational and social questions for the first time. The insights from my settlement studies were later explored in other inductive studies, trying to understand if the findings from this settlement lab are relevant for other parts of the labor market.

One result was my paper: *Work Ground: Unit of Analysis for Understanding Production in the Prosumer Age*, which was published by Sapir Publication in 2014, as part of a digital paper collection. In this paper, I made use of the term Work Ground and the insight that space and community can create cooperation even an organization infrastructure is lacking, to explain the actions of freelancers and consumers in joint work platforms that characterize the gig economy, like WeWork, for instance. Based on these insights, I co-wrote an internal report presented to the board of *The Joint*, an international organization focusing, among other issues, on the empowerment of



underprivileged populations in Israel. The report explored the question of whether and how the gig economy can be used to empower these populations. Following this report, I was appointed as a member of the board's advisory committee for employment issues. The report can be found in the following [link](#):

The understanding that people can work and produce together under specific spatial and communal conditions, even in the lack of an organization, also brought me to join an international research group focusing on the effectiveness of decision-making processes in organizations compared to crowdsourcing. This question of individuals working together effectively without an organizational structure, which was first presented in my study of the settlement, was again explored here in an inductive way. The research proposal titled *The Psychology of Decision Making and Judgement in Crowds: (How) Can Crowds Be Wiser than Experts?* was presented in December 2020 to the U.S-Israel Binational Science Foundation with Prof. Tamar Almor and colleagues from NCU (North Carolina University). Unfortunately, we did not win a grant from this foundation.

Another insight that emerged from the settlement lab was the notion that women's position in the Moshav was negatively affected by the decline of the organizational infrastructure. In the wake of an organization striving to preserve equality and human rights, at least at face value, these rights were more often trampled.

This insight was presented in two different papers, which focused on two aspects of this phenomenon. The first paper, *Gendered Division of Labor in a Post Privatization Moshav: The Case Study of Moshav Tzin in Southern Israel*, was published in 2014 in the *Journal of Rural Cooperation*. The second paper, *Back to the Old Village? Pre-Modern Gender Values in the Post Privatization Moshav*, was published in 2017 in a collection edited by Sylvia Fogiel-Bijaoui and Rachel Sharaby by De Gruyter, Oldenbourg.

This insight concerning women's position in the post-organizational labor market was again inductively examined on women beyond the boundaries of rural cooperative settlements. In a study conducted together with my colleague, Dr. Anat Guy, as well as another research student, we tried to explore the implementation of this insight in a different context. In the study, sponsored by the Heth Academic Center for Research of



Competition and Regulation, we tried to explore the position of freelance professional women in the labor market, and assess whether the transition into a post-organizational labor market improved or hindered their status. Here, again, we found that the lack of organizational structure negatively affected underprivileged populations, reaffirming my initial findings from the settlement lab. The paper *Women Entrepreneurs: New Ideas, Old Practice* was published in 2020 in *Studies on Regulation*.

The study was also selected to be translated into an animation video as part of the *Cinema-da* (cinema science) project initiated by the College of Management Academic Studies (COLMAN) and aimed to increase the accessibility of academic studies through animation videos (video link: <https://www.youtube.com/watch?v=I3XA1C2wQt0>).

We are now in the process of writing and editing some additional findings, which have not been published so far, and will be presented in another paper aimed to be proposed to an international journal.

A third insight, which is also based on the theoretical framework of the three infrastructures, is the key role of the space and the growing impact of the communal infrastructure, following the decline of the organizational infrastructure in the new labor market. In a study conducted with my colleague, Dr. Guy Abutbul-Zelinger, we compare the perceptions of ethnic identity among teenagers growing in an ethnically homogenic spheres – Moshavim established by specific groups of immigrants – to those of teenagers growing in heterogenic urban spaces. The findings suggest that teenagers in homogenic spaces develop a strong sense of ethnic identity, while the ethnic identity in heterogenic spaces is fluid and changeable. Hence, we argue that the structuring of an ethnic identity among teenagers today is affected by the type of space in which they grow more than their actual ethnic origin. The paper, *The Stratified Middle-Class and the Formation of Ethnic Identities*, was accepted for publication pending minor changes in *Ethnicities* (IF 1.295).

Another paper on the same subject, focusing on the centrality of the rational ethnic planning of the Israeli rural cooperative sphere and its impact on current ethnic identities, was also accepted for publication. The paper, *The Impact of Spatial*



Boundaries in the Fractured Israeli Middle Class on the Shaping of Ethnic Identities

is soon to be published in a paper collection by Bar Ilan Publications.

The insight about the centrality of the spatial infrastructure in the social structure in the 21st century was further asserted in a few additional studies focusing on the Israeli cooperative rural sphere. For instance, in a study conducted together with my colleague Dr. Liron Shani from the Hebrew University, we examine the meanings of the youth movement crisis in the Israeli rural sphere during the years 2018-2019. The paper, titled ***The Position of the Moshav Ideology in the Labor Society: The Case Study of the Youth Movement***, was accepted for publication in a paper collection that will be published by Yad Tabenkin in 2021, commemorating the 100th anniversary of the first Moshav. In the paper, we describe the ideological shift in the rural cooperative settlements from social to spatial values. The symbolic replacement of the “social” red lace for the “spatial” green one is one example of this ideological shift.

The same insight is presented in a follow-up paper about the youth movement, which is yet to be sent for publication, and is titled ***Land as Identity - Identity as Land***.

In this paper, we present the central role of the land and space as a source of social identity in cooperative rural settlements, against the background of the declining status of cooperative organizations and social values from the past.

Another study focusing on the growing importance of space and land in the Israeli rural cooperative sphere was conducted together with my colleague Moshe Barnea. The paper, ***Moshav Lame on Five – the Story of the Unusual Moshav***, is about to be published by Yad Tabenkin in a book focusing on the history of land in the rural cooperative sphere in Israel. The paper focuses on a case study of a specific Moshav, which, over the years, shed its organizational and ideological characteristics, and is viewed by the authorities as an entity whose sole definition is spatial.

These days, I serve as a supervisor of a research thesis at the Porter School of Environmental and Earth Studies, Tel Aviv University. This work also focuses on the transforming balance between the different infrastructures. The research focuses on ecological villages in Israel, showing how the social utopia that characterized rural settlements in the past – socialism – is now replaced by a new, spatial utopia, of ecology.



These studies all raise awareness to the growing importance of space in the rural cooperative sphere in Israel. Yet, I also examine this insight inductively outside of the boundaries of the rural sphere. In this context, I conducted two studies. One was co-written with Dean Prof. Tamar Almor, titled *From Knowledge Enrichment to Career Development: The Case of Higher Education in Israel* and published in the *Journal of Intercultural Management and Ethics*.

This paper explores, among other issues, what happens when an organization – in this case, the academia – is forced to act in a global environment, losing/overcoming its spatial identity.

Another paper also focusing on the post-spatial challenge of the academia was sponsored by the Janusz Korczak Chair for Academic Education in a Digital Age at COLMAN. Together with my colleague, Dr. Irit Chudner, we ask: What will the academia look like and what would be its value in the post-spatial era of distance learning?

The paper, Switching from Frontal to *Hybrid Courses following first year COVID-19 Experience in Higher Education: Discrete Choice Experiment Among Students and Lectors*, will be sent for publication in the coming weeks.

In this context of global, border-crossing academic teaching, I am proud to say that my studies are accompanied by practical implementations as well. Over the last few years, I have developed teaching connections with leading universities in Europe – the VU Amsterdam and ESADE Barcelona – and led three student delegations, the first three from the School of Behavioral Sciences at COLMAN who went to study abroad.

Furthermore, I am a member of an international research group, together with my colleagues from the School of Behavioral Sciences at COLMAN and from the School of Business Management from Aalborg University in Denmark.

Our joint research proposal, *Virtual International Teams Research Network*, which was supervised by Dean Prof. Tamar Almor and Prof. Marin Marinov from Denmark, was granted sponsorship by the Danish Agency for Science and Higher Education. This research proposal also touches upon the mutual relationships between the three infrastructures, asking whether organizational teams can work effectively without



physical proximity. The project was recently launched and is currently at its early stages.

Based on my experience in the post-modern labor market and spatial transformations, I was invited to take part in an expert committee of the Israeli Association for Ecology and Environmental Studies, which presented the government with a detailed report about distance working ([link](#)).

In addition, I recently joined a group of researchers aimed to prepare a position paper for the Israeli government about the future of the Moshav in the 21st century.

As a side note, in recent years, I have been asked to review books about organizational development for the Israeli journal of *Megamot*. Two of my book reviews were approved for publication: The text: ***Book Review: Emerging Profession - On the Development of Organizational Consultation in Israel*** was published in *Megamot* in 2018, and the text: ***Book Review: Organization Development: Toward a Theory of Habitus Oriented*** is pending publication in 2021.

These days, I am about to start supervising a Ph.D. dissertation in the Hebrew University, together with my colleague Dr. Liron Shani, which will focus on the transformations in the cooperative rural sphere in Israel, based on the three infrastructures of organization, space and community.

In addition, I am currently in the process of writing a paper about organizational theory in the era of the fourth industrial revolution. The paper focuses on the relevance of the concept of Work Ground in the digital labor world that is formed around us.

I am also at the process of launching a new research project focusing on the linkage between the spatial infrastructure and the organizational and communal ones. The research is based on a spatial comparison between three organizations: the panopticon – the ultimate prison planned by Bentham and described by Foucault; the first Moshav – Nahalal; and Apple's new work campus in the Silicon Valley. All three were designed as perfect circles, representing a type of utopia. Yet, as they were each built in a different period, I would like to use their designs to explore the transformations in the perception of utopia.

As can be seen, my research interests focus on social transformations in the shift between modernism and post-modernism and organizational changing processes. My

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studies explore the shifting balance between three social infrastructures – space, organization, and community – and the impact of this changing balance on society in the new millennium. The Israeli rural cooperative sphere is my home base and initial lab, but the insights arising from this lab are later explored in inductive studies, trying to generalize them.

I hope you will find my research work worthy of your attention.

Yours,

Avi Shnider

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