

it's all about the *ties*



The Hebrew University Cornerstone Laying Ceremony, 1918. Photo by Strajmayster.



The Hebrew University of Jerusalem
President's Report 2017



Opening Ceremony of the Hebrew University, 1925.

Ties are the cement that connects the University community: our teachers, students, friends and alumni.

The relationships that we make along our journeys weave together to tell our stories.

My personal narrative has been intertwined with The Hebrew University of Jerusalem since I was born. This report is something of an anthology of these stories.

Menahem B. Sasson

Professor Menahem Ben-Sasson

- 2009-2017 President, Hebrew University
- 2004-2006 Director, Ben-Zvi Institute
- 1997-2001 Rector, Hebrew University
- 1993-1996 Vice Dean, Faculty of Humanities
- 1987-1992 Deputy-Director, Ben-Zvi Institute for the Study of Jewish Communities in the East



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Our History

2017 will herald the one hundredth year since the Hebrew University's cornerstones were laid on Mount Scopus. For the first time in history, the establishment of a university set the stage for the creation of a State. University founder Albert Einstein foresaw that the success of the State would be dependent on its ability to produce a cadre of intellectuals and experts. Lawyers, doctors, philosophers and scientists contributed their knowledge and ingenuity to form the backbone of the University, ultimately creating the blueprint for a nation.

In the decades that followed, the Hebrew University, true to Einstein's vision, swiftly rose in the ranks and gained international recognition. Today, the Hebrew University

stands as one of the best and most innovative research institutions in the world. It is home to inspirational educators who provide us with knowledge about the world around us, and brilliant scientists who create cutting-edge innovations that improve and save lives.

The University is fulfilling the dream of Einstein and others who dared to imagine its power to create a thriving Jerusalem and a vibrant Israel, and to find solutions to the world's most complex problems.

A crucial step in establishing the State of Israel was the establishment of the Hebrew University.



1897

The First Zionist Congress met to discuss the founding of an institution of higher education

1902

Foundation lines are drawn for the creation of an institution of higher education

1913

The Eleventh Zionist Congress votes in favor of the foundation of a university in Jerusalem

1918

On July 24, 1918, in the presence of the nation, the cornerstone of the University is laid

1923

Albert Einstein gives the first scientific lecture in University history

1925

Lord Balfour declares the opening of the University in a celebratory ceremony with guests from Israel and across the globe

1932

The 1930s: Scientists and students who were expelled from Europe matriculate into the University

1948-1967

The 1940s: Research ties with Europe are cut off due to the war. Students and lecturers join the troops of the British Army

During the War of Independence the University spreads its activities across the city. A new campus will be built after 1967

“ Education is not the learning of facts, but the training of the mind to think. ”

Albert Einstein, University Founder

Welcome to the Office of the President

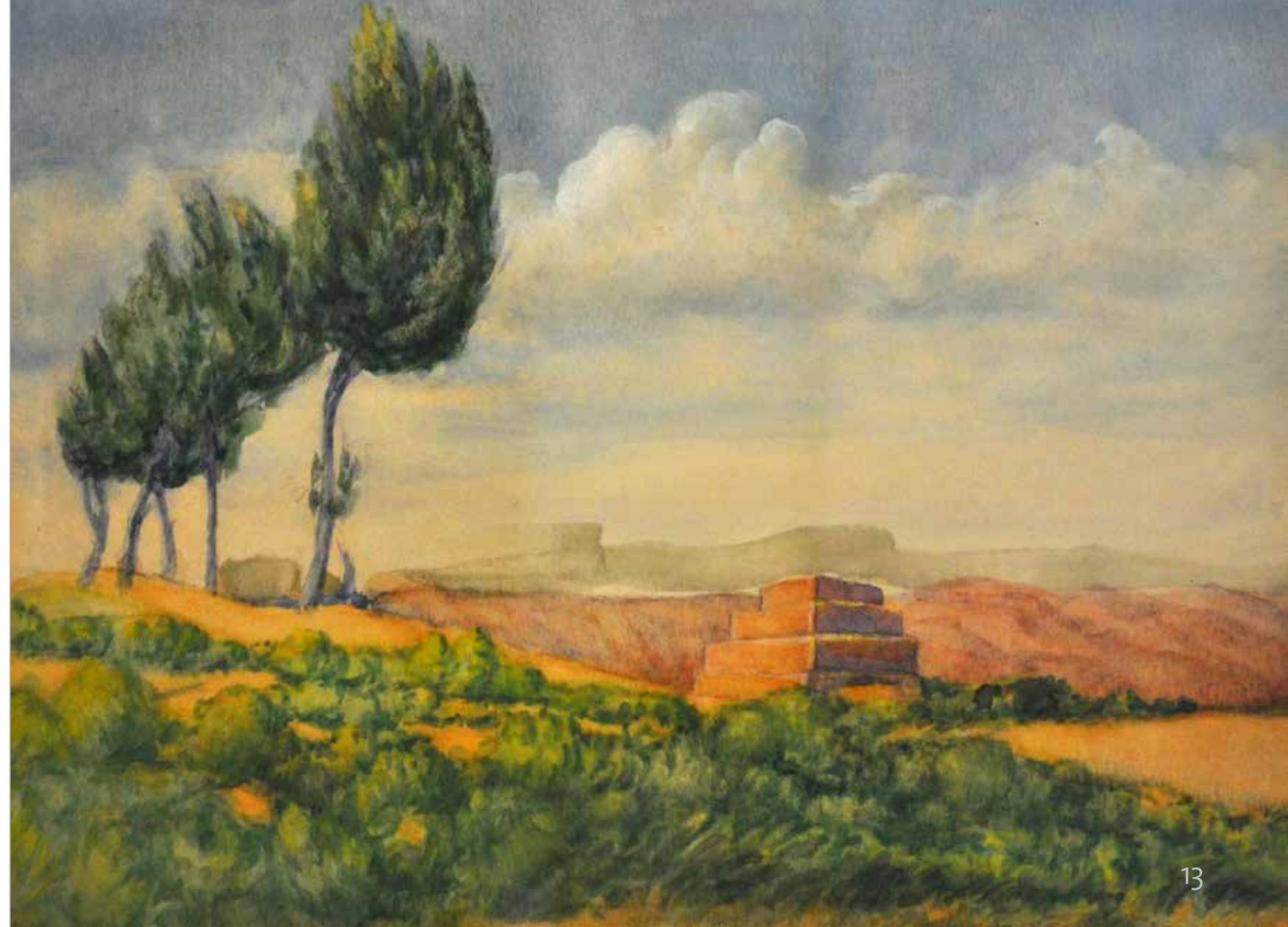
Upon assuming the position of President, I chose to leave only two paintings to hang in my office: one is a portrait of Albert Einstein, the other is a landscape from 1925 depicting the laying of the HU cornerstones. Both represent the cornerstones of Israel. The Einstein portrait represents not only humanity and humanism, but also universalism— the feeling that we are responsible for all humanity and owe it a deep debt alongside our personal identity. The landscape represents the body of knowledge and scholarship brought together to create the University, juxtaposing the barren land with our flourishing institution.

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These paintings signify our past. At the First Zionist Congress in 1897, the plan for a Jewish university was already on the agenda. Imagine what it meant at the turn of the century to dream those unfathomable dreams, when regional tensions were at all-time highs and world wars were being fought. Their dreams could have remained as such; however to know our founders and to understand the Zionist movement is to know that dreams were quickly transformed into blueprints and concrete structures.

The mission of the Hebrew University was written by Einstein and it is humbling to know that 100 years later, we are living out the vision and dreams of the founders.



Considering their drive and ambition, we are offered a better understanding of how we arrived at where we are today. A century ago, our founders understood that in order to survive they had to excel. Mediocrity leads to a process of deterioration that afflicts every society not striving towards excellence.

We set the bar to the highest point imaginable because we have the power to create the future; our evolving present depends on it. That is how I see my work. As I enter the office each morning and leave every evening, I take a quick glance. I see Einstein's face, and the cornerstones of Israel, and am reminded of our deep connection to the past, and to the future,

and the immense respect that we hold for the scholars who came before us. The glance reminds me of our commitment to the values and ideals that have been passed on to us, and that exist as a concrete mission. These two paintings symbolize our mission.

I participate in another daily "ritual" - every morning I drive to work through the old road to Mount Scopus, the same way that the ill-fated Hebrew University and Hadassah convoy traveled on April 13, 1948. Among them were great scientists and doctors, many of whom were Holocaust survivors. Each day I pause at the memorial, read one name, and think about the person throughout the day, honoring their academic commitment and dedication to our shared mission.

The story of the Hebrew University is the story of my personal commitment – and of our institutional identity.

Our collective memories serve as the platform from which the state of society, Israel and humanity are planned.



Memorial wall for those fallen in the Hebrew University and Hadassah convoy traveling to Mount Scopus on April 13, 1948

Our Native Tongue

We are committed to leveraging the strength of our network of dedicated individuals who can think big and contribute on a global scale. As individual members of society, we are limited in the scope and impact of our positive contributions. It is only by working together that we can create the future of a society in which we want to exist.

Our University differentiates itself from society because we speak a different language. Our native tongue is the language of **science**. It enables us to give to a broader audience, in a more sophisticated way, and with deeper meaning. Science is a dialogue we conduct with the world to better understand what exists around us.

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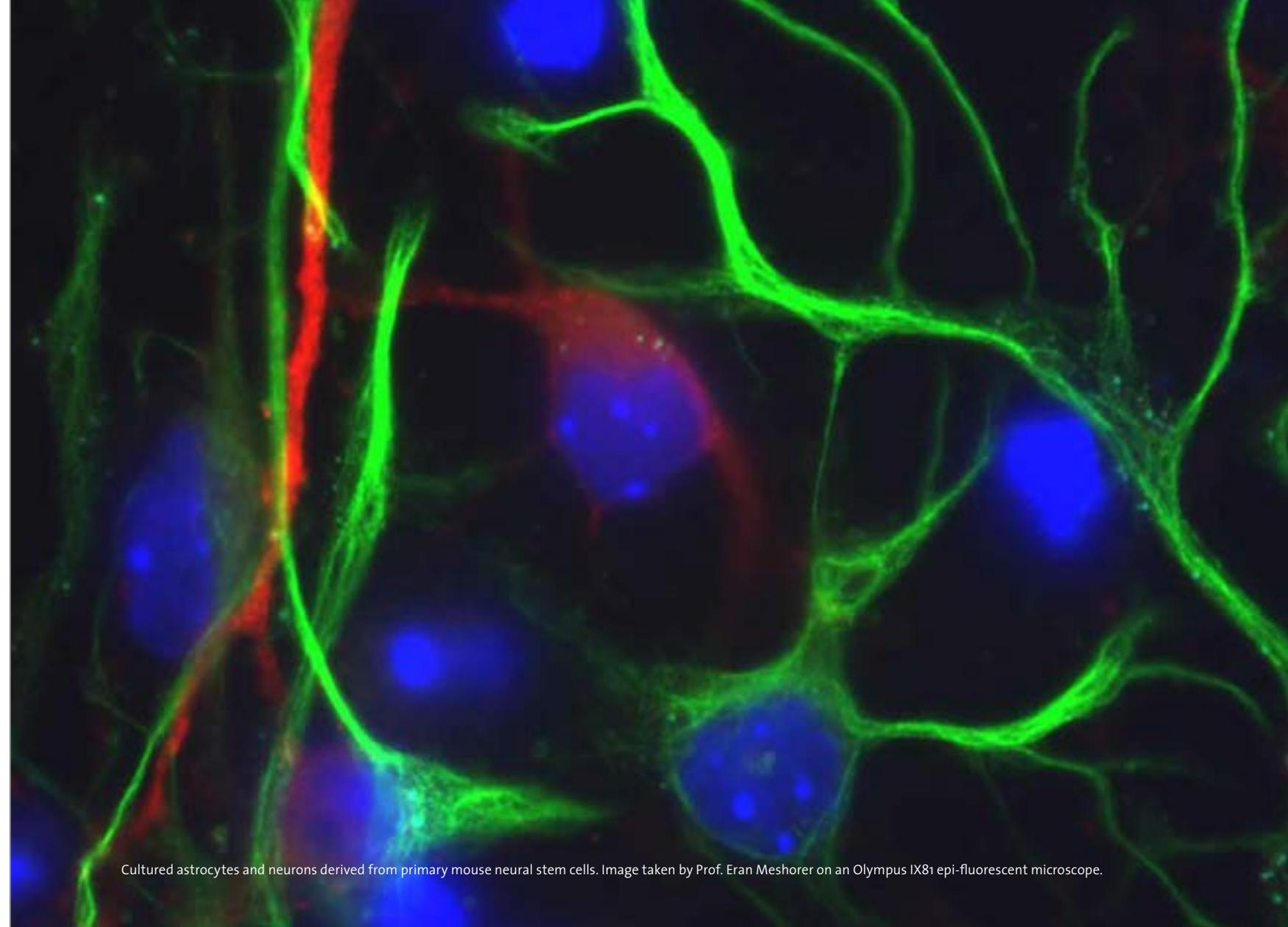
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We understand the world through a different lens. For example, we understand the theory behind how the needy become needy. When we contribute to society as a social worker, an economist, a doctor, or through a legal clinic, we understand the environment that creates the situation. We know how and why to offer a fishing rod, rather than offering the fish. Because we come from a scientific perspective, we understand the process and can leverage the individual deeds to have a global impact.

Our efforts to remove ethnic, racial and gender barriers on our campuses give us space to apply critical thinking to examine current issues. These critical thinking tools are the foundation for scientific analysis that equip our students to serve the world, whether through the discovery of new medicines, the cultivation of healthier vegetables, or finding a solution to a problem in the education system.

As President of the University, my mission has been to bring this understanding to the forefront, to serve as a reminder that yes, we are a great institution, and we serve many facets of life – but we do so through one conduit – the scientific method.



Cultured astrocytes and neurons derived from primary mouse neural stem cells. Image taken by Prof. Eran Meshorer on an Olympus IX81 epi-fluorescent microscope.

A Serving Elite – Our Service to Society

We are here to serve society through science; everything else is a footnote.

Upon leaving my post as a Member of Knesset, where I had served for close to four years, I was often asked why I was leaving. I explained that I served for a defined period and was ready to move to the forefront of addressing the strategic needs of Israeli society. I felt I could do this by returning to my roots at the Hebrew University. The reach of service at the University is so extensive – from local, to regional, to global – that the impact is incomparable.

We are training the best of the best, and equipping them with the tools to serve Israel, and the world at large. Our success stems from our ability to recruit and retain the best faculty, students, and administrative staff.

Our campuses are a microcosm of society, as well as a role model for society. Our University acts as a “lab” where we weave a multicultural tapestry, we celebrate our inclusivity, and we open our minds to learning about others. We encourage our students and community members to engage in a discourse that is respectful, rational, and teaches patience.

People who join our ranks understand that we are here to serve humanity. If you want to invest in a place that yields an impact for society, Israel, and beyond, there is no better place than the Hebrew University.

Our Strategic Plan

How we build good practices to secure our present and future.

Eight years ago, the “lost decade” in Israeli higher education was nearing its end, with the Hebrew University having suffered the most. We absorbed a cut of two hundred faculty members, an almost full stagnation in new hiring, and a cessation in the development of new research and teaching. Upon entering the position of President, I resolved to bring about a change of these trends and to initiate a fundamental and comprehensive process that would lead the University to a secure future of academic prosperity and financial stability.

With the help of the executive committee, the University’s leadership and deans, and in cooperation with the Planning and Budgeting Committee, our administration initiated the University Renewal Program.

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We put special emphasis on academic leadership, rejuvenation of organizational culture, fostering growth-engines and, most importantly, recruiting young faculty and achieving a balanced budget.

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This process resulted in a long-term **strategic** plan with three primary objectives: 1) academic excellence and leadership; 2) connection to Israel and to the city of Jerusalem; 3) a balanced budget. In an expansive and participatory process, we formulated a plan which encompasses all areas of activity in our institution: research and teaching; the University community; and organization, management and infrastructure.

We put special emphasis on academic leadership, rejuvenation of organizational culture, fostering growth-engines and, most importantly, recruiting young faculty and achieving a balanced budget.

We accept the enormous responsibility of continuing to impact the environments in which we live, as well as the responsibility to lead the forces of change in our world.

We are committed to improving the reality of Jerusalem; to advancing research in Israel at the highest international standards; to the development of Jewish studies and to shaping Jewish education and modern Jewish identity; to cultivating the future leadership of our people; to taking the lead in advancing higher education in Israel, and curtailing the immense “brain drain” from the Israeli academic community to other countries.

We are on track to finalize a joint plan with the Ministry of Finance and the Planning and Budgeting Committee to be in force until 2037. This plan will enable us to grow academically and administratively, and to achieve our strategic goals.

The strategic planning initiative was the first of its kind, and the accomplishments highlighted in this report are a direct result of it.





Lessons Along the Way

On Early Beginnings

My first teaching experience was forty years ago. I was living at Kibbutz Ein Zurim and was given the opportunity to educate 60 youth who came from difficult backgrounds.

I created a two-week seminar in Jerusalem for these seventeen-year-olds. We stayed in Beit Hakerem, and I invited professors from the University to give lectures. They were some of the most authoritative figures in education, philosophy, and other departments.

Years later I reunited with the group and all had studied at university and achieved success. They explained how much they had gained from that seminar. They could not believe the respect with which they had been treated by these faculty members. It was the first time that they had been given the feeling that they were worthy.

The exposure to these academics gave them the opportunity to see themselves in a positive light.

I was introduced to a different world. I had been raised in Jerusalem, surrounded by academics. I grew up in the community of the University; my uncle was a professor here, and my neighbors were faculty members. This one summer left me with lessons that have lasted a lifetime. As much as these students benefited, I believe I gained the most. I saw firsthand the importance of relationship building, and understood how much we can learn when we interact with people from different backgrounds and who have experienced life very differently from ourselves. This diversity informs our drive to be of service to society in all of its complexities.

“ They could not believe the respect with which they had been treated by these faculty members. ”



Jerusalem high school students visit the Edmond J. Safra Campus as part of the Teacher-Scholar program, January 2017. Photo by Bruno Charbit

On Our Students, Our Partners

In the Passover Seder, we start with our children asking questions. While it might be more efficient to simply retell the story of slavery, tradition dictates that it is crucial for children to be part of the process.



A family enjoying the Passover seder

This method of using questions as a learning tool is a core practice in Jewish history. We teach our children to learn, to come to the table prepared, to be alert, and to ask good questions. When we consider the four sons discussed at the Seder, we know the most unfortunate is he who doesn't know how to ask. Once the child asks the question, it becomes theirs. If you dictate, people tend to reject. If they ask, then the answer becomes a part of them.

Learning by questioning is crucial to understanding our relationship with our students. In my travels I have seen that in other places around the world, students attend class, and the professor disseminates his or her wisdom to the passive pupil. This is not our way. We expect our students to ask questions and to challenge perceived wisdoms as practices because we expect them to be actively involved in the learning process.

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We see that our international students apply this questioning method as a novel way to create solutions to local problems when they return home. This method of learning by questioning is especially characteristic of Israel. The student is the one who prompts the teacher and elevates him or her to the next level of understanding. This is how revolutions are made. The professor has a truth, the students revolt with new ideas from other angles, and new conclusions are reached. The master in the field quickly becomes the pupil.

This is why we think of students as our partners, and not our clients. We write our papers with our students, they are our collaborators from day one. We are 23,000 times more powerful because as our partners, each of our students is a contributing member of our society.

On Academic Leadership

Looking back at my own personal experience, I saw that although I held academic leadership positions, my contemporaries and I never received the tools or guidance to reach our full leadership potential. If the vision of our University is to be among the world's forerunners, we must understand that this rubric includes academic leadership.

We train our students so that when they leave our campuses they are equipped to serve Israel and the world. But how do we instill the qualities of leadership? For the past seven years, I have dreamed of creating a program to train our own leaders.

In collaboration with the Federmann School for Public Policy, we created the President's Program for Academic Leadership, a program to equip our faculty and administrative staff with the tools for effective leadership.

This past year, 25 administrative staff and 35 academic faculty members participated in the

program, the only one of its kind in Israel. This program will soon be open to individuals from other institutions in Israel.

The participants were trained to turn vision-strategy-planning into practice, to create budgets, and develop managerial skills. Each participant chose a personal passion project. The program also provided individuals with the opportunity to network across faculties, and meet others with whom they would not otherwise have had the opportunity to work.

For example, for Professor Badi Hasisi from the Center for Evidence-Based Crime Policy, it was an opportunity to meet faculty from other disciplines. He witnessed the strength of the University, and became aware of the complexities of the administration and the strategic planning process. He gained tools that supported him in creating his Center. Although his cohort has completed the program, the participants continue to meet regularly and work together.



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On Remembering Our Loved Ones

On April 23, 2017, we lost a dear friend, Harvey M. Krueger. He was a great leader and a great man, always willing to step forward for important causes. He used his creativity and knowledge, his financial skills and connections tirelessly on behalf of the State of Israel. He traveled the world over to help advance The Hebrew University of Jerusalem.

Harvey first became involved with the Hebrew University and its American Friends in the 1970s. He served as a leader of our American Friends and as Chairman of the University's international Board of Governors.

Every part of the University benefited from Harvey's support and leadership. He helped raise funds for scholarships, and helped establish our nanoscience initiative, leading to the Harvey M. Krueger Family Center for Nanoscience and Nanotechnology. He established the Harvey M. Krueger Center for Finance in our Jerusalem School of Business Administration. Together with his wife Constance (Connie), they founded a laboratory in

loving memory of their son Peter z"l, to advance medical research in infectious diseases.

Rambam said that the highest level of charity is to support someone in a way that strengthens him so that he is no longer dependent upon others. Harvey engaged in this highest level of charity. He worked closely with the University leadership, provided young people with scholarships so that they could make their own way, and enabled scientists to get significant grants to advance research.

Harvey was well known in the world of investment banking and was equally admired for his tireless efforts in support of Israel. He received an Honorary Doctorate in 1991 and an AFHU National Scopus Award in 1983 in recognition of his humanitarianism and philanthropic leadership.

Harvey and his beloved wife Connie A. Krueger z"l, who passed away in 2016, were married for 64 years. Throughout their lives they shared a commitment to Israel. We miss them both.



Harvey and Connie Krueger dancing at a Board of Governors event

On Studying Abroad

In 1980, the Secretary of the Institute of Jewish Studies approached me in a corridor of the Meizer Building on Givat Ram (today the Institute for Advanced Studies in the Feldman Building, Edmond J. Safra Campus). She told me she wanted to submit my candidacy for a research trip abroad. I made it very clear that I was not interested. What could I learn elsewhere? Jerusalem was the epicenter, and all of my answers were only a short phone call away. She assured me that I had no chance of being accepted and that the application was a mere formality to help with her statistics.

A few months later, I received a phone call. “Too bad, you won,” she said. The opportunity to study at the University of Cambridge, UK for two and a half months was unique and daunting. I was concerned I wouldn’t find kosher food in England (to the extent that I brought 45 kilos of food with me). I was 30 years old and had never left Israel.

Nothing could have prepared me for my experience at Cambridge. It was a personal bridge I had to cross. For years my father-in-law had tried to encourage me to open my eyes, to travel, to meet people, but I had never dared. I thought that this was the world, and that anywhere else was irrelevant. I needed to be shaken up.

Studying abroad is a crucial experience for students and supporting our students with scholarships to have such opportunities is critical. It creates mutual fertilization, strengthens Jewish communities around the world, and injects fresh perspectives into Israeli academia. This experience was my first understanding of the value of building a community of research outside of my own circle. Now I understand that even the best universities in the world rely on student exchanges to broaden their students’ horizons. The other lesson of this story is that it is possible to find kosher food outside of Jerusalem.

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On Embracing Our Diversity

Last year, when tensions in Jerusalem escalated with a new wave of terror attacks, we, the management, gathered 52 representatives from organizations across campus. Together we developed an action plan to mitigate the increase of tension on our campuses and encourage peaceful protest. Conflict was avoided because our students understood that we respected their voice and right to express themselves. We see the campus as a laboratory where we can practice living together, and provide students with the tools to create the world they want to inhabit once they move on in their professional lives.

Our campuses provide the opportunities to conduct the difficult but important conversations. These are the conversations that help us understand the needs of our society. We educate our community to practice respectful discourse and considerate manners of expression.

We created the Center for the Study of Multiculturalism, supported by Yad Hanadiv, within the Faculty of Law, to serve as an advocate for multiculturalism on campus. It provides not only a setting for the academic exploration of multiculturalism, but also a comfortable space within the University for people of all backgrounds to meet, study, work and socialize together. The Center serves as a model where students, faculty and members of the wider public are inspired by the spirit of diversity to the benefit of all segments of Israeli society.

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One of the Center’s programs is Madrase, an interfaith study group where Muslim, Christian, and Jewish students study various subjects with texts from the three religions. This program is in partnership with the Harry S. Truman Research Institute for the Advancement of Peace.

The Israeli Hope in Academia project, created by the President of Israel in coordination with the Council for Higher Education is modeled after our Center. The project sees the campuses as spaces in which to foster a shared Israeli society while maintaining the unique identity of diverse groups, to express the talents and excellence of Israeli society, to promote a united vision of partnership in the universities and colleges, and to develop an Israeli intellectual, social and diverse leadership that is aware and attentive. We are proud to be a leading partner in this program.



On Broadening Our Horizons

The excellence of the Hebrew University is a direct result of the quality of our students. We develop a rich academic discourse with students through teaching and lab work. Frequently, it is our students who raise the interesting questions – playing a critical role in strong, innovative, and creative research.

In the past eight years, we have implemented the Cornerstone Program, which exposes students to a range of academic fields. These are introductory “101” courses that students choose beyond their specific major, with the goal of broadening their horizons. This program is part of an ongoing effort to provide our students with an education that incorporates different ways of thinking and looking at the world – from the preparatory program to postdoctoral work. This concept draws on the model of the traditional liberal arts program around the world.

The out-of-the-box ideas come from thinkers and innovators who have widened their perspectives through the humanities, history and philosophy. A broad education gives professionals a more sophisticated perspective. We witness the results of the Cornerstone Program in the dialogue between faculty members and students in the classroom and in the lab; we see the creativity, the new hypotheses, and the strong, innovative and creative scientific research that comes out of our University.

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On Creating a New Type of Scholar

The most significant recent development in our Faculty of Humanities has no doubt been the creation of the Jack, Joseph and Morton Mandel School for Advanced Studies in the Humanities. Our School was built on a vision of how the humanities can and must influence science and society, a vision that stresses the development of knowledge and the commitment to society by a dedicated community of scholars.

A seed was planted with Revivim, a project conceived by the Mandel Center for Jewish Continuity. It is now a brand name for outstanding teacher training. Additionally, Mandel Scholion is an interactive laboratory that enables its scholars and alumni to test their research leadership in Israel and internationally.

It continued with the revolutionary Gateway and Cornerstone Program. We had a dream that what succeeded in interdisciplinary Jewish studies could also succeed across the humanities. With this School, we are implementing that dream.

After sitting with Mort Mandel at his home on many occasions, his vision became clear to me: a strong humanities program is critical to our development as an advanced and worthy society. The humanities are at the heart of all professions: the meaning of life. In order to know how to develop computers, you must know the spirit behind it.

Where can you get this knowledge? In the humanities. To have students choose to study the humanities, to make it as lucrative as a “professional degree,” the humanities must be compelling.

With Mort’s advice and patient involvement every step of the way, we are implementing this vision. First we introduced advanced studies at the doctoral and postdoctoral level, then for the MA, and we are already envisioning a bachelor’s degree. This vision has been reinforced through the support of Germany, which has invested 20 million Euros into the School through the Martin Buber Society.



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On Building an Alumni Community

In many ways the making of the Alumni Association is a story that started when I was Rector, but has since accelerated rapidly. One of the challenging aspects of developing the community is that the alumni are no longer physically on campus. In Israel, the Board of Governors plays a critical role, acting as a networking experience and as an annual touchpoint for our alumni to reconnect.

We were honored to welcome Michael Federmann as the newly-elected Chairman of the Board of Governors eight years ago. He has been a board member since 1984 and has dedicated his talents and time to the success of the University. As far as alumni go, Michael is incomparable, and I'm indebted to his friendship and wise counsel.

In addition to being a dear friend, Maxine Fassberg remains steadfast in her devotion to the University, and chairs the Alumni Association in Israel. Maxine headed Intel Israel and is now leading the integration of Mobileye into Intel, which is expected to bring at least 100 hi-tech jobs to Jerusalem.

Michael and Maxine are inspiring role models who strengthen our community. Their devotion is felt every day. However, they are not alone and we see devoted alumni from around the world who are working to help strengthen our community. The tens of thousands of our alumni constitute an elite group who have made significant contributions in a wide range of areas wherever they live. They are a source of pride to the University.



Chairman of the Board of Governors, Michael Federmann, with Prof. Menahem Ben-Sasson. Photo by Flashgo



Mitchell Shadowitz, Vice-President for Advancement and External Relations, Ambassador Yossi Gal, Maxine Fassberg, Beth Shadowitz and Professor Menahem Ben-Sasson at the Annual Leadership Education Forum (ALEF) held in Palm Beach in January, 2016. Photo by Capehart Photography

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In partnership with the Division for Advancement and External Relations, the University is working to strengthen our alumni community in Israel and abroad. The international alumni base is incredibly diverse – hailing from across the faculties, and of course the Rothberg International School. To facilitate community development, the University has initiated HUJI Connect, an online alumni network. We remain steadfastly committed to strengthening our alumni community around the world.



Prof. Yuval Noah Harari gives a tour of the Israel Museum's special exhibit based on his book, *Sapiens, A Brief History of Humankind*

On Breaking from the Traditional Models

Multidisciplinary work is our norm.

Many of the scientific breakthroughs of the last few years have resulted from the weaving together of different areas of research that have traditionally been separate. It is impossible to imagine modern science without a deep commitment to interdisciplinary studies.

Our successful Cognitive Sciences program is an excellent example. Our flagship Edmond and Lily Safra Center for Brain Sciences (ELSC) also continues to break new strategic ground as an interdisciplinary research and teaching institute drawing from the wide breadth of expertise at the Hebrew University with one sole focus – to advance our understanding of the brain.

The research conducted at ELSC will have profound implications for our ability to understand the working of the brain to treat many neurological and psychiatric disorders. It will be a prime contributor to worldwide progress in brain science.

An interdisciplinary approach is a critical component of unique programs that provide students with a competitive edge. The PPE (Philosophy, Political Science and Economics) program is one of the most successful interdisciplinary programs to date. The concept originated at Oxford University, and was first adopted in Israel at the Hebrew University.

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When Chairman of the Board, Michael Federmann and I visited the Ministry of Finance, we found our PPE graduates situated on all seven floors of the Ministry. The PPE program created a new type of leadership education for those who have the capability and expertise to run the State of Israel.

The success of these programs proves that the interdisciplinary approach encourages a new level of creative thinking and provides students with a competitive edge.

On Measuring Ourselves

There were three people in my life who showed me the value of applying for grants. The first was Yossi Yahav, z”l, the then Vice President of the administration. I was the Vice Dean for Humanities at the time, responsible for research. I approached him with a request for more funding. He glanced at my request and reminded me that my faculty doesn’t bring in money. I explained that we have donations, and tried to explain that in humanities we do research differently.

It took me until the end of my service in that position to understand that I was mistaken. The language of science is the same across the University.

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When a researcher succeeds in winning a competitive grant, they have opportunities to fund students and create a community of scholars based on shared resources, while having access to the best equipment and lab space.

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Professor Etana Padan, who served on the University research committee, further emphasized this. She revealed that it was for me take responsibility for my students and researchers. Yossi and Etana taught me that in order to grow and develop our field at the University, I would have to start showcasing our strengths. From then on, we started a policy of encouraging professors in humanities to apply for competitive grants.

In the 1990s, during my tenure as Vice Dean, I started developing relationships with academics in Germany. Charlotte Goldfarb introduced me to German contacts who were looking to collaborate. She explained that our reputation in the humanities, bible studies, philosophy and archeology was the best in the world. The trend caught on, and today we have extremely strong collaborative research and study programs with Germany.

These three teachers taught me this lesson, each in his or her own way. Receiving competitive grants is an important component in how we measure our academic work, as is our place in the international academic arena. When a researcher succeeds in winning a competitive grant, they have opportunities to fund students and create a community of scholars based on shared resources, while having access to the best equipment and lab space. Year after year we rank in the top 100 academic institutions worldwide, and are sought out for international collaborations and exchange agreements.

On Investing in The Future

We know that to avoid being doomed by mediocrity, we need to excel. When I returned to the administration in 2009 as President, I saw the direct impact of faculty cuts that had been made due to the budgetary crisis that started in the 1990s. For the first time, I truly understood the damage.

An independent strategic company advised us that the only game changer to put the University on a solid financial path would be to invest in new faculty. We decided to support the intake of young faculty through the general budget.

Absorbing young scientists and providing them with the equipment and conditions they need for continued success in their research can be extremely expensive, but we understand that this is the only way the University can thrive and be competitive. This was a shift in attitude that we adopted eight years ago. Since 2010 all young faculty who join the University have the start-up package they require to create a successful research program. The start-up packages that the University offers are among the most competitive in Israel.

“ This was a shift in attitude that we adopted eight years ago. ”

On the right: New faculty members at the Hebrew University. Photos by Flashgo



On Our Friends

Sam Rothberg z”l once said to me when I was the Rector, “Menahem,” (with his hands on my shoulders – he was very tall), “we will make you a good fundraiser, but know that whenever you make the ask, if the person doesn’t give, it’s their loss. Understand that you are promoting a good cause.” Sam is just one example of how important our relationships are with our donors and our Friends organizations. These organizations are the ones who accompany us on our journey and tirelessly work to ensure our continued success.

Under the direction of our Division for Advancement and External Relations, we have arranged hundreds of visits from dignitaries around the world. When you meet a leader, like the Pope, the President of India, or the German Minister of Education, their wisdom and humility

shine through all facets of their personality. At each of these meetings I have had the opportunity to witness the strength of the University. I act as a conduit, bringing the power of the University to the visitors, and I see how beautifully it is reflected.

Our work is validated in this reflection. Our work is done for a good cause, and there is power in that. In these meetings, I am reminded of how great our professors are, how outstanding our students, and what the meaning is of our great University. That is what I take from these meetings.

The feeling that I experience in these meetings is less of a personal one and more of an institutional one. Every time I meet with a dignitary, I am not Menahem Ben-Sasson, I am The Hebrew University of Jerusalem.



Elizabeth Taylor during a visit to the Hebrew University with Elyahu Honig (left) and Simcha Dinitz



Prof. Menahem Ben-Sasson and President of Israel Reuven (Ruv) Rivlin at the Convocation ceremony of the 2016 Board of Governors. President Rivlin was awarded an Honorary Doctorate.
Photo by Miriam Alster Flashgo

The second time we visited the Pope, I asked for an audience with him (and it was accepted). My colleagues, and even my wife, thought that I was crazy. But given the esteem in which people hold the University, we are in a position to make these requests. When I call the Israeli Prime Minister, or other Ministers, my calls are answered. This is not because of myself as a person, but because I represent the University. It has nothing to do with me, it has everything to do with the University.



Prof. Ben-Sasson meets with Pope Francis, February 2017

The power of the President is the power of the University. The University cannot be driven by the power of authority, but by the power of what the University creates.

“

I act as a conduit, bringing the power of the University to the visitors, and I see how beautifully it is reflected.

”



Clockwise from left:
 Prof. Menahem Ben-Sasson and the late President Shimon Peres visit with youth at the University
 Helen Mirren visits the Steven Spielberg Jewish Film Archive with Prof. Ben-Sasson and Prof. Dror Wahrman, Dean of Humanities, June 23, 2016
 Dedication of the Chair in the History and Philosophy of Science named after Mrs. Eleanor Roosevelt, at the George and Florence Wise Auditorium, March 1955. From Left to Right:
 Dr. George S. Wise, Chairman of the Board of Governors; Mrs. Golda Meir, then Foreign Minister; Mrs. Roosevelt; Mr. Daniel Ross, then President of The American Friends of Hebrew University; Prof. S. Sambursky, holder of the Eleanor Roosevelt Chair; and the University's President at the time, Prof. B. Mazar. Photo by Harris
 Richard Gere visits the University, 2015



Frank Sinatra pulls back the curtain at the dedication of the Frank Sinatra International Student Centre on the Mount Scopus Campus, April 1978. Photo by Braun Werner



On Our City of Gold

We play an integral role in bringing normalcy to the complex city that is Jerusalem. When Israel's capital is enveloped in ethnic and religious tensions, and the demography of the city threatens to overwhelm it, the University is a magnet for tolerant young people who succeed in preserving the multifaceted face of Israel's capital.

We, at the Hebrew University, are a community of 40,000 and are the largest employer in the city. Tens of thousands of families are making their living as a direct result of our institution. In addition, the University works directly with the community through at least 250 projects, including clinics in social sciences, law, and social work that are working to build and strengthen Jerusalem. These projects exist because we have a self-imposed responsibility to serve the City.

One example is a student-led initiative, the Good Neighborhood project. When we inaugurated the new Mandel building, its floor to ceiling windows highlighted the differences between the University and the Arab village of Issawiya. One cannot escape the contrast between the campus and its surroundings, between Jews and Arabs, East and West, and between the superior conditions of our higher education, and a village that does not even have a high school. The gap became so evident that a voluntary initiative was launched. Every week students host youth from Issawiya. They meet, do homework together, and discuss life in English, Hebrew and Arabic. The aim is to build bridges through education. Their parents have expressed their dream to see their children study here. The program is succeeding in establishing and strengthening the bonds between the University and the local community.



“

One cannot escape the contrast between the campus and its surroundings, between Jews and Arabs, East and West, and between the superior conditions of our higher education, and a village that does not even have a high school.

”

Although we do this work voluntarily, we view it as a requirement. We are the ones asking questions about society, life, health, education, and our environment. When we find the answers, we must give them back to the world. To live up to our responsibilities, we need to maintain a dialogue between the University and the City.

The many startups launched at the University have brought hundreds of jobs to the city. Mobileye, recently acquired by Intel is a recent example that is bringing hundreds of jobs to the city, while HUstart, our Entrepreneurship Center, provides practical education, mentorships and connections needed for our students and Jerusalem community members to become effective entrepreneurs.

There is nothing in the City of Jerusalem that does not involve the Hebrew University. As a symbol of our relationship, the theme of last year's Board of Governors was the Hebrew University & Jerusalem.

In the Knesset one can see firsthand that a majority of the committees do not take steps without first consulting our faculty members. For Jerusalem, the Hebrew University is a strategic engine. The Municipality sees us as such and includes the Hebrew University in every stage of their strategic planning. As Jerusalem becomes more vibrant and develops its hi-tech and bio-medical sectors, we are working alongside the City, every step of the way.



On Looking Ahead

The majority of my tenure has been dedicated to setting up the University for success through strategic planning. We celebrate 100 years of success, and we plan for the next 100 years.

When I look ahead to 2037, and beyond, I see the University as a vibrant power unhampered by budgetary constraints. I see an institution capable of investing in new fields, a light unto the nations in nanotechnology, brain sciences, Jewish studies, translational medicine, agriculture, and others.

Moving forward we will dedicate substantial funds to improving student life. We attract the best students, and are determined to provide them with the optimal student experience in Jerusalem, academic and otherwise. There is no wiser investment to be made.

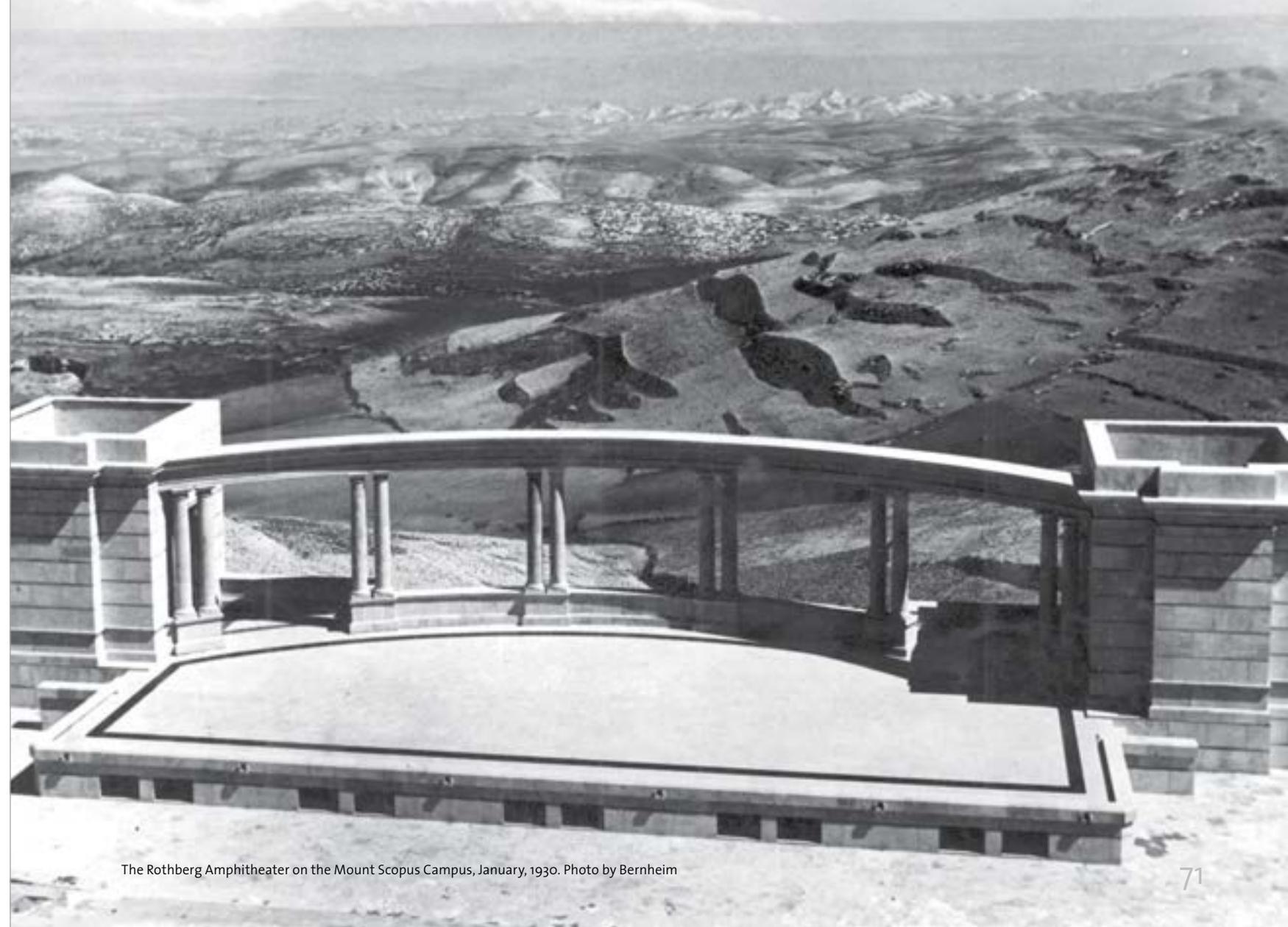
Connecting our campuses by the extension of the Light Rail will facilitate an increase in interdisciplinary work. Formal frontal teaching will decrease, with more courses online, and more time dedicated to interactive one-on-one or small group learning.

Together with all our partners – the faculty, students, administrative staff, the University management team, Executive Committee, Board of Governors and our Friends organizations - we will ensure the future of the Hebrew University in its second century of activity, for the sake of our academic community, for the wellbeing of the State of Israel, and for the future of human knowledge and science.



On the End of an Era

You have entrusted me with one of the greatest treasures of the State and the people of Israel, the Jewish people and the world of learning. I thank you for the partnership which has lasted decades. Together we continue to shape the destiny of The Hebrew University of Jerusalem.



The Rothberg Amphitheater on the Mount Scopus Campus, January, 1930. Photo by Bernheim



The opening of the Hebrew University on Mount Scopus. Painting by Leopold Pilichowsky, England (b. Poland).

Our Highlights

New nanomaterial, shaped like Stars of David, discovered at the Hebrew University, could open way for medical, clean energy applications



Hebrew University-developed security video invention, BriefCam wins Wall Street Journal Technology Innovation Award



Prof. Shmuel Peleg (Photo: Sasson Tiram)

Entire Einstein manuscripts displayed for first time ever

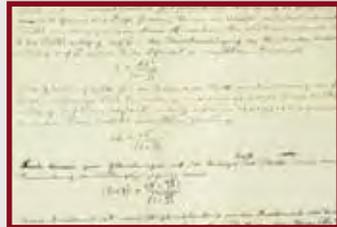


Photo: Courtesy of the Albert Einstein Archives

2009

Dedication of the Saul & Joyce Brandman Science Laboratory Building



2010

Legal clinic for the rights of disabled opened

Prof. Elon Lindenstrauss of the Einstein Institute of Mathematics receives the Fields Medal



2011

Berel and Agnes Ginges (Australia) Library Information Centre dedicated at the Rehovot Campus



2012

Faculty of Dental Medicine launches a new international master's program: Bio-Medical Sciences in Dental Medicine



Rothberg International School Preparatory Program (mechina) celebrates 40 years of helping young people integrate into Israeli society and pursue higher education



New brain research building dedicated in honor of Charles (Corky) and Suzanne Crown Goodman

2013

New Summer Program for International Lawyers and Students of Law



The Stanley B. Prusiner Medical Information Center and the Prusiner-Abramsky Medical Library Information Center dedicated at the Ein Kerem Campus

Helmsley Brain Imaging Center created by The Leona M. and Harry B. Helmsley Charitable Trust, New York – the Helmsley Brain Imaging Center



Photo: Yonatan Sindel / Flash go

Advancing Pediatric Medicine: The Children's Hospital of Philadelphia, Drexel University and the Hebrew University launch research consortium initiative during Philadelphia delegation visit to Jerusalem



Photo: Sasson Tiram

President Peres opens Brain Science Exhibit as Hebrew University's Edmond and Lily Safra Center for Brain Sciences is launched



Barbara Streisand receives Honorary Degree: "I wish the world were more like the hallways of the Hebrew University"

2014

The Hebrew University launches Quantum Information Science Center to move computing and communication technologies forward

Israel's First Biodesign program produces four startups after one year

4 of 11 new Centers of Excellence established by Israel's Council for Higher Education will be managed by the Hebrew University: The I-CORE program is a key component of the government's reform plan to strengthen Israel's academic research position in Israel and abroad

Mobileye showcases driver-safety technology to President Obama during Israel visit



Researchers reveal protein's role in preventing growth of heart muscle leading to heart failure

A first: nuclear transfer to reprogram adult patient cells into stem cells demonstrated by researchers from the United States and the Hebrew University

The Federmann Center for the Study of Rationality is named



Qlight Nanotech wins best Nanotechnology Company of the Year Award at NanoIsrael 2014

The Azrieli Center for Stem Cells and Genetic Research headed by Nissim Benvenisty is created

The James J. Shasha Complex for Psychological Sciences is announced

Opening of Confucius Institute furthers Hebrew University's internationalization and relations with China



Photo: Mel Brickman

The Jerusalem School of Business Administration

Founded by Daniel and Raphael Ben-Nati

The Jerusalem School of Business Administration launches one-year International MBA in English, with a focus on entrepreneurship and innovation

Joint research institute between the Hebrew University, Nanyang Technological University (NTU) in Singapore, and Korea University

The Hebrew University and Korea University sign cooperation agreement



European Parliament President Martin Schulz receives Honorary PhD, discusses future of Israel-European Union relations at the Hebrew University

Koret Foundation pledges renovation of the Veterinary Teaching Hospital



2015

Canadian and Israeli Scientists tackle deadly pancreatic cancer as Alex U. Soyka Pancreatic Cancer Research Project is dedicated in Jerusalem



Photo: Bruno Charbit



Prof. Ron Dzikowski and PhD student Inbar Amit-Avraham at the Hebrew University of Jerusalem

Scientists develop a novel method to suppress malaria parasite's virulence genes, break the code of its immune evasion



Prof. Shlomo Magdassi, director of The 3D and Functional Printing Center at The Hebrew University of Jerusalem. Photo by Nati Shohat Flashgo

Hebrew University launches Israel's first center for 3D and functional printing



Photo: Biodesign Program at Hebrew University / Hadassah Medical Center

3D digital scanning shortens denture-fitting time from days to minutes



The Jack, Joseph and Morton Mandel School for Advanced Studies in the Humanities is inaugurated

Middle East's leading Autism Center established by the Hebrew University

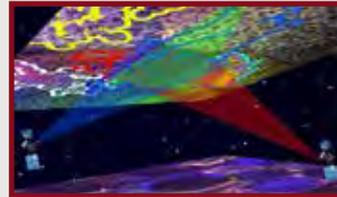


Photo: Biodesign Program at Hebrew University / Hadassah Medical Center

A 'GPS' to navigate the brain's neuronal network is created

German President Joachim Gauck awarded honorary doctorate

India's President Pranab Mukherjee awarded honorary doctorate

Hebrew University hosts first ever World Science Conference - Israel

2016

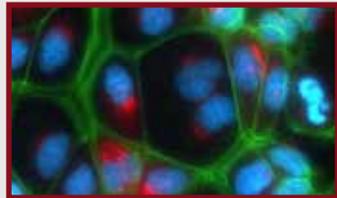
Researchers uncover a survival mechanism in cancer cells

Study reveals a biological link between stress and obesity

Nanotechnology delivery system offers new approach to skin disease therapies

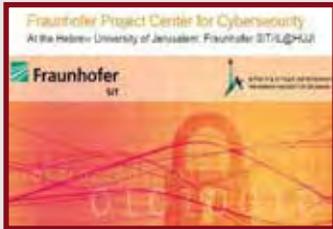
Cleveland Clinic and the Hebrew University to develop Global Center for Transformative Nanomedicine

Functional human liver cells grown in the lab



Fluorescently labeled polarized Upcyte® hepatocytes. (Photo: Prof. Yaakov Nahmias)

German and Israeli research leaders join forces to launch global Cybersecurity Center



Hebrew University veterinary dentist fixes peacekeeping K-9's canine at the Veterinary Teaching Hospital (VTH), with students from the Koret School of Veterinary Medicine



Photo: Veterinary Teaching Hospital / Hebrew University

Impression of King Hezekiah's royal seal discovered in Ophel Excavations south of Temple Mount in Jerusalem



Courtesy of Dr. Eilat Mazar; Photo by Ouria Tadmor

Hebrew University and Freie Universität Berlin sign agreement for joint doctoral program as Israel and Germany mark 50 years of diplomatic relations



Photo: Miriam Alster/Flash 90

Pope Francis meets Hebrew University delegation on 70th anniversary of the Liberation of Auschwitz



First time ever: NASA includes an Israeli scientist's challenge in International Space Apps Competition

New Institute for Law and Policy

New MA in winemaking: Hebrew University launches Israel's first academic degree program in Viticulture and Enology



The scroll from Ein-Gedi: a high-tech recovery mission



Ruth Cheshin to support Center for Advanced Legal Studies in her late husband's memory, Supreme Court Judge Mishael Cheshin



Photo: Dov Smith

Canada's Governor General, David Johnston, visits the Hebrew University's Faculty of Medicine



Italian President Sergio Mattarella gives keynote address at the Hebrew University



Photo: Miriam Alster Flashgo

Prime Minister of Singapore, Lee Hsien Loong, begins official visit to Israel at the Hebrew University

2017

University of Toronto and the Hebrew University deepen ties in the fields of biomedical science and social work

Hebrew University to name School of Education in honor of former head Seymour Fox

Dedication of the Brindell and Milton Gottlieb Auditorium



Dame Helen Mirren meets Arab and Jewish students at the Hebrew University's Billy Crystal Program for Peace Through the Performing Arts



Renovation of the new home of the Lautenberg Center for Immunology



Kennedy-Leigh Charitable Trust (UK) establishes the Kennedy-Leigh Research Complex for Ecosystem Services in Agriculture

New BS in Criminology

Hebrew University launches Multidisciplinary Center on Cannabinoid Research



Science brings tomatoes back their good old flavor

New MA in Conflict Resolution and International Law

Mortimer B. Zuckerman announces transformative program to support future generations of American & Israeli STEM leaders



Photo: Bruno Charbit



Photo: Casey L. Olson and Oren Gutfeld

Archaeologists find 12th Dead Sea Scrolls Cave

Rachel and Selim Benin School of Computer Science and Engineering to become a Faculty

Intel Corporation acquires Mobileye, in the biggest hi-tech takeover in Israeli history



Photo: Moira Massonneau

Pope Francis together with Scholas Global Directors meets Hebrew University leaders to sign an agreement for working together in an education program for the encounter between youth of various religions

Latin American academic leaders visit Israel, sign cooperation agreements with the Hebrew University

German President Frank-Walter Steinmeier Speaks at the Hebrew University



Photo: Bruno Charbit



Photo: Bruno Charbit

Visit of the Chairman of the Foreign Affairs Committee of the Chinese Parliament and China's Ambassador to Israel

AWARDS • הנובליסטים



The Awards Wall, Mount Scopus Campus

The Hebrew University honors its founders, alumni and researchers, winners of the Nobel Prize, the Fields Medal, and the Turing Award, for their breakthrough research.

Some took their first steps in science and in acquiring their research tools as students at this University, while others advanced their knowledge and promoted their research as Hebrew University teachers and researchers.

Their creative thinking and innovative breakthrough research began with their unlimited curiosity and led to insights that influence our lives, while earning them worldwide recognition and these prestigious awards.

The entire Hebrew University is honored through their achievements.



2015/2016 Financials

The Hebrew University ended the 2015/2016 financial year with an approved deficit of NIS 20 million. This deficit reflects the current year's operative activity, and therefore does not include expenditure as exchange rate differences or expenditure relating to previous years.

The approved deficit was accomplished as a result of several factors:

Income Side

1. An income shortfall of funds of NIS 18 million due to decrease of spending rule from 5% to 4%.
2. An income shortfall from the Friends organizations of NIS 26 million against the anticipated budget.
3. An income shortfall from Yisum of NIS 25 million due to recognition of part stock share selling in the 2014/2015 budget year.

This shortfall was covered partly by an increase in income in PBC and Student fees so the total shortfall in income was NIS 55 million.

In parallel, the expenditure was under implementation in the following sections:

1. ERP project: under implementation of NIS 8 million.
2. Reserves and Designated Allocation: under implementation of NIS 15 million.
3. Surplus from closed budgets: NIS 10 million.
4. Support of academic activity and infrastructure: under implementation of NIS 9 million.

The total expenditure under implementation was NIS 55 million. This is the same as the shortfall in income.

The following pages outline financial activity related to the University's operating results. The figures presented cover all University operations and budgets. Budgets are divided into two categories: annual budgets comprising the regular budget (see Table 3 for details of regular budget implementation), and the closed budget of several specific operations such as the Rothberg International School and the Saltiel Center for Pre-Academic Studies. Multi-year budgets include the Research, Development and Special budgets.

Table 1: Expenditure & Income 2015/16 (in US \$ millions)

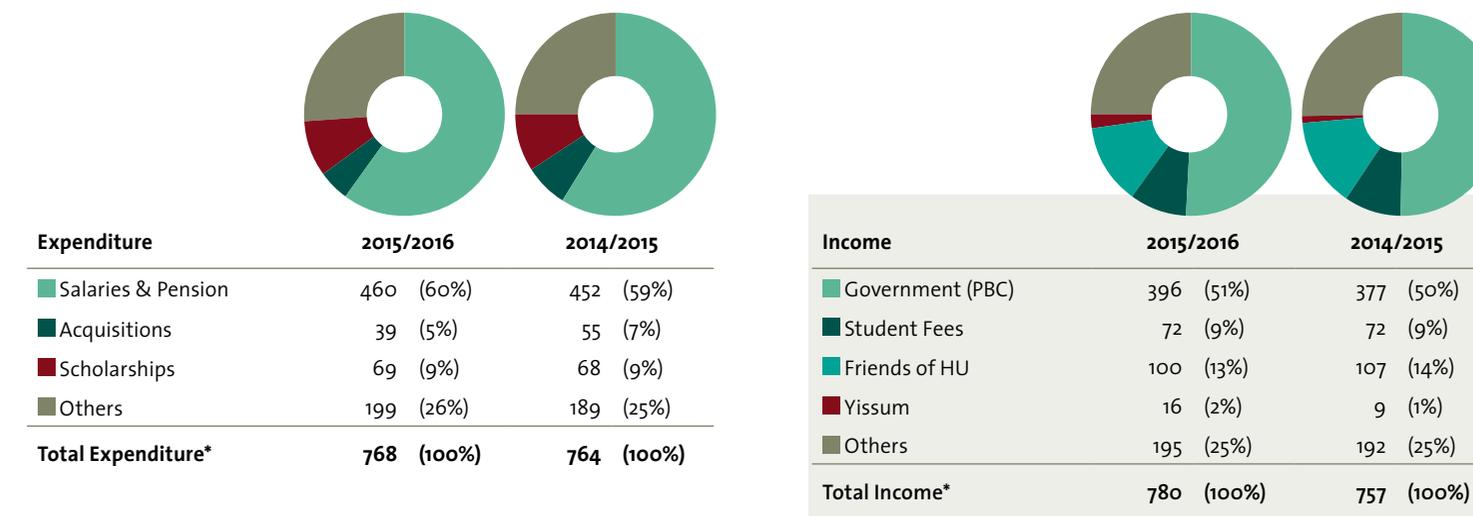
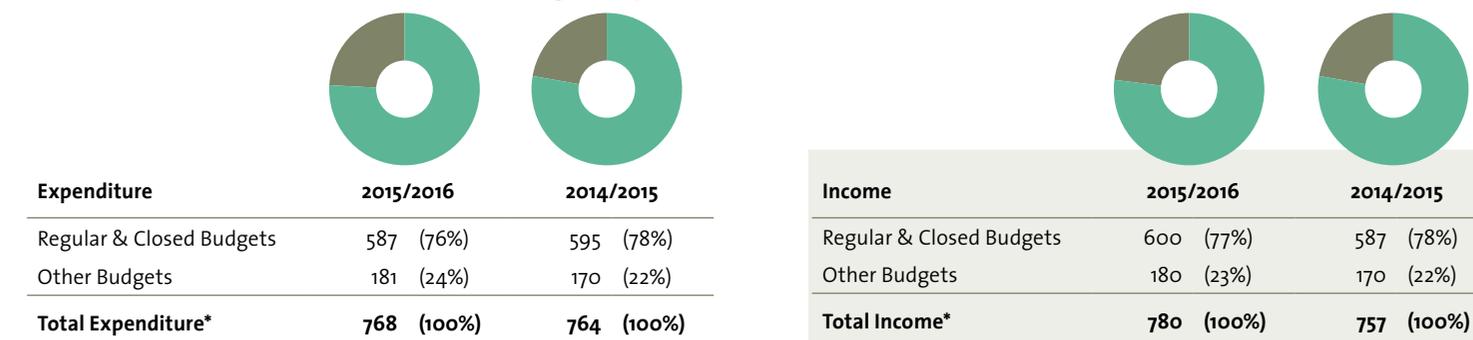


Table 2: Allocation of Overall Budgetary Expenditure & Income 2015/16 (in US \$ millions)



*The changes between the years is explained predominately by the increase of 11% in the dollar exchange rate.

Table 3: Hebrew University Implementation of Regular Budget 2015/16 (in US \$ millions)

Table 3A: General Budgets & Closed Budgets

	Experimental Units	Non-Experimental Units	Academic Support Units	Central Costs & Administrative Units*	Closed Budgets	Total Implementation
Salaries	89.6	66.3	9.3	21.4	18.2	204.8
Pensions & Severance Payments	-	-	-	183.8	-	183.8
Acquisitions	1.6	0.0	0.1	-	-	1.7
Students Aid & Scholarships	4.3	2.3	1.6	3.5	3.1	14.8
Other	21.6	14.5	1.1	104.1	40.7	182.1
Total Expenditures	117.2 (20)	83.2 (14.2)	12.1 (2.1)	312.8 (53.3)	62.0 (10.6)	587.2 (100)

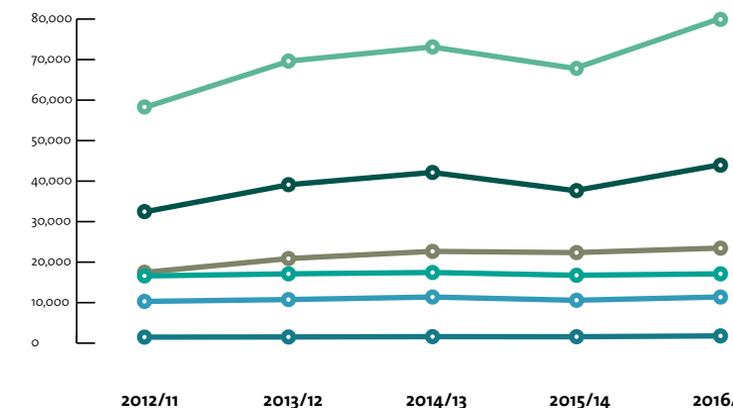
Table 3B: Experimental Units

	Medicine	Dental Medicine	Pharmacy	Sciences & Engineering and Computer	Agriculture	Neuroscience	Total
Salaries	17.2	2.8	4.8	46.3	18.5	0.5	89.5
Pensions & Severance Payments	-	-	-	-	-	-	-
Acquisitions	0.1	0.1	0.1	3.3	0.4	-	4.1
Scholarships	1.0	0.3	0.4	1.9	0.9	0.0	4.4
Other	3.9	0.2	1.0	7.6	6.4	0.2	19.2
Total Expenditures	22.2	3.4	6.3	59.1	26.2	0.7	117.2

Table 3C: Non-Experimental Units

	Humanities	Education	Social Work	Social Sciences	Law	Total
Salaries	25.2	4.3	4.0	25.1	6.0	64.7
Pensions & Severance Payments	-	-	-	-	-	-
Acquisitions	0.1	0.0	0.0	0.2	0.0	0.4
Scholarships	1.0	0.2	0.0	0.9	0.1	2.3
Other	5.2	1.4	1.5	5.8	2.0	15.9
Total Expenditures	31.5	6.0	5.5	32.1	8.1	83.2

Table 4: Research Budget According to Groups (in US \$ thousands)



	2012/11	2013/12	2014/13	2015/14	2016/15
Group 1: Faculty of Science, School of Engineering & Computer Science	58,307	69,633	73,116	67,822	79,923
Group 2: Faculty of Medicine, School of Pharmacy, Faculty of Dental Medicine	32,475	39,125	42,139	37,660	43,933
Group 3: Faculty of Humanities, School of Education, School of Business Administration	16,601	17,110	17,446	16,757	17,111
Group 4: Faculty of Agriculture, Food & Environment	17,505	20,893	22,655	22,354	23,450
Group 5: Faculty of Social Sciences, School of Social Work & Social Welfare	10,313	10,766	11,390	10,590	11,385
Group 6: Faculty of Law	1,487	1,530	1,610	1,586	1,788
Total	136,688	159,057	168,466	156,769	177,590

Table 5: University Endowment Funds, Growth and Income (in US \$ millions)

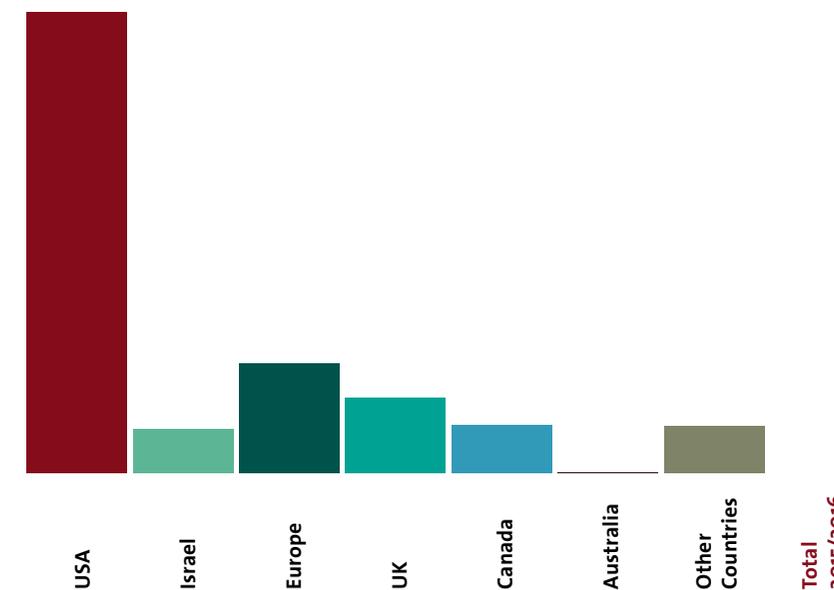


Total Assets of Endowment Funds	308.6	328	347.8	394.3	391.2	390.7	429.9	410.1	420.2	476.3	471.5	440.2	456.2
Net Profit	23.6	26.6	22.7	32.9	-37.2	16.4	34.3	-1.2	32.1	39.5	31.5	8.9	22
Net Profit (as %)	7.6	8.1	6.5	8.3	-9.5	4.2	8	-0.3	7.6	8.3	6.7	2	4.8

From 2003/2004 until today, the assets of the University's Endowment Funds have grown by \$147.6 million, from \$308.6 million at the end of 2003/2004 to \$456.2 million at the end of 2015/2016, with an average growth of \$12.3 million per year. During 2015/2016, the Endowment Funds' assets increased by \$15.9 million. Net income from Endowment Funds during 2015/2016 amounted to \$ 22.0 million, a yield of nearly 4.8%. The income shown in the financial statements for 2015/2016 is due to profits from investments. In accordance with the policy of the Endowment Funds Committee, about 24% of the funds' investments are linked to the US dollar and the remaining 76% are linked to shekel channels.

Starting in 2003/2004, Endowment Funds Committee financial statements were prepared and presented in nominal shekels (NIS), instead of in dollars (US \$) as in previous years. The figures for 2015/2016 were calculated according to the exchange rate on September 30, 2016. It should be noted that due to the decrease of the dollar exchange of approximately 4.2% in comparison to the exchange rate on September 30, 2015, the presentation of total assets in dollar terms — rather than in shekels — conceals the true change in value of the Endowment Funds and the profits that occurred in shekel terms.

Table 6: Amount received from Friends Organizations 2015/16 (in US \$ thousands)



	USA	Israel	Europe	UK	Canada	Australia	Other Countries	Total 2015/2016
Total Income	58,337	5,553	13,955	9,569	6,053	174	5,964	99,606
As Percentage of Total	46.30%	14.90%	11.10%	8.30%	7.10%	6.30%	6.00%	100.00%
Regular Budget	16,302	1,025	732	1,558	2,006	42	790	22,455
Research & Other Budgets	32,895	2,836	7,514	7,991	3,640	43	2,617	57,535
Development Budgets	5,606	730	200	-	405	44	975	7,960
Endowment Funds in Israel	3,534	963	5,510	20	2	45	1,582	11,656

Total 2014/2015	106,803
Total 2013/2014	106,801
Total 2012/2013	118,950
Total 2011/2012	102,984
Total 2010/2011	88,053

*The dollar values above are translated from the amount shown in the University's books in New Israeli Shekels at the rate of exchange on the day of transaction.

Our story in numbers

