



The  
President's  
Report

2018



THE HEBREW  
UNIVERSITY  
OF JERUSALEM

## From the President, Professor Asher Cohen



## Dear Governors and Friends,

It is my deepest honor and pleasure to present this year's Report as we mark one hundred years since the laying of our University's cornerstones. As we look back on our past achievements, assess where we are today and set goals for the future, we see that we are at a crucial turning point.

This year in many ways marked new beginnings. We began the year with an almost entirely new administrative team and have very recently signed a landmark agreement with the government. We successfully concluded intensive, months-long discussions with representatives of the Ministry of Finance regarding the University's development Plan for Rehabilitation and Growth for the next ten years. The implementation of the Plan is expected to bring the University back on a track of growth through the extensive development of research infrastructure, an increase in the number of faculty members, and a boost in our investment in both our Israeli and international students. I am convinced that together we will meet challenges and go forth from this momentous year to a bright future of outstanding scholarly and scientific achievement for the benefit of humanity worldwide.

We are in a unique situation with an extraordinary opportunity to reinvigorate our University. It is in this spirit that we launch our new billion-dollar campaign, which will run for the next seven years. This campaign, with the help of our Friends organizations around the world, will be paramount in laying the foundations for our next century.

As we forge into the next one hundred years, we have our eyes set on salient trends in higher education, the attainment of which will determine our place in Israeli institutions of higher learning as well as emerging educational networks in the global

higher education marketplace. The key trend in this milestone of change is internationalization.

As you will see from the contents of this Report, we have made the internationalization of the University a central priority on every institutional level. Increasing the number of international students, and growing the number of our students studying abroad, enriches student academics, experience, and career prospects, as well as campus life at our home institution, bringing an international community to our Israeli students unable to travel abroad.

As we are placing a great emphasis on internationalization, we have strategically decided to create a new office for International Affairs, with a new Vice President, Professor Oron Shagrir, who will take the lead on strengthening our international presence through the creation of new initiatives. This Report also highlights five international programs which have recently been established with leading institutions around the globe, as well as new student opportunities.

Another important pillar of our plans for the future is strengthening our partnership with industry. This Report showcases four examples that illustrate the University's industry collaborations through Yisum, the University's technology transfer company. Each are prime examples of how the University has created a successful partnership with industry on a national and global level, maximizing the potential of University talents, resources, research, students, faculty, and collaborative entrepreneurship.

Our students are the backbone of our institution. One of our central goals is to recruit more students from under-represented groups, especially from Arab and Jewish Ultra-Orthodox populations, so that our demographics are reflective of the country as a whole. We are also working to strengthen the student experience, which is of utmost importance to our

University's administration. Our Dean of Students, Professor Udi Shavit, is taking the lead on this priority. Through an innovative annual student survey and mentorship program we have improved campus and academic life for students, ensuring retention, graduation, and academic success.

Finally, we conclude with messages from our new administration: Yishai Fraenkel, Ambassador Yossi Gal, Professor Barak Medina, Professor Re'em Sari, and Professor Oron Shagrir speak personally about what they see as the mission of the University, leading trends, and future goals.

This Report marks the University's achievements at an exciting time. We are reminded of the central, historic role the University has played and continues to play in our country and globally, and of the priorities we need to keep in sight to ensure our national and international leadership for decades to come.

I'd like to take this opportunity to express my gratitude on behalf of the University, to Michael Federmann, our outgoing Board of Governors Chair. For the past nine years, Mikey not only served as Chairman of the Board, but also simultaneously headed the Board of Managers and was the co-chair of the Campaign Cabinet. On the Executive Committee, Mikey worked tirelessly for the University, and was instrumental in the recent successful negotiations with the government. I know that he will remain a steadfast partner on our journey. I'd like to welcome our incoming Chairman, Daniel Schlessinger, who as Chairman and Past President of the American Friends has been a great friend of the University, and we wish him success in this new role.



**Professor Asher Cohen**, President  
The Hebrew University of Jerusalem

“ I am convinced that together we will meet challenges and go forth from this momentous year to a bright future of outstanding scholarly and scientific achievement for the benefit of humanity worldwide. ”

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## Academic Excellence: Hebrew University Faculty and Alumni Recognized with Israel's Highest Honor

The Israel Prize, the State of Israel's most prestigious honor, is awarded annually on Independence Day as the highest recognition of Israeli individuals who have displayed excellence in their fields as well as those who have made an outstanding contribution to the State of Israel and the culture of the nation.

### The 2018 Hebrew University Israel Prize recipients:

**Prof. Sergiu Hart**, a member of the Department of Economics and the Einstein Institute of Mathematics, and a founder of the Federmann Center for the Study of Rationality, received the award in recognition of his work in Economics and Statistics. Prof. Hart is a member of the Israeli, European, and American Academies of Arts and

Sciences, and a Fellow of the Econometric Society. His work focuses on Game Theory, dynamic systems and their convergence to equilibrium, dynamic models of learning, adaptation, and evolution with "bounded rationality," mechanism design, and more.

**Prof. Edwin Seroussi** from the Department of Musicology was awarded the Prize in recognition of his research in Culture, the Arts, and Musicology. Prof. Seroussi's work focuses on ethnomusicology, Jewish and Middle Eastern music, popular music, and related areas of music and technology. He is the Director of the Jewish Music Research Center, and is recognized as the paramount world expert on historical, diverse, and ethnic Jewish music.



**Prof. Izchak M. Schlesinger**, emeritus faculty member of the Department of Psychology, was awarded the Prize in recognition of his outstanding contributions to the study of Psychology. Prof. Schlesinger's work focuses on psycholinguistics, within which he has developed a novel theory in the field of native language acquisition. His research also includes sign languages, other central elements in psycholinguistics, and Talmudic argumentation. Prof. Schlesinger is a leading international figure whose academic and educational contributions are extensive.

**Prof. Alex Lubotzky**, a member of the Einstein Institute of Mathematics, was awarded the Israel Prize in recognition of his enormous contributions to the fields of Mathematics and Computer Sciences. Prof. Lubotzky is a member of both the Israel and the American Academy of Sciences and Humanities and is a world-renowned researcher of Group Theory. He has received considerable international recognition including an Honorary Doctorate from the University of Chicago, the Rothschild Prize, and the Erdős Prize in Mathematics.

**David Grossman** is one of the most moving, profound, and influential voices in Israeli literature. He is an alumnus of the Hebrew University and in 2017 was awarded an Honorary Doctorate from the University.

**Prof. Nava Ben-Zvi** is the Chairwoman of the Israel Center for Excellence in Education, which provides education for excellent students from all sectors of the population in Israel. She is a pioneer of online studies and served as a Hebrew University professor for many years.

**Ron Ben-Yishai** is a renowned military correspondent who has been covering Israeli wars since 1967, when he received a BA in Economics and Geography from the Hebrew University.

**Yehudit Bronicki** founded Ormat Technologies, an alternative energy company, and serves on the Hebrew University Board of Governors.

Since its inception 100 years ago, the Hebrew University community has been celebrated for their contributions and achievements with:





## Hebrew University: On an International Mission

Internationalization is a strategic institutional priority, and serves to promote the Hebrew University's mission of being the leading research university in Israel and within the top leading universities worldwide.

The winning equation to success in the 21st century of higher education is through internationalization. As mobility increases, the brightest students have their pick of top-level institutions. In order to maintain the highest level of quality, the best students must be recruited, no matter where in the world they reside. Having the best students positively impacts research, and local students benefit from exposure to new cultures and ideas.

On a departmental and institutional level, academic collaborations with other top-notch academic institutions mean that research and discovery are propelled further and faster than what any one institution could do alone. The sum of the collaboration is inherently greater than each individual part.

Academic collaborations and study abroad opportunities for incoming and outgoing students are an important revenue stream for any university, which is why it is fiscally responsible to make internationalization a strategic priority.

**Did you know?** The Hebrew University is already ranked #1 in Israel for international doctoral and postdoctoral students and for the number of its students studying abroad. And now, the University is set to increase its international profile as an ever-greater hub of international learning.

“The winning equation to success in the 21st century of higher education is through internationalization.”

**How?** Through the recruitment of approximately 5,000 international students to study at the University across all fields over the next decade, the University will enable more students to earn academic credits and degrees abroad. To this end, the University has established a Committee for the Development of an Internationalization Strategy with 5 key recommendations:

1. Increase the number of outgoing students, which offers more individuals international study experience;
2. Increase and expand international degree programs at the Hebrew University for international students, especially at the graduate level, which means a more global campus;
3. Increase the number of international doctoral and postdoctoral students, which brings new ideas and ways of thinking into labs and classrooms;
4. Expand short-term summer and winter programs for international students, more opportunities for in-between semester programs, appealing to new audiences; and
5. Build strategic partnerships with leading universities worldwide, focusing on North America, Europe, and the Far East.

The Hebrew University has taken on this challenge and through strategic planning efforts these programs are well underway to accomplish these goals.

## Students Travel the World through Erasmus+

Erasmus+ is a program of the European Union, created in 2014 and currently funded through 2020. It includes a program entitled International Credit Mobility which funds short-term student and staff mobility between European and Partner Countries on the basis of bilateral agreements between institutions in the European Union and institutions in other countries to create exchange opportunities for students. The mobility programs are available for Bachelor, Master, and Doctoral students for exchanges from three to 12 months and for mobility of academic, technical, and administrative staff. Erasmus+ offers scholarships for travel costs and monthly allowances, funded by the European Union.

The Hebrew University is the leading institution in Israel in terms of number of agreements with Erasmus+. These agreements offer international students the opportunity to study and experience Israel and the Hebrew University. This initiative provides Israeli students with greater exposure to a global student body at home, and creates opportunities for Hebrew University students to study abroad.

### A win-win:

Participating students enrich their perspectives and create the opportunities for greater international collaboration in the future, as they return to their home countries with the exposure and enrichment they receive from their overseas studies.

### Take it from the students:

“Erasmus+ enabled me to widen my horizons, academically and personally. My studies in economics were at a very advanced level, student life was amazing, and the Hebrew University assisted me through the entire logistical process - from moving there, enrolling, and even finding housing. The process was simple, and the program was incredibly beneficial.”

► Gilad Weil, a participating Hebrew University student who studied at Denmark’s Aarhus University

“It’s a great program. It’s incredibly interesting. I study history and I think the Hebrew University is the best place to study it, because Israel, and specifically Jerusalem, has so many intersections of historical relevance. I gained a lot of insights from other cultures and it enriched my perspective, both academically and personally.”

► Johanna Deckers, a student at the University of Heidelberg, who came to the Hebrew University through Erasmus+

“Studying abroad opens your mind, improves your English, and helps you to see Israel in a different perspective. I met people from all around the globe, the classes were incredibly interesting; it’s fascinating to study the Middle East from a European perspective.”

► Nitzan Ben Shaya, a Hebrew University student studying political science and Middle Eastern studies, who went on exchange to Masaryk University in Brno, Czech Republic

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### The science behind it:

In a recent Erasmus+ Impact Study, it was shown that international exchange has proven benefits for students. According to this data, traits, skills, and experience gained by international study bodes well for students’ future employment:

- **92% of employers** are looking for transversal skills such as curiosity, problem solving, tolerance, and confidence when recruiting.
- **64% of employers** say graduates with an international background are given greater professional responsibility.
- **64% of employers** think international experience is important for recruitment (as compared to 37% in 2006).

On May 13, 2018 President Asher Cohen and Prof. Jiang Sixian, Chairperson of Shanghai Jiao Tong University, signed a historic Memorandum of Understanding for a Joint Seed Fund for Joint Research.

## The Hebrew University of China

The Hebrew University of Jerusalem has joined forces with China's Shanghai Jiao Tong University (SJTU), one of the top three universities in China, to establish a meaningful partnership, including a wide variety of academic initiatives.

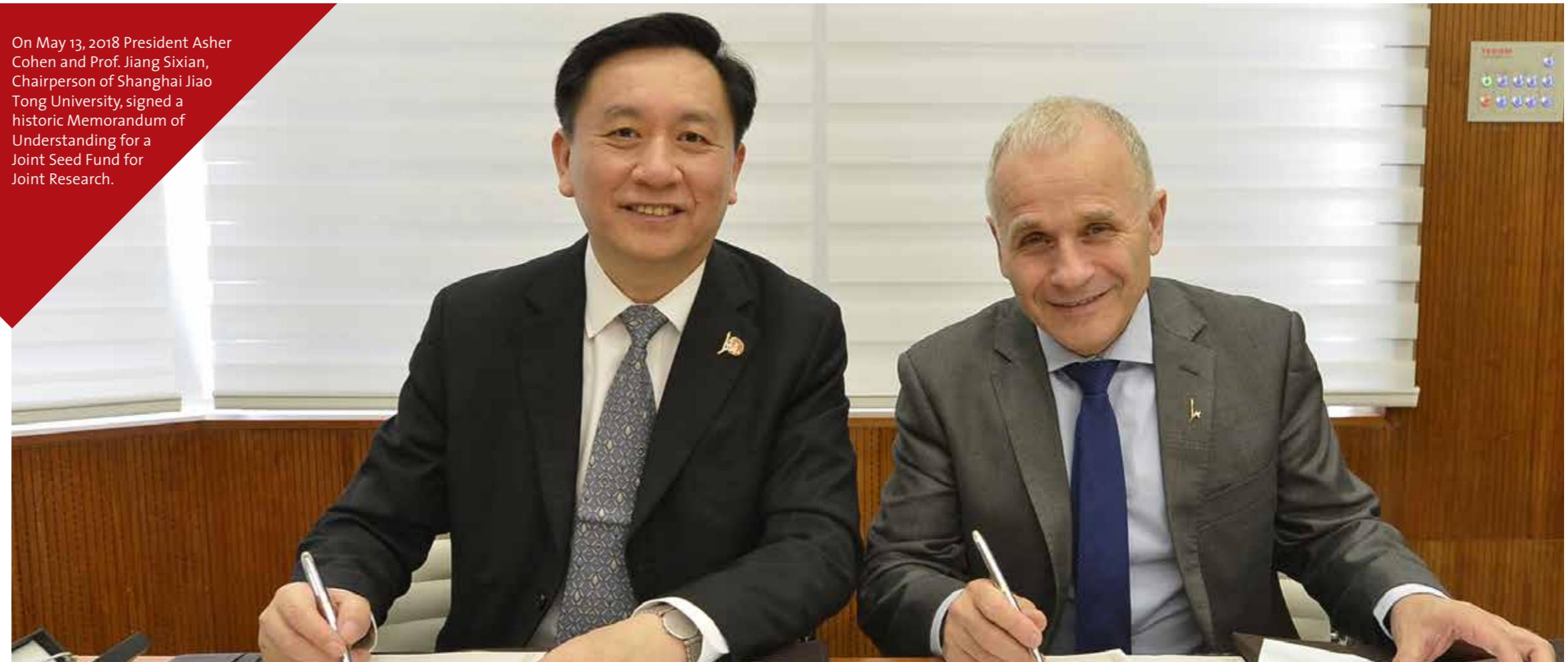
### What's offered:

- Dual Master's and PhD degree programs in Chinese Politics, Agricultural Sciences, and Medicine
- Joint workshops (Social Sciences, Medicine, and Agriculture)
- Joint seed fund program for joint academic initiatives in Nanotechnology and Agriculture
- Exchange agreements in which each university sends and receives a small number of students every year
- Summer courses to attract students from the two institutions

The Hebrew University's Faculty of Social Sciences, the Departments of Political Science and International Relations, and its Department of Asian Studies in the Faculty of Humanities operate a joint Master's program with the School of International

and Public Affairs at SJTU. The second cohort of students is soon graduating.

These joint MA programs allow students to maximize their international employment potential with two postgraduate qualifications from two leading universities. Students can gain two postgraduate qualifications in two years, and study with leading Hebrew University and SJTU University lecturers.



### Direct benefits:

"The program allowed me to enjoy a variety of in-depth courses dealing with China's foreign policy, contemporary politics, environmental policy, and more. Furthermore, my classmates came from a wide range of countries including Spain, Morocco, Switzerland, Nepal, Korea, Japan, Pakistan, Canada, and Australia – each

bringing different views into the discussions and making it even more interesting."

► Tal Nizan, a third-year Hebrew University student in a double Master's degree program between the University and SJTU

## Geneva and Jerusalem: Globalization, Migration, and Policy

As part of its efforts toward internationalization, the Hebrew University has partnered with the University of Geneva to create a new research course for advanced MA and PhD students. The course launched in the 2017/2018 academic year and focuses on globalization, migration, and policy in Europe and Israel, exploring the processes of globalization through the lens of international immigration. In a country such as Israel, where immigration plays a central role in shaping the political and ideological landscape of the country's demographics, understanding immigration trends through a global perspective provides an invaluable window into the social, cultural, and economic struggles of its populations.

Since the end of the Second World War, Western European countries have undergone multiple waves of migration driven by aging populations, demands in labor markets, post-colonial connections, and liberal asylum policies. These waves of migration have increased the population diversity in Western European countries and have contributed to a qualitative shift known as the Third Demographic Transition, currently taking place in Western European countries and in Israel.

### How does this collaboration work?

In this international course, students receive a unique opportunity to discuss the types of



Hebrew University student, Saja Dorze, on a trip to the mountains of Interlaken, Switzerland during her exchange program at the University of Geneva.

policies associated with international cooperation and international organizations and participate in a project that acts as a catalyst for future cooperation between the Hebrew University and the University of Geneva.

Participating University of Geneva students travel to Jerusalem for the Hebrew University's Annual Graduate Conference in Political Science, International Relations, and Public Policy, where workshops are delivered by professors from both institutions. In the summer, students from both institutions meet for a week-long workshop in

Geneva that is taught by research staff from both institutions as well as guest researchers, and includes visits to pertinent international organizations and NGOs in Geneva.

This collaboration is also an exciting model to involve Friends organizations of the Hebrew University to support local projects, while supporting the Hebrew University.

### Take it from them:

"It's an incredible opportunity for students, and it's a successful model of internationalization. Programs like these move the Hebrew University closer to a truly international model of academic study and research, which is the future. It benefits all and exponentially enriches student and faculty intellectual life and opportunity. Most importantly, it gives legs to the topic of the course. Having students from different countries in one class when studying international topics such as migration and global policy is an invaluable asset. It allows us to have different perspectives to research recent trends and develop meaningful outcomes on both the global and local levels."

► Elyakim Kislev, who spearheads the program, is an Assistant Professor at the Hebrew University in the Federmann School of Public Policy and Government

"I got to know all kinds of cultures and the international student body was very well organized. Academically, I gained so much. Incorporating a different viewpoint into my studies was priceless. I want to thank the University for having this kind of program and for helping make it such a seamless and beneficial experience."

► Saja Dorze, participating student from the Hebrew University

## Satellite Labs in Singapore

The Singapore-Hebrew University of Jerusalem Alliance for Research and Enterprise (SHARE) was established in 2016 to advance and strengthen research collaborations between Israel and Singapore, and is a function of Singapore's Campus for Research Excellence and Technological Enterprise program (CREATE). SHARE serves as an intellectual hub for research, scholarship, entrepreneurship, and postgraduate and postdoctoral training, bringing together leading scientists from both countries to tackle major global challenges.

SHARE is the only international research center of the Hebrew University outside of Israel, part of a shift in academic focus to Asia. Currently, SHARE has two major research projects. The first is in biomedicine and focuses on molecular mechanisms underlying inflammatory diseases. The second, most recent project focuses on nanomaterials, specifically nanomaterials for energy and water management (NEW).

### NEW, a novel initiative

NEW's overall goal is to create innovative, advanced materials while pushing the scientific frontiers in energy harvesting, conservation, and storage, with an emphasis on innovative manufacturing processes. In addition to promoting scientific excellence and innovation, the program aims to have its research lead to technology transfer, licensing, and entrepreneurship.

Professor Shlomo Magdassi leads NEW's Hebrew University team and specializes in material science, in particular on the formation, formulation, and applications of micro and nanomaterials. These can be used as active components in functional inks and coatings, such as light-absorbing particles for solar energy harvesting and metal nanoparticles for printed electronics. Some of his inventions have led to commercial activities including worldwide sales and the establishment of new companies.

The field of additive manufacturing is considered the "fourth industrial revolution," and Singapore has been focusing on boosting skills in this area and specifically in the 3D printing industry. As such, the partnership between the two universities to develop the NEW research project was a natural fit.

### Leveraging excellence with joint appointments

Doctoral students from both the Hebrew University and the University of Singapore participate in Prof. Magdassi's labs and research programs, in addition to postdoctoral fellows, research associates, and project officers, with 47 researchers in all from Singapore's Nanyang Technological University (NTU) and the Hebrew University. All of the Hebrew University's principal investigators hold a joint appointment with NTU.



Oded Halevi (left) and Dr. Tan Ming Rui Joel in the CREATE lab, which works to develop functional inks.

"The joint program brings together the expertise of several scientists from both institutes, and leads to excellent scientific outcomes. It also opens opportunities in new research fields that otherwise would be difficult to enter. This is reflected in many joint publications and even joint patents and inventions. Our Singaporean collaborators are great to work with, and the scientific atmosphere is impressive. This joint program also strengthens the capabilities of our students and their exposure to international research activities."

► Professor Shlomo Magdassi, who leads NEW's Hebrew University team, is a Hebrew University Professor of Chemistry at the Casali Center for Applied Chemistry, the Institute of Chemistry, and the Center for Nanoscience and Nanotechnology

"Conducting research under the joint NTU-HUJ program is a tremendous experience, both on a professional and personal level. First, having two leading professors from both countries as PhD supervisors greatly enriched me as a scientist, as I was given two role models with complementary scientific visions. In addition, having the opportunity to interact with researchers from around the world and expose myself to so many scientific cultures and perspectives helped me become a better scholar. On a personal level, I love how diverse Singapore is, the people are so open to cultures from around the world."

► Oded Halevi, a 4th-year Chemistry and Materials Science PhD student in the NTU-HUJ program, who is completing the second half of his PhD in Singapore after relocating there with his family in 2016

# The Future Starts with our Students

## New Opportunities

### International Students at the University

The University strives to recruit excellent graduate students from around the world by expanding its portfolio of international graduate programs taught in English. This effort also helps to enhance the English language skills of Israeli students, as they benefit from participating in courses taught in English and studying in an international environment.

### Goals for academic internationalization include:

- Developing non-research and graduate-level research (MA and PhD) programs, with English as the medium of instruction. New programs include:
  - Master's in Conflict Resolution, in the Faculty of Social Sciences, as of the 2017-2018 academic year;
  - MSc in Viticulture and Enology (Winemaking), in the Faculty of Agriculture;
  - Master's in Asian Studies, in the Faculty of Humanities; opening in the 2018-2019 academic year; and
  - Master's in Development Practice, in the Faculty of Agriculture; to open in the 2018-2019 academic year.
- Creating joint MA/MSc and PhD programs with prestigious partner degree-granting universities, e.g., Shanghai Jiao Tong University and the Freie Universität Berlin.

- Online MA/PhD programs in which international students come to Israel for short periods.

### Increased Numbers of Short-Term Study Programs

Short-term international programs for students are a rising global trend, enabling students an international experience during their studies when longer periods of mobility are not always feasible. The Hebrew University is providing new and exciting opportunities for these international students, including language courses, laboratory training, field trips, clinical work, and a unique Jerusalem experience.

### Programs include:

- Over 105 summer language and culture courses such as those in Chinese, French, German, Italian, and Korean;
- Summer PhD courses in Europe in the sciences, social sciences, and biomedical sciences;
- Faculty-led Study Tours: Japan (Asian Studies), China (Business, Confucius Center), and India (Sociology);
- A wide-range of thematic courses including English literature, agriculture, social work, conflict resolution, leadership, and veterinary sciences; and
- Summer Industry Internships in Computer Sciences.



### International Partnerships

The Hebrew University continues to establish meaningful partnerships with other leading academic institutions to generate joint programs, student mobility, research, and collaboration, as well as faculty and staff exchange. One successful partnership of this kind is with the Freie Universität Berlin. Through this strategic partnership, signed in 2011, more than 60 scholars from all University departments are actively collaborating in research and teaching with colleagues in Jerusalem.

Partnerships can take the form of joint applications for grants and research funding, joint degree programs, student and faculty exchange, joint workshops, and more.

Exciting new faculty-level agreements with some of the world's highest-ranking universities including:

### Humanities Graduate Exchange:

- Princeton University, USA

- Yale University, USA

- University of California, Berkeley, USA

### School of Business:

- EM Lyon Business School, France

### Faculty of Science:

- École Polytechnique, France

### Faculty of Law:

- Peking University, China

### Faculty of Agriculture:

- Shanghai Jiao Tong University, China
- University of Wageningen, Netherlands

### Faculty of Medicine:

- Albert Einstein College of Medicine, USA
- Cleveland Clinic, USA

### Faculty of Social Sciences:

- University of Toronto, Canada

# Yissum: Technology-Transfer Powerhouse of the Hebrew University

Yissum has been the technology transfer company of the Hebrew University for the past 54 years, and is the third company of its kind in existence.

## Rich tradition of innovation and commercialization

Yissum works to benefit society by converting extraordinary innovations and transformational technologies into commercial solutions that address the most urgent global challenges. Leaders in innovation and experts in technology and evaluation acquisition strategies, Yissum, together with the Hebrew University's top researchers, links breakthrough academic research to scientific and commercial applications.



## The secret to success:

By identifying and creating breakthrough scientific research at the Hebrew University, Yissum advances commercial solutions for the most pressing global challenges facing humanity. Founded in 1964, Yissum serves as a bridge between cutting-edge academic research and a global community of entrepreneurs, investors, and industry organizations. Its expertise in innovation, collaboration, and operational excellence supports the commercialization of the Hebrew University's transformational discoveries.

## Successful spin-offs:

Mobileye, Collplant, Qlight, and Briefcam, and the pharmaceutical drugs Doxil and Exelon, just to name a few.

## Partnering with giants:

These span the globe and include companies such as Novartis, Johnson & Johnson, Merck, Intel, Google, Boston Scientific, ICL, and many more.

## Snapshot:

- 54 Years of Transferring Technologies
- 10,000+ Patents
- 2,800+ Inventions
- 900 Licenses
- 135 Spin-Off Companies

## Mobileye: The Greatest Exit

In 2017 Intel announced that it was acquiring Mobileye for \$15 billion, the biggest exit in the history of Israeli industry.

### What's next?

"If you ask me whether autonomous vehicles will become commonplace, my unequivocal answer is yes, there's no question about it. The technology is almost there, the world is almost there, there's an economic motive for getting there, and drivers will slowly start to get used to the idea that you can get rid of the boring task of driving."

► Professor Amnon Shashua, CEO, CTO, and Co-Founder of Mobileye, and Sachs Professor of Computer Science, Rachel and Selim Benin School of Computer Science and Engineering, The Hebrew University of Jerusalem

### Did you know?

Not only is Mobileye the world leader in Advanced Driver Assistance Systems, but its core mission is to cut the number of injuries and fatalities caused by vehicles. The economic damage from driver-caused car accidents is around \$600 billion. Mobileye was built on the belief that technology can help prevent needless deaths and economic damage.

"Drivers are responsible for 93 percent of road accidents. We have an epidemic of the modern world, and in some sense, we've become indifferent. There is a remedy that will save a million and a half lives and 50 million injuries a year, and therefore the autonomous car trend has caught on and can't be stopped. It won't be stopped."

► Ziv Aviram, former CEO and Co-Founder of Mobileye

### Fueling Mobileye with the best and the brightest:

Mobileye is an exemplary model of the Hebrew University's collaboration with industry and was commercialized by Yissum. Mobileye's CEO, CTO, and Co-Founder, Professor Amnon Shashua, and Mobileye's VP Technology, Professor Shai Shalev-Schwartz, are still faculty members at the Hebrew University. Today, when entering the Mobileye labs and offices, one is faced with many Hebrew University graduates.

Mobileye's relationship with the Hebrew University continues to grow stronger, and recently, in order to highlight the strong bond between Mobileye and the University, Mobileye donated \$6 million toward the naming of a computer science building, which will house world-class research, teaching labs, classrooms, and staff offices.



## 9 Billion Mouths to Feed

In 2050 there will be more than nine billion people on earth climate change. When economic and financial uncertainty, and growing competition for natural resources are factored in, feeding the earth's population will be one of the world's greatest challenges.

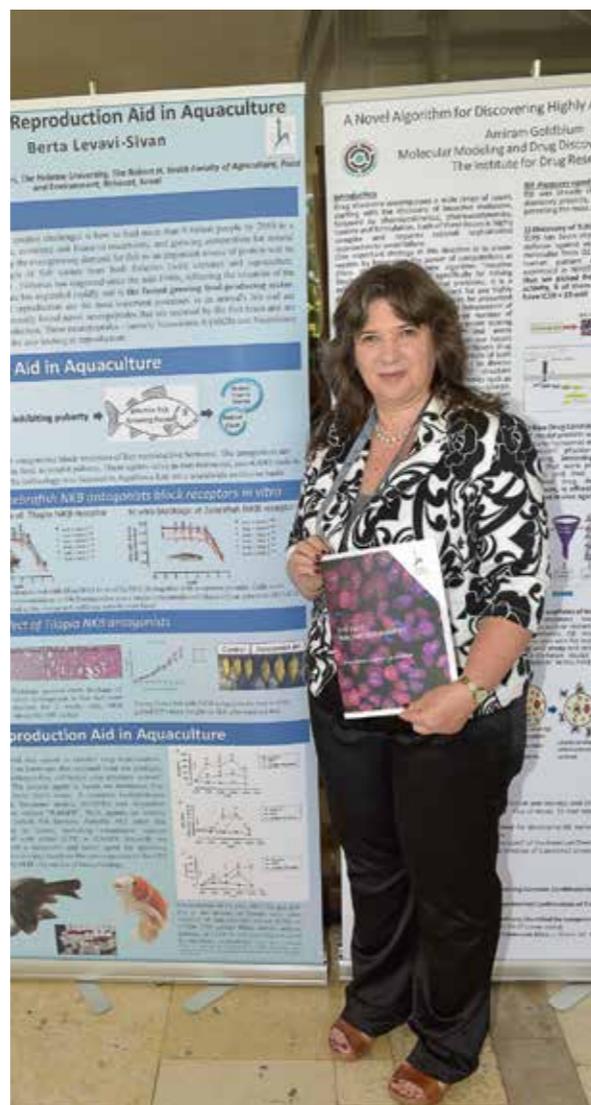
For this, meeting the ever-growing demand for fish - an important source of protein - from aquaculture (agriculture of the water) will be vital.

### What do the experts say?

Professor Berta Levavi-Sivan is a world-renowned specialist in fish reproduction, and is advisor to the start-up Aquinovo, which is developing proprietary materials to enhance the growth of farmed fish. Aquinovo started from Prof. Levavi-Sivan's work in her lab at the Hebrew University. Yissum partnered with Prof. Levavi-Sivan to find investors, seed money, and business leaders for the company, including a CEO. Through Aquinovo, Prof. Levavi-Sivan works on sustainable solutions to the world's food shortage which is estimated to reach crisis levels in the fish industry as soon as 2020.

### Improving and increasing food supply

To meet the growing demand for fish protein, Aquinovo technology increases fish weight, reduces costs, and helps to protect the environment. By modifying the growth rate of farmed fish, Aquinovo has demonstrated an over 30 percent increase in the average weight of Tilapia in lab experiments. Aquinovo's materials will be incorporated into feed



and given to fish using standard feeding procedures. The technology uses non-genetically-modified, non-hormonal products for enhancing fish growth.

Aquinovo's materials also shorten the growth time for fish to reach optimal market weight, reduces total production costs, and offers potential for more growth cycles to increase fish farming yields and revenues. Their materials may also have the potential to eliminate or greatly reduce the use of male hormones in Tilapia farming.

### Exporting expertise

Prof. Levavi-Sivan has worked extensively in Uganda to combat depleted fish supplies in Lake Victoria. She has published over 103 articles in refereed journals and has won several prizes for her findings.

## Yissum and Aquinovo

Yissum nominated Prof. Levavi-Sivan for the Kaye Prize for Innovation in 2017, which she received for her work and success with Aquinovo. Yissum continues to work closely with Aquinovo, raising money and matching the company with additional investors and companies, and works closely with its CEO. As with all successful Yissum partnerships, Yissum will continue to assist Aquinovo in stages until the company reaches full independence.

Professor Levavi-Sivan is a faculty member in the Department of Animal Sciences in the Robert H. Smith Faculty of Agriculture, Food and Environment, and is also Vice-Rector of the Hebrew University of Jerusalem.



## Merck's Strategic Jerusalem Investment

Merck, a leading company for innovative, top-quality high-tech products in healthcare, life science, and performance materials, acquired the remaining stake in Qlight Nanotech in 2015. Merck made the strategic choice to keep the Qlight expansion on the Hebrew University Edmond J. Safra Campus as part of a larger research and development strategy on their end to be in Israel and Jerusalem.

Qlight Nanotech was founded in 2009 and since the beginning has worked closely with Merck in a joint

research program supported by the Israeli Office of the Chief Scientist of the Israeli Ministry of Economy as part of its Multinational Company Cooperation Program. Merck invested in Qlight Nanotech in two steps, first in 2012 and then in 2013. Qlight Nanotech remains the quantum materials research hub for the Performance Materials business sector of Merck.

By exploiting new technologies, Merck aims to strengthen its leadership in liquid crystal display materials and be a growing presence in OLED

“Qlight Nanotech is an excellent illustration of the synergistic potential of academia and industry to scale and promote new technological advances.”

materials. Qlight Nanotech’s novel nanocrystals help to improve color impression and energy efficiency of modern displays.

### Why it’s a great match:

“There are clear synergies for Qlight’s quantum materials with Merck’s dominant position in the display market. This is a landmark opportunity for Qlight Nanotech – solidifying its activity in Jerusalem, while benefitting from close interaction with our research group, and the Hebrew University Center for Nanoscience and Nanotechnology. The research at the Hebrew University will also greatly benefit from such close interactions and ties with Merck.”

► Hebrew University Professor Uri Banin, scientific founder of Qlight Nanotech

“The acquisition of Qlight Nanotech perfectly fits into our innovation strategy. We have set the basic platforms for growth in our three business sectors to grow organically and be driven by innovation. Innovations are our lifeblood. Like the companies here in Israel, we at Merck never stand still but are always researching, asking, finding, tinkering, and developing. And because we invest in new materials and technologies like the one in Qlight Nanotech, we are continuously able to develop exciting new display products that meet the needs of our customers around the world.”

► Karl-Ludwig Kley, CEO and Chairman of the Executive Board of Merck

“Qlight Nanotech is an excellent illustration of the synergistic potential of academia and industry to scale and promote new technological advances. Hebrew University is a world leader in innovative material science research. We are excited to play an instrumental role in bringing more technological breakthroughs to commercialization.”

► Dr. Yaron Daniely, CEO and President of Yisum, Hebrew University's Technology Transfer Company

## The Future of Meat is Here

In May 2018, Future Meat Technologies announced a \$2.2 million seed investment round co-led by Tyson Ventures, the venture capital arm of Tyson Foods. Tyson Foods is a Fortune 100 company, and one of the world's largest food producers.

Future Meat Technologies is a Jerusalem-based biotechnology company advancing a distributive

manufacturing platform for the cost-efficient, non-GMO production of meat directly from animal cells, without the need to raise or harvest animals. It is the only company worldwide holding an unlimited cell source that was not genetically modified, capable of differentiating between both muscle and fat.



“ I want my children to eat meat that is delicious, sustainable, and safe. This is our commitment to future generations. ”

### Take it from them:

“I want my children to eat meat that is delicious, sustainable, and safe. This is our commitment to future generations. It is difficult to imagine cultured meat becoming a reality with a current production price of about \$10,000 per kilogram. We redesigned the manufacturing process until we brought it down to \$800 per kilogram today, with a clear roadmap to \$5-10 per kg by 2020.”

► Professor Yaakov Nahmias, Future Meat founder, and Director of the Alexander Grass Center for Bioengineering at the Hebrew University

“This is our first investment in an Israel-based company and we're excited about this opportunity to broaden our exposure to innovative, new ways of producing protein. We continue to invest significantly in our traditional meat business, but also believe in exploring additional opportunities for growth that give consumers more choices.”

► Justin Whitmore, Executive Vice President, Corporate Strategy and Chief Sustainability Officer of Tyson Foods

“Hebrew University, home to Israel's only Faculty of Agriculture, specializes in incubating applied research in such fields as animal-free meat sources. Future Meat Technologies' innovations are revolutionizing the sector and leading the way in creating sustainable alternative protein sources.”

► Dr. Yaron Daniely, President and CEO of Yisum, responsible for licensing Future Meat's technology

## Enriching the Student Experience

### Professor Udi Shavit, Dean of Students

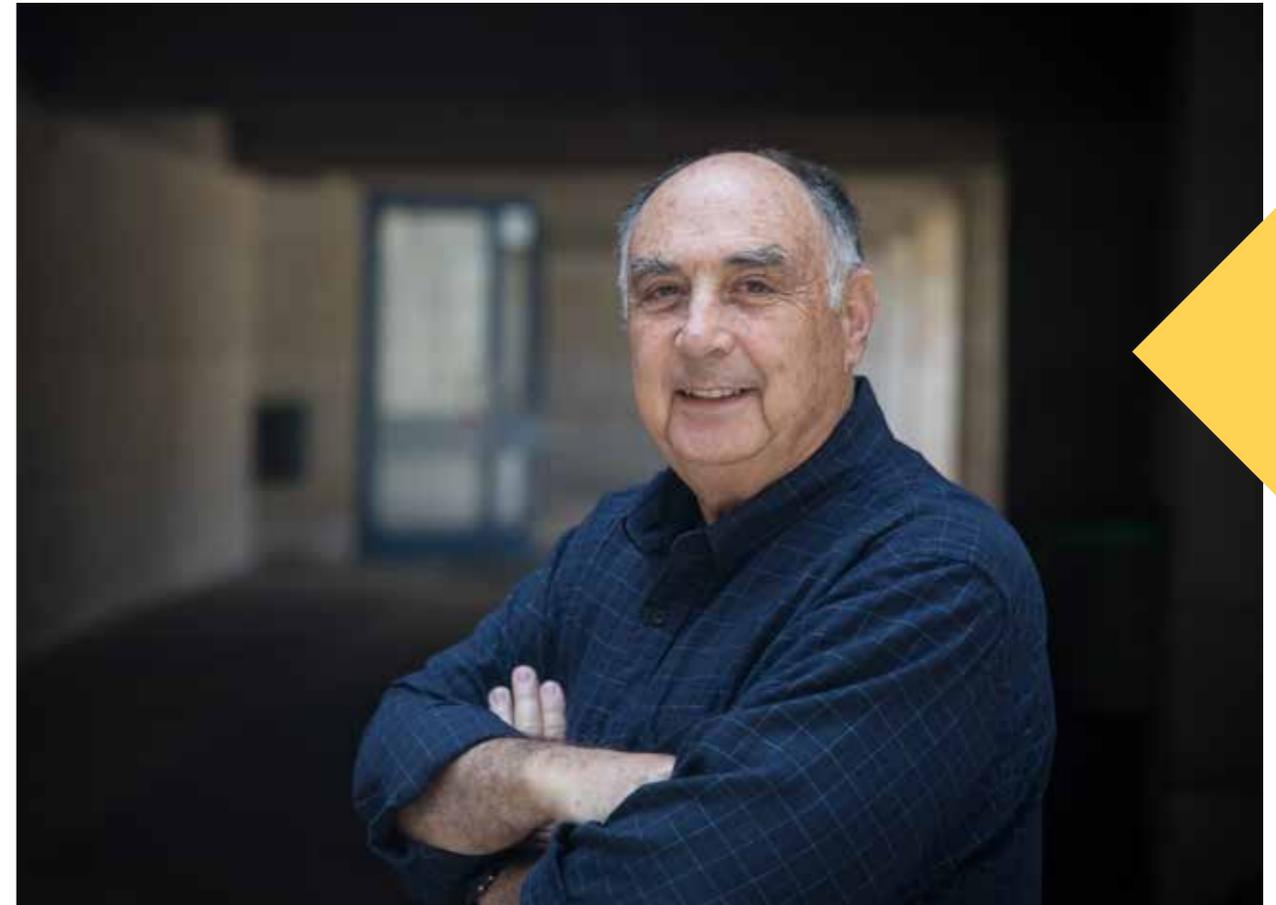
My role as the Dean of Students is to make sure every one of our students graduates. Retention is an important part of my job, and I believe that graduating with a degree from the Hebrew University is a life-changing event. Most of our students graduate within three to four years, but we also have students with special needs, whose circumstances present significant obstacles to their academic achievements. The Dean of Students Office provides services to all students, and in particular to those requiring additional resources to ensure that they graduate.

Our office conducts an annual student questionnaire, which is essentially a satisfaction survey. We send out this web-based survey to approximately 13,000 students annually and have a 40 percent response rate, which is considered very high. This survey is in its fifth year and is a rich source of important information. We also conduct a retention survey. I'm pleased to say that we've made significant changes based on the results of these surveys.

In order to maximize student success, I've found it crucial to identify main obstacles that lead to students discontinuing their studies. Take the issue of retention, for example. A trend that became very clear through the survey is that if students drop out, they do so in their first year, and often, they start considering dropping out at the end of their first semester. We discovered that one of the best predictors of student dropout is their first failure.

If during the first semester a student fails a course, his or her chances of dropping out increases two-to-threefold. We need to get to these students as soon as we can. Now, as a result, every faculty across the University has retention counselors. These counselors receive a list, already at the end of the first semester, of students who are struggling, and actively reach out to them, offering as much assistance as possible—whether it be academic, financial, psychological services, or disability diagnosis and support. This is the first initiative we created and implemented based on the results of the annual student satisfaction survey.

Additionally, we developed a student mentorship program. Following an initiative by the Student Union we created a program called “First Year Not Alone,” where new students are divided into small groups and are assigned to student mentors in their second or third year at the University. Mentors receive a modest fellowship for their volunteer work. They meet with new students before orientation day at the beginning of the year and stay in touch with them. Mentors are provided with the institutional knowledge to help new students, so that if they see a new student struggling, they have the tools to direct these students to the resources they require. While student resources and services are listed on the Dean of Student's website, we've found this lateral approach to be an incredibly effective way for new students to become aware of the services available to them.



As the Dean of Students, it continues to be my priority to identify student needs and implement programs that improve student experience, quality of life, and academic success. As we look forward to the next one hundred years of the University, I am confident that the academic excellence demanded

by our University will be equally matched by the support and quality of life we make available to everyone on campus.



**From Our  
Administration**

## Yishai Fraenkel

### Vice President and Director General

My connection to the Hebrew University literally spans generations. My great-uncle, Professor Abraham Fraenkel, was one of the founders of the department of Mathematics. My father taught here and my mother is an alumnus. I completed my undergraduate and graduate degrees at the University, and my wife, a physician, studied at the Hebrew University, Hadassah Hospital campus. Together we spent six years in the University student dorms.

After earning my MBA from the University, I worked as the General Manager of Intel's Jerusalem site, and then as Vice President of Intel Corporation. More than 50 percent of employees at Intel Jerusalem at that time were alumni of the Hebrew University. What I took away from my experience at Intel is the importance of good management and administrative excellence, and this is what I strive to implement here at the Hebrew University.

Like a corporation, a university cannot meet its goals without efficient and effective internal management. We recently signed a game-changing, 10-year, 700 million NIS agreement with the government. This agreement will not only help us stabilize our budgets, but is also a plan which will set us up for strong growth. The agreement is called the Plan for Rehabilitation and Growth, and we are very excited that we now have the opportunity to make real and attainable plans for our bright future. Our focus in the plan is to work with the government and concentrate on growth through the recruitment of promising young scientists

and increasing research and teaching programs. It should also help us overcome the financial problems we had in recent years due to the high costs of pensions.

One of our greatest strengths which we will continue to harness at the University is our ability to think in an interdisciplinary way. We have an advantage because we are so strong in so many different departments and faculties. For example, in today's academic landscape, solving complex issues in brain sciences requires enlisting the research of psychologists, physicians, computer scientists, and cognitive scientists. Or consider digital humanities, which involves researchers from different disciplines working together to solve big questions in the humanities, using tools and methods developed elsewhere. The younger generation of researchers embrace this calling for a fusion of the different realms of knowledge. This is vital for research in the 21st century and moving forward, into our institutional second century.

Our research, however, is tightly linked to the administration that supports it. Traditionally, the university is viewed as a body standing on two very strong foundations, research and teaching. I believe we need to add a third foundation: Excellence in management. We must be leaders in implementing successful management practices, with a major emphasis on sound financial practices. Just as people know to look to the Hebrew University for innovative, cutting-edge research, big corporations and organizations should look to the University for excellent management practices. In this new phase of our post-government agreement existence, we will strive to be a leading example for the country and for the world, in all three foundational aspects of our institution.



Mr. Yishai Fraenkel joined the University following 23 years in the high-tech industry, where he served as a Vice President of Intel Corporation, and from 2007-2014 he successfully served as the General Manager of Intel Jerusalem.

Mr. Fraenkel graduated with honors from the Hebrew University in Mathematics and Computer Science, and completed his MBA at Hebrew University with honors as well. Mr. Fraenkel has an additional undergraduate degree in Social Sciences and Humanities with specialization in the history of the Jewish people in the modern era.

Over the years, Mr. Fraenkel has been active in various public organizations related to both the high-tech industry and higher education. He has served as a member of the Planning and Budgeting Committee for Higher Education since 2013.

## Ambassador Yossi Gal

### Vice President, Division for Advancement and External Relations

Anniversaries give rise to nostalgia, and we find ourselves reflecting on the past. There is indeed a lot to reflect on, considering how far the University has come since its founding, not to mention the State of Israel, and the world as a whole. One cannot help but be in awe of the accomplishments of this institution. Since its inception, the Hebrew University has sought to be a pioneer in education, research, and development, with the aim of contributing to a better society.

I'm incredibly proud to say that the Hebrew University continues to live up to this foundational mission. Every morning, when I pass by the University's gallery of Nobel Prize recipients, I am filled with overwhelming pride that our University helped foster these great minds and their contributions to the world.

Now we must look forward to the Nobels that we have yet to win. The twenty-first century looks a lot different than its predecessor, so it is our job to ask ourselves, how do we continue to lead? We must innovate, not only in labs and classrooms, but also in our culture of philanthropy. This year, we are embarking on our first ever Giving Day, where on July 24th, we will host an international crowdfunding day, when friends and alumni around the world will participate by showcasing their support.

We are adding new words to our lexicon such as impact philanthropy. We are harnessing a trend in dollars that are invested to do social good and

create financial returns that can be reinvested in the same enterprise. We are mobilizing the resources of the business community, and understand that today's donors have particular needs relating to their investments than in generations past.

The Business Leadership Forum drew in the next generation of business leaders from around the world, where expertise was shared, and connections made. And finally, we are launching our new campaign. Raising one billion dollars in seven years is no easy feat, but we know that in order to continue to lead, we must attract the best minds in the world, and this happens only by making the investment. Science is becoming increasingly costly and it is our institutional obligation to ensure that our scientists have the means to produce excellent research and results.

For the past one hundred years, our Friends organizations have ensured that our institution has the unique combination of being an academic powerhouse in Israel and globally, while at the same time aiming to serve our community and humanity. I'm confident that we will continue to walk hand-in-hand to realize our future goals.

After 40 years of serving in the government and around the world, coming to the Hebrew University changed my life considerably, and I cannot think of any other place more important to our future than my alma mater. Nothing is more important for the city of Jerusalem, the State of Israel, or for that matter, humanity as a whole, than education.

A career diplomat and graduate of the Hebrew University, Ambassador Yossi Gal most recently served Israel as the nation's Ambassador to France and Monaco (2010-2015) and previously was posted to Washington, D.C. twice, as Director of the Ambassador's office (1976-1981) and as spokesman of the embassy (1985-1989). He served as Israel's ambassador to the Netherlands from 1995-2001.

Ambassador Gal launched his foreign service career in 1975. He fulfilled varied responsibilities at the Ministry of Foreign Affairs, including as Director of the Information Department and Deputy Director-General for Communications, participating in peace negotiations with Israel's neighbors and chairing the Israeli delegation to the multilateral peace talks on the environment.

He then headed the Press and Communications Department at the Prime Minister's office, served as Deputy Director-General for Economic Affairs, and was ultimately promoted to Director General of Israel's Ministry of Foreign Affairs. Extensively involved in international relations, Ambassador Gal participated in the Madrid Peace Conference, was a member of the peace negotiating team with Jordan and the Palestinians, headed the process of Israel's adherence to the Organization for Economic Co-operation and Development (OECD), and led the negotiations on upgrading relations with the European Union.



## Professor Barak Medina

### Rector

The most amazing thing at the Hebrew University is our students. Our student body is incredibly diverse and engaged, and has a drive to excel not only in academics, but also in social involvement and civic responsibility. This vibrant atmosphere is something one cannot help but deeply appreciate and admire. Our students know that their degrees from the Hebrew University enable them bright futures, and they are very aware that not all students in Israel are as lucky as they are.

We attract the most talented minds in the country, and I think this is partly because we have a good mix of students from different ethnic and social groups. We harbor and nurture an environment of diversity and tolerance and this enriches campus life. Students seek out this unique and inspiring environment; they know it cultivates critical thinking and fosters acceptance, and our students take these qualities with them as they enter the workforce or reenter academia as graduate students and faculty.

One of our central goals is to move even further in this direction and recruit more students from under-represented groups, especially Arab and ultra-Orthodox Jewish students. Our student demographics should reflect the demographics of the country as a whole. Investing in these under-represented populations will not only enrich our institution and student experience, but is crucial to the future of the University. By providing these populations with access to a strong education, we create a stronger tomorrow for the University and

the country as a whole. We are working on three main initiatives to achieve this goal.

The first is to provide minority groups with academic assistance. We currently offer specific courses to help them, as well as mentors and tutors. Through the Dean of Students office, we connect faculty in each department with students from under-represented populations to help them succeed in their academic studies.

The second is financial support. These students usually come from challenging economic backgrounds, and typically work during their studies. Our aim is to provide them with as much financial assistance as possible, and we are working hard to expand our portfolio of assistance options for these students.

The third is placement. We want to help launch their careers upon graduation, and efforts need to be underway well before graduation if we are to succeed. Our aim is to establish a career office in each department to help students from under-represented populations, not only in their studies, but also in preparation for the job market upon completing their degrees. This includes summer internships and mentorship programs at businesses and corporations, and effective follow-up from our career offices to track and measure success.

Our University is already a multicultural campus. By investing further in students from under-represented populations, we have the chance to create something very special: an environment that brings together faculty and students through a diverse exchange of backgrounds, perspectives, and ideas, through studies, research, and student life. At its core, a university is something universal and open to everyone.

Professor Barak Medina, who holds the Justice Haim H. Cohen Chair in Human Rights Law, also served as the Academic Director of the Research Center on Multiculturalism and Diversity; Co-Academic Director of the Interdisciplinary Center for the Study of Dignified End of Life and of the Fried-Gal Transitional Justice Program; Chair of the Academic Committee of the Center for Clinical Legal Studies; and Head of Hebrew University's Office of Assessment and Evaluation.

Professor Medina earned his LLM degree from Harvard University in 1996, and his PhD in Economics from the Hebrew University in 1999. In 2001 he joined the Faculty of Law, and between 2009 and 2012, served as Dean of the Faculty. Amongst his recent awards are The Movement for Quality Government in Israel Award in 2015 and the Justice Cheshin Prize for Excellence in Legal Research in 2017.



## Professor Re'em Sari

### Vice President of Research and Development

Top research programs and opportunities draw the best minds, which is one of the reasons why the Hebrew University continues to be a magnet for the most sought-after students and faculty from around the world.

Excellence in research is a result of academic freedom and the opportunity to collaborate with talented students and colleagues. The University administration understands that these are crucial elements of a great research institution. As such, we invest a great deal to create and maintain this environment, to ensure that the University produces the next generation of world-class researchers in Israel and globally.

We also understand the importance of interdisciplinary programs which take the best and the brightest from a wide range of disciplines to tackle issues from new perspectives. Take, for example, Quantum Information and Technology. We have an excellent Quantum Information Science Center, headed by Professor Nadav Katz, where over 20 researchers from various disciplines are represented: math, physics, chemistry, and even philosophy. They put their minds and talents together and are already working with several companies to apply their research.

We are also a pioneer in the field of precision medicine, the customization of drugs to individual patients, as well as in the fields of computer science and Big Data. These fields are global trends and

we're investing many resources to ensure that we lead in these disciplines. Plans are underway to build a center for Big Data research that will provide services for other departments.

The common thread here is collaboration between disciplines and working to bring in people from the outside to enrich our projects. Interdisciplinary programs, centers, and institutes that connect us to the international scientific community are the future of scientific innovation and development and, ultimately, of academia.

Recruiting and retaining top talent goes hand-in-hand with internationalization. We already have the ingredients for success and I know our leadership will drive us further toward reaching our goal of being a global trailblazer for scientific research and a hub in which the most brilliant minds will collaborate. These ambitions are our legacy at the Hebrew University and continue to be our vision into the next one hundred years.

Professor Re'em Sari is a professor of Astrophysics, and has served as head of the Astrophysics Center and Planetary Science in the Faculty of Science. Professor Sari earned his Master's degree in Physics from the Hebrew University, and completed his Doctorate in Astrophysics, also at the Hebrew University. He then joined the Institute for Theoretical Physics at Caltech in California, where he held a position as Associate Professor of Astrophysics & Planetary Science. In 2007 Professor Sari joined the Hebrew University and was appointed as a full Professor in Astrophysics. The following year he was appointed head of the Amirim program, an honors program for outstanding students at the Hebrew University, a position he held for six years. Simultaneously, Professor Sari served as Chair of the Board for the Bloomfield Science Museum in Jerusalem.

Professor Sari's studies deal with a variety of fields in Astrophysics, including contributing to the understanding of the mystery of gamma ray bursts, and the development of models of the formation and evolution of planets in our solar system and around other suns. Lately, he has been involved with understanding the dynamics of stars surrounding black holes in the center of galaxies.



## Professor Oron Shagrir

### Vice President of International Affairs

Last November I became the first Vice President of International Affairs. This position was developed as part of the University's new initiative to increase the internationalization of the University.

We are making internationalization a key priority and will be engaged in increasing our academic collaborations across all levels. We as a university have a lot to offer our contemporaries, and we understand that by working together, and sharing our knowledge, we will continue to lead.

Opportunities for students to travel abroad and to recruit the best students from around the world is a lever to our continued success. We hope that in the next 10 years we will send over 2,000 students abroad annually. We also want to increase the number of our international students, students coming from abroad to study here, and further develop and strengthen our international academic collaborations.

When you look at the academic world today, it's clear that student mobility is crucial for a top-notch university education. Some leading universities even send up to 80-90 percent of their students abroad. At others, it's part of the curriculum, and mandatory for students to spend from one semester to one year at another institution. Universities are increasingly moving toward offering their students joint programs with other universities around the world, and now have offshore campuses in other countries. This is the global trend of internationalization at institutions of higher learning.

Studying abroad is important for student development for a number of reasons: When students study abroad, they engage with other cultures, people, and perspectives in a way that is fundamentally different than what is provided in their home country, even at an already diverse and international campus such as ours. Their academic lives are enriched and their networks for study and research is broadened. There is a proven correlation between spending a semester abroad and success in today's world - and the world of tomorrow - where global connectivity is the driving force in any work environment. The more our students gain experience internationally, the greater they are prepared to succeed in an international economy, even if they remain in their country for their studies and careers.

It's also extremely important for students who remain in Israel to have the opportunity to study side-by-side with international students visiting from abroad. When the classroom is more international, students are exposed to new ideas and new ways of thinking and their minds are opened.

Internationalization also impacts our world ranking. Some of the most influential ranking systems use a university's number of international students and faculty as parameters. This creates a cycle: if our rankings suffer due to a lack of internationalization, then we fail to attract the international students and faculty that would increase our rankings.

The Israeli government has an interest in helping its universities be competitive and increase international partnerships. In this regard we should look to countries such as China, which has agreements with universities around the world, and



sends hundreds of thousands of students abroad annually through a vast international network of affiliated academic programs. The Chinese government directly finances close to 100,000 students every year to study around the world.

Our goal is to create our own system of partnership with the government to achieve competitive internationalization. It's my mission as Vice President of International Affairs to make the Hebrew University a leading player in today's global educational market. We are developing internal programs and initiatives and working with the Israeli government, and I'm confident that we will get there. We have no other choice if we are to remain a leading university both in our country and internationally.

Professor Oron Shagrir is the Vice President responsible for international academic collaborations, a newly founded authority at the Hebrew University. Professor Shagrir is a Professor of Philosophy and Cognitive Science.

Professor Shagrir is a native Jerusalemite and completed his Bachelor's degree in Mathematics and Computer Science and Master's in History and Philosophy of Science, both from the Hebrew University. He completed his Doctorate from the University of California at San Diego. Since returning to the Hebrew University, Professor Shagrir established the Cognitive Science program at the University. His areas of interest include the conceptual foundations of cognitive and brain sciences, and the history and philosophy of computing and computability.

Professor Shagrir will be the first Vice President of the newly created authority, which will be responsible for fulfilling the new management's vision of enhancing academic excellence, while leveraging new sources of revenue for the University. Under Professor Shagrir's leadership, the new authority aims to encourage and facilitate an increase in outgoing students looking to study abroad, to promote international degree programs, and promote selected strategic institutional partnerships, while removing barriers to internationalization.



## Financial Report 2016/2017

The Hebrew University ended the 2016/2017 financial year for the first time in the last years with a small surplus of NIS 1 million. The approved deficit was NIS 20 million.

This surplus reflects the current year's operative activity and therefore doesn't include expenditure as exchange rate differences or expenditure that relate to previous years.

The surplus was accomplished as a result of several factors:

**There was an increase in income from the PBC of NIS 30 million.**

**The expenditure was under implementation in the following sections:**

1. Pension & retirement costs - under implementation of NIS 12 million.
2. Support of academic activity and infrastructure - under implementation of NIS 9 million.

The total expenditure under implementation was NIS 21 million.

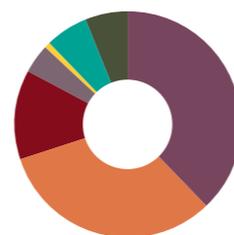
### Income side

1. An income shortfall from Friends of NIS 17 million.
2. An income shortfall from overhead of NIS 13 million due to an update of the rise in overhead only in March instead of in October, exchange rate differences, and a decrease in overhead from the research components.

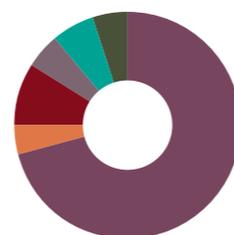
The following pages outlining financial activity relate to the University's operating results. Tables 1+3 refer to the annual budgets comprising the regular budget including the closed budget of several specific operations such as the Rothberg International School and the Joseph Saltiel Center for Pre-Academic Studies. Additionally, Table 2 is comprised of multi-year budgets include the Research, Development, and Special budgets.

**Table 1: Expenditure & Income 2015/16-2016/17  
Regular & Closed Budgets (in U.S. \$ millions)**

Expenditure	2016/2017	2015/2016
Salaries	219 (38%)	203 (38%)
Pension & Retirement Costs	187 (32%)	182 (34%)
Total Academic Activity	73 (13%)	72 (13%)
Working Budgets for Administrative Units	23 (4%)	18 (3%)
Acquisitions & Subsidies for Closed Budgets	7 (1%)	3 (1%)
Services & Maintenance	36 (6%)	33 (6%)
Total General Expenses	36 (6%)	28 (5%)
<b>Total Expenditure*</b>	<b>580.9 (100%)</b>	<b>539.2 (100%)</b>

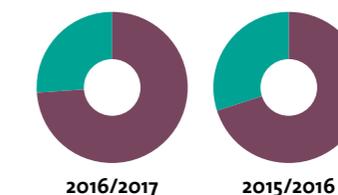


Income	2016/2017	2015/2016
Planning and Budgeting Committee	414 (71%)	389 (73%)
Special Support PBC	21 (4%)	- (0%)
Student Fees	53 (9%)	52 (10%)
Income from Friends	29 (5%)	25 (5%)
Funds	- (0%)	7 (1%)
Overhead	33 (6%)	30 (6%)
Total Other Income	31 (5%)	30 (6%)
<b>Total Income*</b>	<b>581.3 (100%)</b>	<b>534.0 (100%)</b>

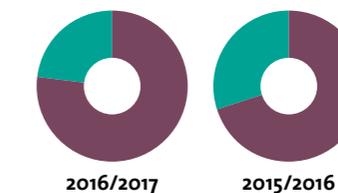


**Table 2: Allocation of Overall Budgetary Expenditure & Income  
2015/16-2016/17 (in US \$ millions)**

Expenditure	2016/2017	2015/2016
Regular & Closed Budgets	580.9 (74%)	539.2 (70%)
Other Budgets	199.4 (26%)	225.7 (30%)
<b>Total Expenditure</b>	<b>780.3 (100%)</b>	<b>764.9 (100%)</b>



Income	2016/2017	2015/2016
Regular & Closed Budgets	581.3 (77%)	534 (70%)
Other Budgets	199.4 (23%)	225.7 (30%)
<b>Total Income</b>	<b>780.7 (100%)</b>	<b>759.7 (100%)</b>



## Table 3: Hebrew University Implementation of Regular and Closed Budget 2016/2017

Table 3a: General Budget & Closed Budgets OVERALL EXPENDITURES (M' \$)

	Total Implementation	Non-Experimental Units	Experimental Units	Academic Support Units	Central Costs & Administrative Units*	Closed Budgets
Salaries	219.4	69.1	95.8	8.5	46	-
Pensions & Retirement Costs	186.6	-	-	-	186.6	-
Total Academic Activity	73	17.3	27.2	9.6	18.9	-
Working Budgets for Administrative Units	22.6	-	-	1.2	21.4	-
Acquisitions & Subsidies for Closed Budgets	6.9	0.0	1.6	-	8.2	-3.0
Services & Maintenance	36.5	0.2	0.5	0.1	35.7	-
Total General Expenses	36.4	-	-	0.1	36	-
<b>TOTAL EXPENDITURES</b>	<b>580.9</b>	<b>86.6</b>	<b>125.1</b>	<b>19.4</b>	<b>352.8</b>	<b>-3.0</b>
<b>PERCENTAGE OF TOTAL EXPENDITURES</b>	<b>100</b>	<b>15</b>	<b>22</b>	<b>3</b>	<b>61</b>	<b>-1</b>

\*Including central expenses such as pension costs and maintenance and revaluation differences on liked balance sheet items

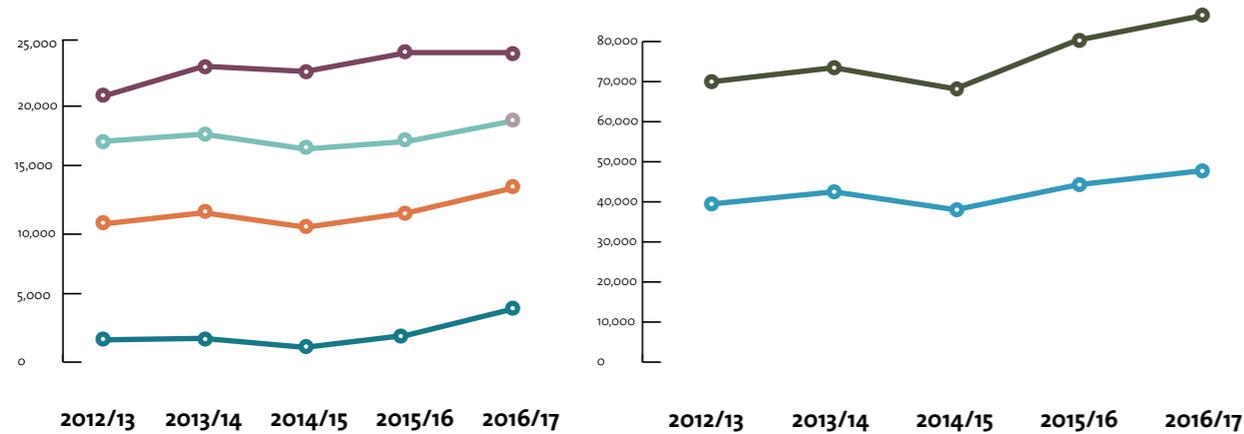
Table 3b: Non-Experimental Units (M' \$)

	Total	Humanities	Education	Social Work	Social Sciences	Law
Salaries	69.1	25.9	4.8	4.2	27.3	6.9
Total Academic Activity	17.2	4.8	1.7	1.7	6.9	2.1
<b>Total Expenditures</b>	<b>86.3</b>	<b>30.7</b>	<b>6.5</b>	<b>5.9</b>	<b>34.4</b>	<b>9.0</b>

Table 3c: Experimental Units (M' \$)

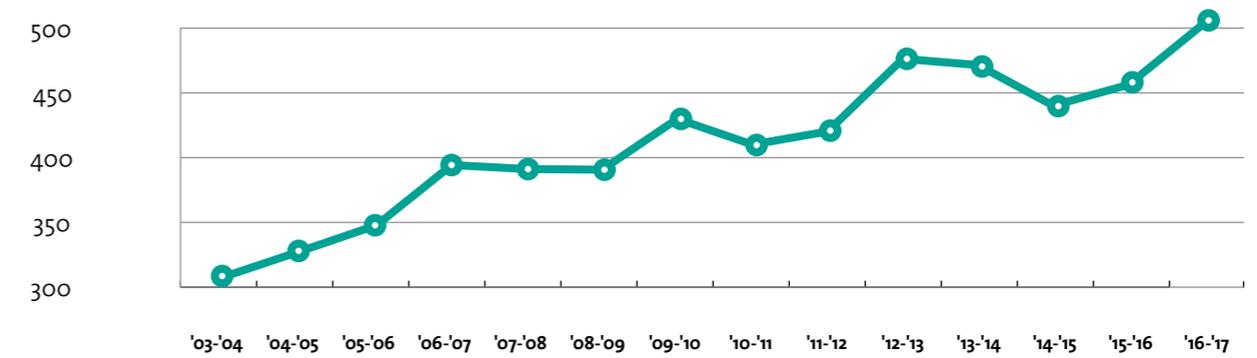
	Total	Medicine	Dental Medicine	Pharmacy	Computer Science & Engineering	Science	Agriculture	Neuroscience
Salaries	95.8	18.3	2.9	4.7	9.1	40.3	19.8	0.7
Total Academic Activity	27.2	5.5	0.8	1.2	2.8	9.8	7.0	0.1
Acquisitions & Subsidies For Closed Budgets	1.6	-0.0	-	-	-	-	1.6	-
Services & Maintenance	0.5	0.1	0.0	0.0	0.0	0.2	0.1	-
<b>Total Expenditures</b>	<b>125.1</b>	<b>23.9</b>	<b>3.7</b>	<b>6</b>	<b>11.9</b>	<b>50.3</b>	<b>28.5</b>	<b>0.8</b>

**Table 4: Research Budget According to Groups 2016/2017  
(in US \$ thousands)**



	2012/13	2013/14	2014/15	2015/16	2016/17
<b>Group 1: Faculty of Science, School of Engineering &amp; Computer Science</b>	69,633	73,116	67,822	79,923	88,443
<b>Group 2: Faculty of Medicine, School of Pharmacy, Faculty of Dental Medicine</b>	39,125	42,139	37,660	43,933	47,367
<b>Group 3: Faculty of Agriculture, Food &amp; Environment</b>	20,893	22,655	22,354	23,450	23,216
<b>Group 4: Faculty of Humanities, School of Education, School of Business Administration</b>	17,110	17,446	16,757	17,111	18,047
<b>Group 5: Faculty of Social Sciences, School of Social Work &amp; Social Welfare</b>	10,766	11,390	10,590	11,385	13,765
<b>Group 6: Faculty of Law</b>	1,530	1,610	1,586	1,788	2,137
<b>Total</b>	<b>159,057</b>	<b>168,466</b>	<b>156,769</b>	<b>177,590</b>	<b>192,975</b>

**Table 5: University Endowment Funds, Growth and Income 2016/2017 (in US \$ millions)**

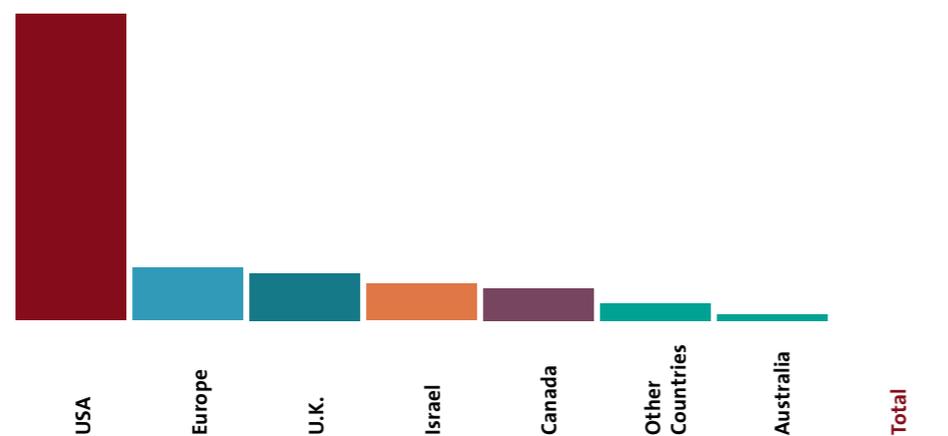


	'03-'04	'04-'05	'05-'06	'06-'07	'07-'08	'08-'09	'09-'10	'10-'11	'11-'12	'12-'13	'13-'14	'14-'15	'15-'16	'16-'17
<b>Total Assets of Endowment Funds</b>	308.6	328	347.8	394.3	391.2	390.7	429.9	410.1	420.2	476.3	471.5	40.2	456.2	510.6
<b>Net Profit</b>	23.6	26.6	22.7	32.9	-37.2	16.4	34.3	-1.2	32.1	39.5	31.5	8.9	22	31.7
<b>Net Profit (as %)</b>	7.6	8.1	6.5	8.3	-9.5	4.2	8	-0.3	7.6	8.3	6.7	2	4.8	6.2

From 2003/2004 until today, the assets of the University's Endowment Funds have grown by \$202 million, from \$308.6 million at the end of 2003/2004 to \$510.6 million at the end of 2016/2017, with an average growth of \$15.5 million per year. During 2016/2017, Endowment Funds' asset increased by \$54.4 million. Net income from Endowment Funds during 2016/2017 amounted to \$ 31.7 million, a yield of nearly 6.2%. The income shown in the financial statements for 2016/2017 is due to profits from investments. In accordance with the policy of the Endowment Funds Committee, about 23% of the funds' investments are linked to the US dollar and the remaining 77% are linked to shekel channels. Starting in 2003/2004,

Endowment Funds Committee financial statements are prepared and presented in nominal shekels (NIS), instead of in dollars (US \$) as in previous years. The figures for 2016/2017 were calculated according to the exchange rate at September 30, 2017. The fund's total assets are presented in dollar terms, rather than in shekels. Therefore, the fund's fluctuation is due not only to the fund's fluctuation itself, but also due to the change in the dollar exchange rate (the dollar exchange rate has decreased approximately 6.1% in comparison to the exchange rate of September 30, 2016).

**Table 6: Amount received from Friends Organizations 2016/2017  
(in US \$ thousands)**



	USA	Europe	U.K.	Israel	Canada	Other Countries	Australia	Total
<b>Year To Date All Categories (2016-17)</b>	<b>74,192</b>	<b>12,676</b>	<b>10,442</b>	<b>7,959</b>	<b>7,570</b>	<b>4,479</b>	<b>1,456</b>	<b>118,774</b>
Percentage of Total	62%	11%	9%	7%	6%	4%	1%	100%
Regular Budget (2016-17)	24,698	854	1,278	21	2,216	788	176	30,031
Special & Research (2016-17)	31,109	8,030	9,149	3,488	5,273	1,776	992	61,867
Development Budget (2016-17)	3,565	950	-	1,455	78	1,156	287	5,441
Endowment Funds (2016-17)	14,820	2,842	15	2,995	3	759	1	21,435

<b>Total 2015/2016</b>	<b>99,506</b>
<b>Total 2014/2015</b>	<b>106,803</b>
<b>Total 2013/2014</b>	<b>106,801</b>
<b>Total 2012/2013</b>	<b>118,950</b>
<b>Total 2011/2012</b>	<b>102,984</b>
<b>Total 2010/2011</b>	<b>88,053</b>

\*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.

האוניברסיטה העברית בירושלים  
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