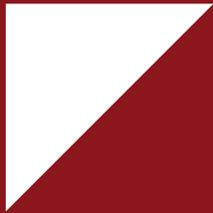




THE HEBREW  
UNIVERSITY  
OF JERUSALEM

# The President's Report | 2019

# The Hebrew University of Jerusalem Snapshot



Ranked **no. 1** in Israel, **no. 95** worldwide, **no. 19** worldwide in mathematics



**8** Nobel Prizes, **1** Fields Medal in Mathematics, **1** Turing Award in Computer Science, **298** Israel Prizes



**6** campuses



More than **23,000** students from more than **100** countries



More than **320** agreements with partner universities in more than **37** countries



**560** postdoctoral researchers from **26** countries



Created **10,750+** patents covering **3,000+** inventions; licensed **950+** technologies and produced **150+** spin-off companies



More than **100** research centers and **6** affiliated medical institutes providing access to internship, graduate studies and job opportunities



## From the President, Professor Asher Cohen

It is my privilege and pleasure to present 2019's Report, as we look forward to the University's next century of tradition and innovation, building on its past 100 years of excellence and achievement. To enable our faculty and students to remain at the front-line of research and scholarship, our \$1 billion campaign aims to boost innovation, strengthen infrastructure and sustain our position as Israel's leading university. This Report describes the focal points of the campaign, and the faces of the University who exemplify its pioneering and influential spirit.

Keeping our supporters and alumni connected to our mission and goals, we held our first ever Giving Day in July 2018, to mark the 100th anniversary of the laying of the University's cornerstones. This Report showcases this seminal event, the first time an academic institution has launched a global fundraising campaign. Its success in garnering substantial donations and commitment from all over the world bodes well for our current campaign. Albert Einstein's genius and legacy have benefited the University in multiple ways, beyond his status as co-founder, and we outline here his latest manuscripts gifted to us. They provide the public with access to more of his scientific discoveries as well as to the man behind them.

Of course, the faces supporting the University and empowering its activities are our devoted leaders. In this Report, we pay tribute to Micky Federmann, whose gift to our Cyber Security Center personifies his continuous dedication to advancing our scientific prowess, and to Joyce Brandman whose generosity towards the Saul and Joyce Brandman

Teaching Laboratories propels forward our scientific-teaching capabilities. We applaud the recent appointment of Daniel I. Schlessinger as Chair of the Board of Governors and Harel Beit-On as Chair of the Board of Managers; their professional skills and unstinting energies help the University flourish and progress.

Our partnership with industry goes from strength to strength, with an upcoming tender for our high-tech park adjacent to the Edmond J. Safra campus and new commercialization of our technologies worldwide by Yissum.

Our latest news and source of great pride is the University's selection as the academic host of the prestigious IDF "Havatzalot" program. This program will bring yet more talented soldiers into our student body, for a degree in Middle Eastern Studies and Political Science. Joining our existing 1,000 IDF students, who excel academically while wearing their uniform with pride, these cadets will also contribute to the strengthening of our Middle Eastern and Political Science studies. Running this program here is also an expression of the University's undertaking to help mentor the future leaders of the State of Israel.

Finally, I'd like to thank my professional and lay colleagues who work tirelessly to steer this great institution in fresh and promising directions.

A handwritten signature in black ink that reads "A. Cohen". The signature is written in a cursive, flowing style.

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

# Our Campaign

## A Tradition of Innovation

At the University's inauguration in 1925, Albert Einstein encapsulated its mission as "a place where science and investigation recognize as their aim only the truth." A century later, in the footsteps of our founding fathers, his vision that "our University will develop into a great center which will evoke the respect of cultural mankind the world over" is being realized.

Our talented scholars and students are committed to pushing forward the frontiers of knowledge for the benefit of humanity. Looking ahead, we have identified a number of key strategic areas which will best ensure that we can continue to remain cutting-edge, to innovate, to create knowledge and leadership, and to meet the challenges of the 21st century and beyond.

To achieve these ambitious goals, the Hebrew University is embarking on an equally ambitious fundraising campaign where we plan to raise \$1 billion between 2018 and 2025.



### High-Tech Jerusalem

The University leads innovation in several rapidly changing fields, such as nanotechnology, quantum science, artificial intelligence and cybersecurity. As Israel's primary institution for technology transfer and university start-ups, we are further solidifying Jerusalem as a global center for high-tech and entrepreneurship.



## Human Health

We are driving innovations in health-related disciplines – in precision and computational medicine, brain sciences, cannabis research, and more. Updating laboratory facilities and equipment while also investing in teaching will allow us to pursue breakthroughs across disciplines to improve healthcare for generations of patients.



## Global Collaboration

The University will continue its preeminence as an active participant in the international community of scholars. We plan to increase student exchanges, welcome more international students to our programs, and foster collaborations with renowned partner institutions worldwide.



## Sustainable Planet

As pioneers in environmental research and science, we will continue efforts to preserve the planet amid challenges of population growth, climate change, and over-exploitation. Our revolutionary work in water reclamation, natural pesticides, sustainable agriculture, urban planning, and public health can make a real impact in the coming years.



## Leadership for Tomorrow

The University's standards of excellence and innovation rely on attracting the best people – both faculty and students. We seek to provide superb research facilities for young faculty, fellowships for talented students, and innovative, interdisciplinary programs to nurture the next generation of great thinkers, leaders and entrepreneurs.



## Better World

We are supporting knowledge and leadership initiatives to promote greater tolerance and multi-culturalism and help solve world challenges. In Jerusalem, our investments in scholarships, diversity programs and auxiliary services aim to ensure a stronger and more representative university community and a model of pluralism and tolerance for society at large.



## Building Capacity

To help solve society's most pressing issues and nurture the people and ideas of tomorrow, we will build or renovate the necessary infrastructure and laboratories, libraries and classrooms. We will also boost the capacity of our students through new teaching programs

# Advancing the Research Agenda

## Meeting the Faces of the University



*“Like a cartographer mapping out a new land, my dream is to chart which features distinguish one person’s DNA from another’s, enabling personalized care for cancer patients. Finding a cure lies in the nexus of this new field of computational medicine where I can harness my skills as both a computer scientist and a bioinformatics pioneer. At the University, by combining the best minds from the fields of medicine, life sciences and computer science, I feel that we can really make a difference.”*

**Dr. Benjamin Berman, Department of Developmental Biology and Cancer Research, Faculty of Medicine**



*“I feel lucky to be part of the collaborative and supportive ELSC family. In my lab, we use innovative technologies to explore the brain at unprecedented resolution and to study aging-related brain diseases such as Alzheimer’s. I believe our new approach to studying the brain will greatly impact our understanding of Alzheimer’s and aging, and can lead to effective therapeutic strategies. I look forward to making my mark in this field.”*

**Dr. Naomi Habib, Cognitive Decline and Resilience Lab, Edmond and Lily Safra Center for Brain Sciences**



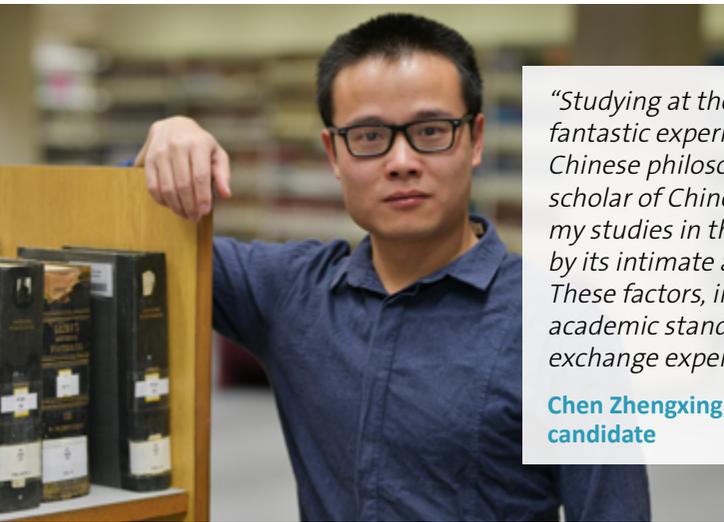
*“I love being a role model for the eighth-grade girls to whom I teach programming through Queen Bee at the Edmond J. Safra campus. This unique program, founded by Hebrew University graduates, aims to build self-confidence and encourage women to pursue a Computer Science degree and a high-tech career. Jerusalem has so much potential as the hub of the Startup Nation, as long as we work to inspire the next generation of computer scientists.”*

**Mohr Wenger, Cognition & Computer Science undergraduate**



*“I’m very happy to be back in my hometown of Jerusalem following my graduate and post-doc work at Princeton and Harvard. My research investigates the way colonial legacies of law and administration shape the state, and how bureaucracy hinders political change, focusing on the British Empire. I believe that my duty as an academic is not only to contribute to world-class research, but also to public discourse, policy and to excellent and critical teaching that promotes democracy and equality.”*

**Dr. Yael Berda, The Department of Sociology and Anthropology**



*“Studying at the Hebrew University is a fantastic experience! Not only do I get to study Chinese philosophy with a world-renowned scholar of Chinese Studies, but I get to enjoy my studies in this holy place, surrounded by its intimate and multi-cultural character. These factors, including the University’s high academic standards, all contribute to a superb exchange experience.”*

**Chen Zhengxing, exchange student, PhD candidate**

*“By bringing our Bachelor’s and international Master’s students to the field, I hope to ‘fertilize’ their academic knowledge with hands-on experience and expose them to farming from different cultures. Local elderly Ethiopian Jews – previously farmers for many generations – are invited to share this field with our students so they can grow their own food again. In our joint garden, the young and the old sow, harvest and laugh side-by-side. This cross-generational multi-cultural empowerment literally brings tears to my eyes.”*

**Professor Alon Samach, The Robert H. Smith Faculty of Agriculture, Food and Environment**



*“I use cutting-edge technologies to determine the origin of archaeological metals and other materials, to help us understand ancient civilizations. We are at a unique time in history where we can leverage modern day technologies to unearth what for generations remained as mysteries. With state-of-the-art laboratory equipment, I’m capable of scientifically analyzing ancient technologies that can shed light on the commercial, political and social behaviors of Near Eastern societies.”*

**Dr. Naama Yahalom-Mack, Institute of Archaeology**



*“My choice to study law – in Hebrew – was risky as Arabic is my mother tongue. Though, at first, I was too intimidated to participate in class, Project Nurture, which supports non-native Hebrew speakers, gave me the language skills I need to succeed, and I’m overcoming my fears. Thanks to my tutor, I am getting help with assignments, gaining self-confidence and feeling comfortable speaking and writing Hebrew.”*

**Lina Tabari, Law undergraduate**

# #HU100

## Hebrew University's Global Giving Day



**Global Giving Day**, held on the **100th anniversary** of the laying of the Hebrew University of Jerusalem's cornerstones on Mount Scopus in July 2018, marked the first time a higher education institution has launched a fundraising campaign worldwide.



**24 hours**



Participants from **6 continents**



**US\$ 867,000** raised



Funds raised supported research breakthroughs, scholarships, faculty recruitment of the world's best and brightest, and other areas of great need.



**580 donors**

Key to the campaign's success was the digital campaign, which featured video messages in support of the Giving Day from high-profile personalities such as *The Godfather* actor, James Caan, and Karen Cortell Reisman, cousin of Hebrew University co-founder Albert Einstein.

*"This fantastic effort demonstrates what can be achieved when the Hebrew University's community comes together,"* shared University President, Professor Asher Cohen. *"The outpouring of generosity will benefit future generations for years to come."*

Alumni, parents, friends, faculty and staff united across the world, and raced the clock to see how much they could raise online - in one day - to support 100 more years of knowledge, innovation and excellence.



# New Einstein Manuscripts Gifted to the Hebrew University

Even 140 years after Albert Einstein's birth, his scientific discoveries still impact our lives, whether it be lasers, nuclear power, fiber optics, driverless cars, GPS, or space travel. In March 2019, the Hebrew University of Jerusalem unveiled 110 new manuscripts, most of which have not been on display to the general public, and which shed light on the man behind the science.

For Einstein, one of the founders of the Hebrew University, the University represented a combined commitment to a Jewish identity, the pursuit of truth, and respect for all human beings. For these reasons, Einstein bequeathed his personal and scientific writings and artefacts to the University, and the Albert Einstein Archives were born. Containing over 80,000 manuscripts, letters, photographs, diplomas and medals, these items make accessible to the public not only Einstein's scientific achievements but his public activity and private life as well.

In the new collection are:

**Mathematical derivations, from 1944-48:** Einstein's research notes give us a direct, unedited insight into the workings of one of the most creative minds in the history of science.

**Scientific appendix, from 1930:** A handwritten, unpublished appendix to Einstein's article on his Unified Theory that he submitted to the Prussian Academy of Science. This article was one of his many attempts to unify the forces of nature into one, single theory. This appendix was thought lost until now.

**Personal letter on rise of Nazism, from 1935:** A letter from Einstein to his son Hans Albert, then living in Switzerland, expressing concern about the rise of the Nazi party in Germany and the deteriorating situation in Europe. *"I read with apprehension about the movement in Switzerland, instigated by the German bandits, and understand that even in Germany change is slowly happening. Let's hope we won't have a Europe war first. If the rest of Europe, especially the British, had dealt with the problem seriously a year and a half ago, and not now, things would have been better and easier."*

**Four letters on science, from 1916:** Correspondence between Einstein and his friend and fellow scientist, Michele Besso. Three of the letters refer to Einstein's "glorious idea" on the absorption and emission of light by atoms, which later became the basis for laser technology. In the fourth letter, Einstein confesses that after 50 years of thinking about it, he still does not understand the quantum nature of light.

**Personal correspondence:** The letters on science also contain Einstein's wisdoms about family matters and Jewish identity. In one, Einstein teases Besso for having converted to Christianity and knowing more Hebrew than him, *"You will certainly not go to hell, even if you had yourself baptized. As a goy, you are not obliged to learn the language of our fathers, whilst I as a 'Jewish saint' should feel ashamed at the fact that I know next to nothing of the Hebrew language. But I prefer to feel ashamed than to learn it"*.



# Promoting an Institution of Excellence

## The Faces Supporting the University



Michael (Micky) Federmann's name has been synonymous with that of the Hebrew University for decades. Businessman and Chair of Dan Hotels and Elbit Systems, he has devoted his economic expertise, energy and personal resources to benefit the University, inspiring others to follow his example.

Micky, one of our alumni, joined the University's Board of Governors in 1984 and served as its Deputy Chairman. From 2009 until 2018, as Chairman of the Board of Governors and Board of Managers, he continued to serve the University and help guide it with his characteristic skills, charm and wisdom.

The high standards of excellence he has personified in his career and in his philanthropic ventures have received local and international recognition. He serves as President of the Israel-Germany Chamber of Industry and Commerce, was awarded the Order of Merit of the Federal Republic of Germany, received the Order of the British Empire, and was awarded an Honorary Doctorate by the Hebrew University.

Micky's family has had a long and close affiliation with the University. His understanding of the need for proper training of government and public policy professionals led to his family's crucial role in establishing the Federmann School of Public Policy and Government, today a leader in the field. In 2014, they made a significant contribution to the Federmann

Center for the Study of Rationality at the Hebrew University, a world-class center which contributes to our understanding of how decisions are made. In addition to the Paula and David Ben-Gurion Fund for Jewish Studies and the Levi Eshkol Fund for Research in Society, Economics and Policy, the Federmann family supports the Hotel, Food and Tourism Management program at the Robert H. Smith Faculty of Agriculture, Food and Environment. This Faculty also hosts a Chair in Hotel Management, named for the late Yekutiel Federmann, father of Micky Federmann and founder of the chain of Dan Hotels.

The family's most recent contribution to the University is designated to the newly established Federmann Cyber Security Center. As modern life has become increasingly dependent on computing and network infrastructures, potential dangers of cyber activities have risen. Researchers from across disciplinary lines are working together at the Hebrew University's new Center — to stay ahead of the game and develop new and innovative approaches to ensure the safety of cyberspace, helping to solidify Israel's role as a leader in law and technology governing cyberspace.

The Hebrew University is forever grateful to Micky and the Federmann family for their dedicated partnership, leadership, and drive towards the success and prosperity of the Hebrew University.



Entrepreneur and philanthropist Joyce Brandman is a prominent member of Southern California's Jewish community, an outstanding role model of volunteerism and a key leader of American Friends of the Hebrew University.

Joyce applies her hands-on involvement and business know-how from her career in the garment industry to her many charitable and voluntary endeavors, which extend from Los Angeles to South America and Israel. The Saul and Joyce Brandman Foundation, established with her husband Saul z"l in the 1970s, and of which she became President in 2008, supports hundreds of charities in education, health care, social welfare, and women's health and wellbeing.

Joyce has extended her generosity to enabling several Hebrew University projects come to fruition — including the Saul and Joyce Brandman Science Laboratory Building, the Brandman Foundation Chair in Cardiac and Pulmonary Diseases, equipment for the Koret School of Veterinary Medicine, the Manya and Morris Brandman Garden in the Scopus Student Village, and student scholarships.

The Foundation's most recent gift towards a new laboratory building will supplement the original Brandman Science Laboratory Building. The Saul and Joyce Brandman Teaching Laboratories Building North Wing will house state-of-the-art laboratories and will provide cutting-edge teaching facilities for the study of biology, physics, and pharmacology. The Wing will embrace sustainability, and encourage team-based labs with flexible engineering systems.

The Hebrew University is proud to count Joyce and her family among its friends; thanks to their generous and impactful gifts, the University is able to increase the quality of its research and expand the scope of its activities.



Daniel I. Schlessinger was elected Chair of the Board of Governors of the Hebrew University in 2018. This followed many years of dedication to the University in various roles, in particular as President of American Friends of the Hebrew University and as a member of the Executive Committee.

A graduate in Economics and Law, Dan is a partner at the law firm of Jaszczuk PC, where his vast experience in business and insurance litigation has given him broad recognition in his field. His contribution to improving the firm's diversity, pro-bono services and international impact exemplify the skills and commitment that he brings to his new role at the University.

*"My Zionism comes from a very early age; I grew up in Chicago in a family devoted to the State of Israel. Our visit to Israel in 1966, when Mount Scopus was in the hands of the Jordanians, and again in 1969, when we first set eyes on the Old City, emphasized for me the centrality of Jerusalem, and Mount Scopus, as the heart of the Jewish State. Wanting to experience Jerusalem from close up, I came to study Economics at the University in 1973 for my junior year abroad. The ensuing outbreak of the Yom Kippur War propelled me into another side of Israel – volunteering on a kibbutz to help the war effort. This brought home for me how much my identity and ideals were bound with those of Israel.*

*Over the years, I have been privileged to promote the Hebrew University in a variety of roles. I was President of the Midwest region of American Friends of the Hebrew University before becoming President of the national American Friends organization. As an active member of the Board of Governors and its Executive and other Committees, I have been able to appreciate the breadth and depth of this wonderful institution.*

*I am deeply honored to be elected to this challenging but rewarding position. My family, staunch supporters of the University, stand with me in this exciting adventure. This year follows the 100th anniversary of the Hebrew University of Jerusalem; a time for reflecting on the institution's rich history and for planning its continued success. I look forward to working with the University's Board of Governors and administrative team to ensure another century of discovery, innovation and excellence."*



Harel Beit-On was appointed Chair of the Board of Managers of the Hebrew University in 2018, following his stellar years of service to the University as a member of its Management Board.

With an academic background in Economics and Business from the Hebrew University, Harel has over 30 years of management leadership in the IT industry and an extensive investment and exit record. He is a co-founder of the Viola Group and the general partner of Viola Growth.

Harel serves as Chairman and board member of several leading technology companies, where he leverages an extensive global network of partners, investors, entrepreneurs and executives to help these companies achieve their objectives and build value. His career highlights include the sale of Tecnomatix, which developed manufacturing process-management software solutions, for \$228 million, and Lumenis, Israel's largest medical device company, for \$510 million.

Harel brings his business acumen, impressive energy and drive for progress to his support of the Hebrew University.

*“Two great men have inspired me – David Ben-Gurion, for being the ultimate founder, and Alfred P. Sloan, head of General Motors, for being the ultimate executive. I seek to exemplify their standards in my professional and voluntary life, with respect, honesty and competence as my guidelines. My wife Tamar and I, in appreciation of the great opportunities we have had, support an organization for children at-risk.*

*I have applied my mantra of ‘Work hard and do your best in everything’ to my roles at the Hebrew University until now, and I’m deeply gratified and excited about being elected to this new position. For me, the Hebrew University represents 100 years of academic excellence combined with creativity. I am looking forward to working with the management team of the University to chart its course for its next 100 years. I hope and believe that together we will elevate this institution’s standing as a global leader of research and teaching”.*



# Financial Report 2017/18



The Hebrew University ended the 2017/2018 financial year with a surplus of NIS 1 million. Given the inclusion in the budget of an approved deficit of NIS 0.4 million, the year closed with a **net surplus of NIS 0.6 million**.

These figures reflect operative activity for 2017/2018, and do not take into account exchange rate variances or include activity from previous years.

The NIS 1 million surplus is the result of:

## Income

**Income deviated from the approved budget in the following categories:**

- Increased income from PBC, Friends & overhead – NIS 16 million
- Decreased income from “Zameret” (Military Medicine program) and the Einstein fund – NIS 10 million.

**Total excess income – NIS 6 million.**

## Expenditure

**Actual expenditure exceeded the approved budget in the following categories:**

- Salaries and pensions – NIS 22 million
- The closed budgets – NIS 10 million
- The maintenance fund – NIS 13 million.

**In parallel, expenditure was less than the approved budget in the following categories:**

- Designated allocations (International Office, and others) – NIS 15 million.
- ERP, arising from postponement in the schedule of payments – NIS 4 million
- Faculty budgets and research – NIS 11 million
- Reserves and miscellaneous – NIS 10 million.

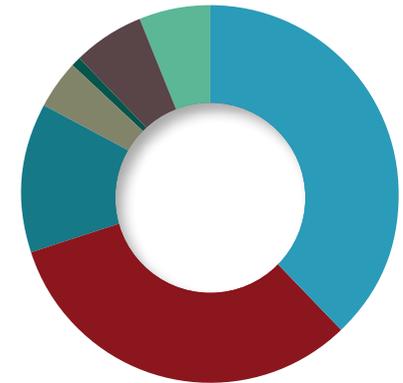
**Total excess expenditure – NIS 5 million.**

With the excess income of NIS 6 million and the excess expenditure of NIS 5 million, there is a resulting surplus of NIS 1 million.

The following pages outlining financial activity relate to the University's operating budgets. Tables 1 and 3 refer to the annual budgets comprising the regular budgets and the closed budgets 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 the last two years' budgets including the research, development and special budgets.

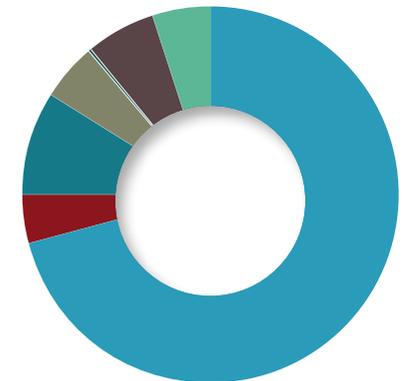
# Table 1: Expenditure & Income 2016/17 - 2017/18 Regular & Closed Budgets (in US \$ millions)

Expenditure	2017/2018		2016/2017	
Salaries	234.4	39%	219.4	38%
Pension & Retirement Costs	193.7	32%	186.6	32%
Academic Activity	77.3	13%	73.0	13%
Working Budgets For Administrative Units	24.2	4%	22.6	4%
Acquisitions & Subsidies For Closed Budgets	11.7	2%	6.9	1%
Services & Maintenance	39.7	7%	36.4	6%
General Costs	23.9	4%	36.0	6%
<b>Total</b>	<b>604.9</b>	<b>100%</b>	<b>580.9</b>	<b>100%</b>



2017/2018

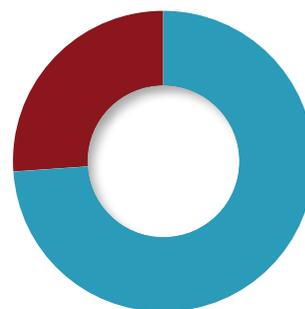
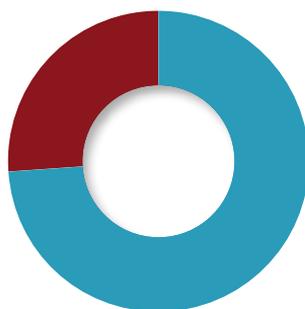
Income	2017/2018		2016/2017	
Planning and Budgeting Committee	426.6	71%	413.9	71%
Special Support PBC	29.3	5%	21.2	4%
Student Fees	53.7	9%	52.9	9%
Income From Friends	33.9	6%	28.8	5%
Funds	4.2	1%	-	0%
Overhead	37.6	6%	33.0	6%
Other Income	19.5	3%	31.4	5%
<b>Total</b>	<b>604.9</b>	<b>100%</b>	<b>581.3</b>	<b>100%</b>



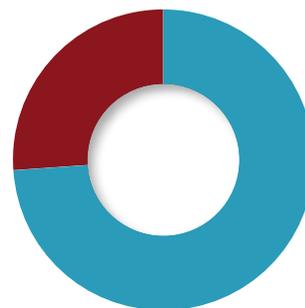
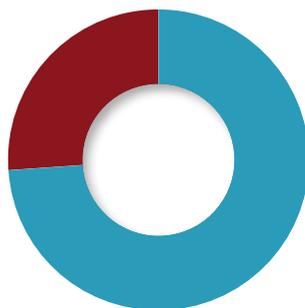
2017/2018

## Table 2: Allocation of Overall Budgetary Expenditure & Income 2016/17 - 2017/18 (in US \$ millions)

Expenditure	2017/2018		2016/2017	
Regular & Closed Budgets	604.9	74%	580.9	74%
Other Budgets	197.5	26%	199.4	26%
<b>Total Expenditure</b>	<b>802.4</b>	<b>100%</b>	<b>780.3</b>	<b>100%</b>



Income	2017/2018		2016/2017	
Regular & Closed Budgets	604.9	74%	581.3	74%
Other Budgets	197.5	26%	199.4	26%
<b>Total Income</b>	<b>802.4</b>	<b>100%</b>	<b>780.7</b>	<b>100%</b>



## Table 3: Implementation of Regular & Closed Budgets 2017/2018

Table 3a: OVERALL EXPENDITURES (in US \$ millions)  
Regular Budgets & Closed Budgets

	Total Implementation	Non-Experimental Units	Experimental Units	Academic Support Units	Central Costs & Administrative Units*	Closed Budgets
Salaries	234.36	74.07	101.08	9.54	49.68	-
Pension & Retirement Costs	193.69	-	-	-	193.69	-
Academic Activity	77.33	18.06	28.46	9.95	20.86	-
Working Budgets For Administrative Units	24.16	-	-	1.30	22.86	-
Acquisitions & Subsidies For Closed Budgets	11.79	-	1.71	-	3.55	6.53
Services & Maintenance	39.67	0.22	0.44	0.07	38.94	-
General Costs	23.88	-	-	0.35	23.53	-
<b>Total Expenditures</b>	<b>604.88</b>	<b>92.35</b>	<b>131.69</b>	<b>21.20</b>	<b>353.11</b>	<b>6.53</b>
<b>Percentage of Total Expenditures</b>	<b>100%</b>	<b>15%</b>	<b>22%</b>	<b>4%</b>	<b>58%</b>	<b>1%</b>

\*Including central costs such as pension costs, maintenance and revaluation differences on linked balance sheet items.

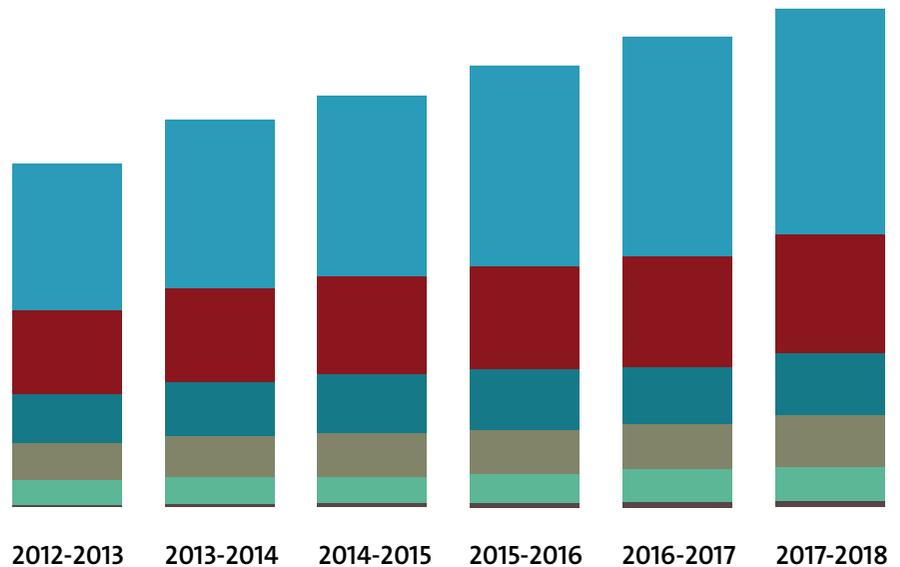
Table 3b: NON-EXPERIMENTAL UNITS (in US \$ millions)

	Total	Humanities	Education	Social Work	Social Sciences	Law	Business Administration
Salaries	74.07	27.29	5.09	4.46	25.78	7.10	4.35
Academic Activity	18.06	5.04	1.60	1.93	5.31	2.39	1.79
Services & Maintenance	0.22	0.08	0.02	0.04	0.06	0.02	0.01
<b>Total Expenditures</b>	<b>92.35</b>	<b>32.42</b>	<b>6.71</b>	<b>6.42</b>	<b>31.14</b>	<b>9.51</b>	<b>6.15</b>

Table 3c: EXPERIMENTAL UNITS (in US \$ millions)

	Total	Medicine	Dental Medicine	Pharmacy	Engineering And Computer	Sciences	Agriculture	Neuroscience
Salaries	101.08	19.31	3.05	4.79	9.96	41.65	21.54	0.77
Academic Activity	28.46	6.13	1.05	1.52	3.27	9.80	6.63	0.05
Acquisitions & Subsidies For Closed Budgets	1.71	-	-	0.02	-	-	1.69	-
Services & Maintenance	0.44	0.10	0.01	0.02	0.03	0.19	0.09	-
<b>Total Expenditures</b>	<b>131.69</b>	<b>25.54</b>	<b>4.12</b>	<b>6.36</b>	<b>13.26</b>	<b>51.64</b>	<b>29.95</b>	<b>0.83</b>

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



	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
GROUP 1: Faculty of Science, School of Engineering & Computer Science	57,347	62,289	65,490	74,023	81,532	83,798
GROUP 2: Faculty of Medicine, School of Pharmacy, Faculty of Dental Medicine	31,633	35,141	36,394	38,798	41,161	44,131
GROUP 3: Faculty of Agriculture, Food & Environment	18,298	20,836	22,355	22,663	21,393	23,147
GROUP 4: Faculty of Humanities, School of Education, School of Business Administration	14,795	15,625	16,384	16,564	16,745	19,017
GROUP 5: Faculty of Social Sciences, School of Social Work & Social Welfare	9,346	9,962	10,195	10,608	12,028	13,174
GROUP 6: Faculty of Law	1,250	1,326	1,460	1,635	1,892	2,200
<b>Total</b>	<b>132,669</b>	<b>145,178</b>	<b>152,277</b>	<b>164,291</b>	<b>174,750</b>	<b>185,468</b>

## Table 5: University Endowment Funds, Growth and Income 2017/2018 (in US \$ millions)

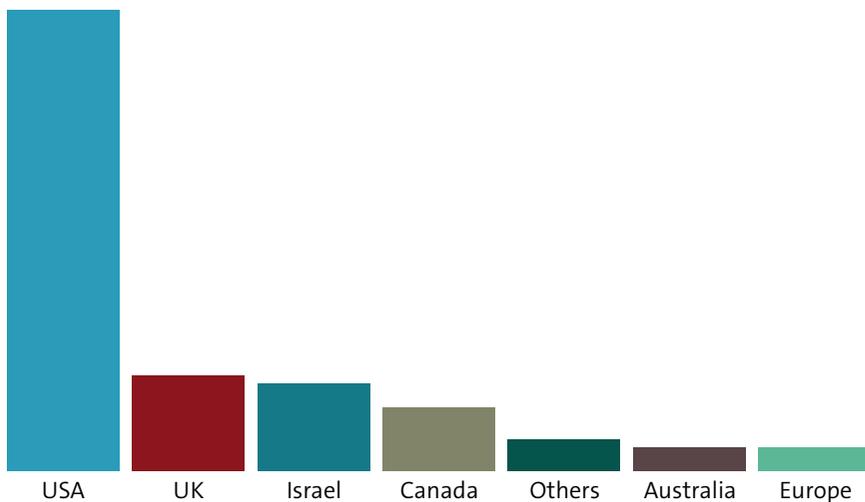
Year	Net Profit (as %)	Net Profit	Total Assets of Endowment Funds
2003/2004	7.6%	23.6	308.6
2004/2005	8.1%	26.6	328.0
2005/2006	6.5%	22.7	347.8
2006/2007	8.4%	32.9	394.3
2007/2008	-9.5%	-37.2	391.2
2008/2009	4.2%	16.5	390.7
2009/2010	8.0%	34.3	429.9
2010/2011	-0.3%	-1.2	410.1
2011/2012	7.6%	32.1	420.2
2012/2013	8.3%	39.5	476.3
2013/2014	6.7%	31.5	471.5
2014/2015	2.0%	8.9	440.2
2015/2016	4.8%	22.0	456.2
2016/2017	6.2%	31.7	510.6
2017/2018	5.9%	30.3	515.4

From 2003/2004 until today, the assets of the University's Endowment Funds have grown by \$206.8 million, from \$308.6 million at the end of 2003/2004 to \$515.4 million at the end of 2017/2018, with an average growth of \$15.9 million per year. Net income from Endowment Funds during 2017/2018 amounted to \$30.3 million, a yield of nearly 5.9%. The income shown in the financial statements for 2017/2018 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 New Israeli Shekels. Starting in 2003/2004, Endowment Funds financial statements are prepared and presented in nominal shekels (NIS), instead of in dollars (US\$) as in previous years.

The figures for 2017/2018 were calculated according to the exchange rate on September 30, 2018. The Funds' total assets are presented in dollar terms, rather than in shekels. Therefore, the Funds' fluctuation is due not only to the Funds' fluctuation itself, but also due to the change in the dollar exchange rate (which, on September 30, 2018, had increased by approximately 2.8% from the exchange rate on September 30, 2017).

## Table 6: Amounts Received from Friends Organizations 2017/2018 (in US \$ thousands)

Source	Regular Budget	Special & Research	Development Budget	Endowment Funds	Year To Date All Categories	Percentage of Total %
USA	24,849	27,285	2,296	1,123	55,553	58%
UK	1,732	8,673	-	1,412	11,817	12%
Israel	568	4,201	4,976	1,251	10,996	11%
Canada	2,905	4,844	90	4	7,844	8%
Others	1,232	1,544	982	34	3,792	4%
Australia	1,443	924		964	3,331	3%
Europe	44	2,819	200	28	3,091	3%
<b>Total</b>	<b>32,773</b>	<b>50,290</b>	<b>8,544</b>	<b>4,817</b>	<b>96,425</b>	<b>100%</b>



Total 2016/2017	118,774
Total 2015/2016	99,506
Total 2014/2015	106,803
Total 2013/2014	106,801
Total 2012/2013	118,950

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