



THE HEBREW  
UNIVERSITY  
OF JERUSALEM

# President's Report 2015



## Introduction:

### President's Remarks in Honor of the 90th Anniversary of the Opening of The Hebrew University of Jerusalem



Ninety years ago, the opening ceremony of the Hebrew University took place. The ceremony was held in the amphitheater on Mount Scopus in the presence of some seven thousand people: local residents and others from abroad including heads of state, clergy members, military personnel, British administration, government officials, and delegations and researchers from other universities.

The vision of the founders of our University was unique: to establish a scientific institution that would serve as the first national institution in the land of Israel; a university that pursues the universal values of science together with a unique Hebrew University in the land of Israel; a center of research built within the British Empire in the spirit of the West while being firmly rooted in the Middle East. This dialectic between the international and the local was also expressed in the architectural language of the campus buildings.

The University's founding fathers were aware of the national and social tensions of the region in general, and in the city of Jerusalem in particular, and the burden of financing the University was a central theme in the discussions. All those involved in establishing the University resolved not to miss the opportunity to embark on this mission despite the complex challenges involved.

Looking back over the past 90 years, it is clear that the vision of the University's founding fathers, expressed in their speeches and in numerous publications, has been realized above and beyond their expectations. The Hebrew University has produced generations of scholars who have opened new worlds through modern scientific research methods and educated thousands of students. The University was an equal partner among thought leaders in universities and research centers around the world, led the development of research and higher education in Israel, and assisted in building three research universities - Tel Aviv, Ben-Gurion of the Negev, and Haifa - all of which have achieved international status. Thanks to the vision of Hebrew University's founders and the determination of their successors, we have succeeded in making rigorous scientific investigation an integral part of common parlance in Israel. These research achievements are enjoyed by members of the Hebrew University community and the citizens of the State of Israel, and pave the way for bold partnerships worldwide.

Today, too, we remain loyal to the basic principles of the founding vision: rigorous scientific inquiry along with service to society through research. In addition, we must serve as an exemplar of a multi-cultural, pluralistic, socially-aware community characterized by mutual respect and cooperation.

As we face the upcoming decades, we emphasize our determination to continue to be the leading research university in Israel and amongst the top universities worldwide by creating new, cutting-edge research knowledge that pushes frontiers of science and advances society and by preserving and managing it; by high quality teaching that trains the leaders of tomorrow; and by strengthening interdisciplinary research and teaching in order to position the University as a leader in the international academic community.

Together with this, in the coming years we will make a supreme effort to position the University on a robust organizational and budgetary foundation in the service of science. We expect that the discourse of mutual contribution between the University and the State will also find expression in budgetary allocations.

Even as we celebrate the University today, it is not sufficient to declare goals and define far-off aspirations and dreams. The mission of actualizing the renewal of the University is a task that is incumbent upon each and every one of us.

Thank you for promoting research and teaching, and for advancing the University in the spirit of its founders. We hope that the generations that come after us will take pride in our legacy as we take pride and are graced by the legacy of those who came before us.

A handwritten signature in cursive script, reading "Menahem Ben-Sasson".

**Professor Menahem Ben-Sasson**  
President

## Highlights of 2014-2015

### Supporting Students in Times of War and in Times of Peace

Last summer was a particularly difficult period as Israel faced Operation Protective Edge. The distinctive location and community fabric of the Hebrew University posed unique challenges. Some of our students were called to reserve duty in the armed forces, while others who stayed behind were concerned about their own safety and that of their loved ones in a turbulent Jerusalem and country.

The Hebrew University leadership identified areas where we could support our students. Information on campus security as well as counseling services were offered to all of our students in Hebrew, Arabic, and English. We wanted not only to accommodate our students who served in the reserves through special considerations and exam extensions but also to extend other kinds of support. With thanks to our generous donors, among them many from within the Hebrew University faculty as well as from around the world, we were able to provide scholarships for over 1,000 reservists, and staff and students also organized packages to send to soldiers on the front lines. Our donors also came together to fund additional shelters on the Rehovot campus in areas that were not shelter-accessible. We further enabled students who were in particularly vulnerable areas to make up exams at other times as needed, and extended our registration deadlines so students on the front lines could apply up to the last minute for regular University studies and for our Mechina. In addition, some of the student-cadets in our Elite Military Medicine program went to visit wounded soldiers at Hadassah Hospital in Ein Kerem.

As part of the Hebrew University's commitment to ensuring that all of our students feel safe and at home on our campuses, with tensions high in Jerusalem this summer we spoke with our Arab students and asked how they could feel more included in the Hebrew University community. What we heard reminded us of how Jews have felt at times on campuses outside of Israel. One important step we've taken since then towards a more pluralistic, inclusive community has been to increase official communications (letters to students, Hebrew University website) in Arabic as well as in Hebrew. This joins existing initiatives at our Dean of Students' Unit for Equal Opportunity and our new Center for the Study of Multiculturalism.

A further result of this summer's tensions were the many cancellations by students and programs scheduled to attend our Rothberg International School. Our Friends quickly came to the rescue in an Emergency Campaign for Rothberg, raising funds both to cover the resulting deficit and to increase scholarship assistance and marketing in order to increase enrollment for the Spring semester and subsequent years.

### University Admissions: A New Educational Reform

Israel is in the process of increasing accessibility of university education by reducing the need for psychometric testing, and relying more on matriculation (bagrut) testing. Hebrew University has already adopted this practice in a variety of fields and offers 60 programs that do not require psychometric testing for admission.

On a nationwide level, the process was developed in conjunction with the Education Ministry, the Council for Higher Education, the Committee of University Heads (which is chaired by Hebrew University President, Menahem Ben-Sasson), the Committee of Public Academic College Heads and the Committee of Heads

of Non-Publicly Funded Academic Colleges. "It is our hope and belief that by decreasing the number of bagrut exams and improving the quality of teaching and learning, we will greatly improve the Israeli educational system. As a result, high school graduates will begin college with increased knowledge and better study skills," wrote President Menahem Ben-Sasson in an Op Ed published in the Jerusalem Post.

In Israel there has been a concern with the credibility of the bagrut system, so the psychometric test has helped ensure consistency in quality of testing. However, this initiative will get to the root of the problem and will work to improve the bagrut system, thereby lessening the need for the psychometric test. For students this means there will be fewer barriers to attending University.

## A New Logo for Hebrew University!

Hebrew University launched its new logo on April 1st of this year to coincide with the 90th anniversary of Hebrew University opening its doors. The development of the new logo and its visual presentation first began in 2012 as part of the final project of Ariel Shekel of Bezalel's Department of Visual Communications under the supervision of Prof. Adi Stern and was later brought to fruition by Ariel and Sandy Shekel and Prof. Stern, led by Tal Weiman. During the project, Ariel introduced new branding for the Hebrew University which served as the basis upon which the visual language was designed, including the logo and rich visual text. As part of the building of the language, Prof. Stern designed a new font which is used exclusively by the University.

Over the course of the past year the new language was designed encompassing the vision of University leadership and the varied needs of its many units. One of the main goals of the process was to create a unique look that is solid, memorable and easy to recognize and identify with both from outside and within the organization. Herein, the University brand will have a unified and consistent look, but will also be diverse and changing, with different shades that can be adapted as necessary, enabling development, adaptation and future expansion.

The logo (which is based on the initial symbol of the University that was designed in 1954 by the late Zelig Segal), is unique and different in the world of higher education and exemplifies innovation and a contemporary homage to the rich heritage on which it is based. The mosaic consists of different components, is transparent and represents diversity, variety, transparency and accessibility.

The process was led by University President Prof. Menahem Ben-Sasson along with the Department of Marketing and Communications and the University administration.

## Alumni: Establishing a Community of our Inspiring Graduates

The tens of thousands of Hebrew University alumni constitute an elite group who has made significant contributions in a wide range of areas wherever they may live, and they are a source of pride to the University. The Alumni Association is in a process of renewal worldwide, offering networking opportunities as well as intellectual and professional activities.

In 2014 the University embarked on a strategic plan for establishing an alumni organization in Israel and abroad. Programs have included cultural events, mentoring sessions and meetings with business leaders, all met with great success. This spring, hundreds of the most prominent alumni in Israel came together from political, judicial, business and cultural spheres in Israel.

While most alumni live in Israel, the alumni base in the United States is incredibly diverse – hailing from across the faculties and departments, and of course the Rothberg International School. The more than 60,000 alumni living in the United States represent the whole history of the Hebrew University. In the last year, events have been held in Washington D.C., the Bay Area, West Palm Beach, LA and New York City. The response has been incredible, and a community is developing.

North of the border in Canada, alumni are actively invited into the Hebrew University family through receptions for students while in Israel, a summer reception attended by the Canadian ambassador, a mentorship program to match mentors with younger alumni, photography contests, local events throughout the country, and are in the process of improving connections with alumni and local chapters.

To link alumni throughout the world, Hebrew University has initiated HUJI Connect (<https://hujiconnect.com/>), an online alumni network where alumni can communicate directly with one another. On this platform, discussions are held as well as job postings, event updates, and more which encourage alumni network building.

## The Living Lab: Establishing a Community of our Inspiring Graduates

Located in the inner lobby of the Bloomfield Science Museum, the Living Lab is a unique collaboration between Dr. Inbal Arnon and Professor Ariel Knafo from the Psychology Department, and the Museum. The Lab is a working experimental lab which aims to educate the general public about child development by involving museum visitors in the process of scientific discovery. Visitors are invited to serve as participants in short studies where they have the ability to learn about the science of child development while simultaneously contributing to it. The Living Lab breaks down barriers between scientists and the public; provides a unique educational experience for both children and adult visitors; and allows for novel links between the Hebrew University and the community. Since its inception in January, more than 1,000 individuals have participated.

One of the current studies led by Dr. Arnon aims to explain why adults struggle more than children in learning languages, despite their more developed cognitive capabilities. Other studies in the Psychology Department include looking at emotional expressions and intuition; understanding negative emotions and their impact on performance, using fMRI to judge flavor; and how using synchronous action fosters feelings of friendship and closeness.

## Urban Clinic: A Knowledge Broker for More Equitable Cities

The Urban Clinic at the Hebrew University works to strengthen creative and socially aware urban leadership in Israel, including mayors, city planners, community leaders, academics, and developers. The Urban Clinic provides state of the art knowledge about what works in housing, urban regeneration and community planning to ensure that the current and next generation of urban practitioners are equipped with effective tools and skills to make our cities truly remarkable places. Founded in 2013 by Dr. Emily Silverman, the Urban Clinic is linked to the Institute of Urban and Regional Studies.

Israel is a very urbanized country, with over 92% of the population living in urban spaces, and, unusually, a large percentage of families with children living in high-rise housing. Cities are increasingly recognized

as engines of national wealth and creativity, and hold tremendous potential for solutions to climate change, poverty and social conflict. Good urban practices are documented in a growing international knowledge bank, ranging from transportation innovations like cable cars that connect hilltop slums to city jobs, to community development groups who build and own affordable housing. In Israel, however, these exciting international practices are often little known outside the walls of academia. All too often, urban leaders are working in isolation, with little connection to emerging international and local knowledge about what makes cities work. The Urban Clinic bridges this divide by providing those who lead cities with access to this knowledge. Further, by training the next generation of urban practitioners through a combination of courses, partnership projects and research, the Clinic ensures that future leaders will be equipped with effective tools and skills to help cities, and those within them, thrive.

## Teacher-Scholar Program: Bringing the University to the Community

The performance of Israeli school children in international assessment tests in science and mathematics has been showing steady decline since the early 1970s. The Teacher-Scholar Program addresses two challenges: a lack of highly qualified math and science teachers, and a lack of university positions for qualified Ph.D. graduates. Many graduates with an appropriate science background are drawn to the private high-tech sector and those who do go into teaching become quickly discouraged by the conditions – including salary. It is estimated that the Israeli school system will be short of tens, if not hundreds of science teachers in the coming years, further impairing the teaching of science.

Developed by Hebrew University faculty members who are also parents and thus firsthand witnesses to the challenges facing the educational system, the Teacher Scholar Program is an out-of-the-box plan to enable Ph.D. graduates who will not be continuing full time in academia to truly contribute to high school teaching in the city of Jerusalem while simultaneously maintaining their connection to the research community at the University.

In its first year, this new program has placed five Teacher-Scholars (two in Chemistry, two in Physics, and one in Biology) in Jerusalem high schools.

It is hoped that the Teacher-Scholar model will inject the education system with a cadre of new, energetic, and highly qualified science teachers who will not only be continually updating their science knowledge but also providing their pupils with an essential look into the world of research. Teacher-Scholars, who spend half of their time in research labs, are far less likely to burn out as teachers and will also provide crucial continuity and know-how to the labs they know and treasure.

The program is a win-win collaboration between the Hebrew University and the Municipality of Jerusalem that will improve the quality of teaching in local schools while helping the University fill essential non-tenured research positions.

## Rothberg International School: Educating the International Community

The Rothberg International School has added a number of innovative new programs to its roster. In collaboration with the Jerusalem School of Business Administration, a new International MBA program

focuses on innovation and entrepreneurship, providing an opportunity for non-Hebrew speaking students around the world to benefit from Hebrew University's well-regarded MBA program in a one-year executive format.

Further, new LLM law programs include Human Rights and International Law, and International Business Law and Intellectual Property. The Faculty of Law, together with RIS, is also offering an MA in Human Rights and Transitional Justice.

The Rothberg International School is also pleased to offer a summer Arabic language immersion program, as well as a "Morim" Hebrew Teachers training course.

## **A New Executive MBA Program with a focus on Innovation and China: Fostering a Community of Entrepreneurs**

The Jerusalem School of Business Administration is launching a unique program, the first of its kind in Israel: Entrepreneurship and China are two areas that are critical for understanding business in the 21st century. Our new Executive MBA program will offer two tracks: students in the Entrepreneurship Track will nurture real startup companies in collaboration with Yisum, Hebrew University's technology transfer company. In the China track, students will learn about modern China.

## **Translational Medicine: Creating a Healthier Community**

Hebrew University's Faculty of Medicine continues to lead Israel's medical community. The Faculty engages in cutting-edge Translational Medical Research to improve the health of individuals and the community by "translating" basic science into diagnostic tools and treatments, and even policies and education. By working from "[lab] bench to bedside" – and with its affiliations with Hadassah, Shaarei Tzedek and other hospitals, the Faculty is ideally placed to do this.

An example of such research can be found in the lab of Prof. Yuval Dor. Type 2 diabetes has reached epidemic proportions throughout the world. A central feature of the disease involves the collapse of insulin-producing beta cells in the pancreas when exposed to high levels of glucose. Why does this "glucotoxicity" of beta cells occur? Professor Dor, in collaboration with Professor Benjamin Glaser (Hadassah Medical Center) has used molecular biology and genetic engineering techniques as well as clinical samples from patients to address this question. They have found a surprising process that appears to be at the heart of glucotoxicity: double stranded breaks to the DNA of beta cells. While DNA damage has been known to contribute to cancer initiation and progression, its role in diabetes hasn't been recognized. Their findings suggest new approaches for reducing glucotoxicity and improving metabolic health in diabetic patients.

## **A New Home for Humanities: Amazing Things are Happening Here**

In May 2015, students and faculty of the Jack, Joseph and Morton Mandel School for Advanced Studies in the Humanities moved into their brand new home. Building upon its successful Scholion program and the Mandel Institute of Jewish Studies, the new Mandel School is home to top students and scholars of

the Humanities and offers a pioneering new model of graduate studies. The vision of the Mandel School is to place the encounter between people and ideas at the center of academic activity. This encounter will make the University a warm, humane, thoughtful place of study. Education in criticism, in scholarly discipline, and in the search for truth is intensified when it takes place in the context of interaction among people, thereby more open, happier, and more tolerant people emerge. The School places Jewish studies within a more universalistic discourse, studied as part of the broader fabric of Western and Eastern culture. “Amazing things are happening here,” says Prof. Israel Yuval, Head of the School. “People and ideas are meeting — the human spirit can’t help but soar.”

## Center for the Study of Multiculturalism: Embracing our Diverse Community

How can Israel create a common public sphere in which all diverse communities can feel a sense of belonging – in which they can connect? Can there be a national identity or characteristics of a core, shared citizenship with which everyone can identify? To what extent should diversity be accommodated? To address these challenges, the Hebrew University created its new Center for the Study of Multiculturalism. The Center serves as an advocate for multiculturalism on campus, providing not only a setting for the academic exploration of multiculturalism, but also a comfortable space within the University for people of all backgrounds to meet, study, work and socialize together while being exposed in a very real sense to the concept of diversity as life enhancing.

The Center will provide the framework for a new approach to this essential challenge for the country and will serve as a model where students, faculty and members of the wider public will be imbued with the spirit of diversity to the benefit of all segments of Israeli society.

## Community Social Work: Creating Stronger Communities

Students in the Community Social Work track of the Paul Baerwald School of Social Work and Social Welfare engage in building community and enhancing quality of life for residents. Their activities within various Jerusalem neighborhoods encompass identifying and analyzing problems, identifying stakeholders, promoting awareness, lobbying for social rights and developing and implementing interventions.

This year, projects included creating a learning center for Arab youth which combined homework assistance with soccer games; bringing Jewish and Arab women from adjacent neighborhoods together to learn Arabic and Hebrew; and increasing fan involvement in soccer leagues. Another initiative increased public interaction with local artists by making their work more accessible in a shopping center. A major recent accomplishment of the program has been student involvement in initiating the creation of a park alongside the old train tracks in Jerusalem. The resulting tree-lined lush green boulevard with pedestrian and bicycle paths is a highlight of the city and a meeting place for all its residents.

## Going International: A Sampling of Hebrew University Collaborations

The Hebrew University and **Freie Universität Berlin** expanded their strategic cooperation, as Israel and

Germany mark fifty years of diplomatic relations. The collaboration includes a joint doctoral program agreement, the first of its kind between German and Israeli institutions of higher learning. This agreement strengthens the already extensive strategic partnership between the two universities, which includes numerous joint research projects in the natural sciences, humanities and social sciences, as well as student exchange. In November 2014, the two universities signed an agreement to enhance cooperation in research and teaching through the exchange of technical and administrative staff and the sharing of professional best practices.

This year students at Freie Universität and Hebrew University jointly studied the history of the Holocaust in a joint teaching project. Ideas and information were exchanged through the Internet and joint field trips were held at memorials and memorial sites in Jerusalem and Berlin. In addition, the German-Israeli Research Training Group “Human Rights under Pressure – Ethics, Law, and Politics,” a joint Freie Universität-Hebrew University program, is expected to be officially opened in June 2015. Freie Universität Berlin and the Hebrew University are also hosting various cooperative events to commemorate the fiftieth anniversary of diplomatic relations, including workshops and conferences for scientists and scholars, and a lecture series in Jerusalem on the history of German literature from the Middle Ages to the present.

Cooperation with German institutions is based on scientific excellence, bringing together top scientists in a wide range of joint research projects as well as a growing number of students from both countries. Major collaborative enterprises include the Max Planck Center for Sensory Processing of the Brain in Action and the Martin Buber Society of Fellows at the Hebrew University.

Hebrew University also strengthened its partnership with the **National University of Singapore** by signing a student exchange agreement that will enable students from each university to spend one to two semesters at the partner university. The universities expect the exchange program to foster the career development of young researchers and give them international research experience in both Asia and Israel.

The program will also contribute to the pool of future candidates for the joint HUJI-NUS Ph.D. program in biomedical and exact sciences, which began in 2013. Students participating in the joint Ph.D. program share their time between the two campuses in Singapore and Jerusalem, carrying out cutting-edge research under joint supervision with one supervisor from each of the two institutions.

# Hebrew University in the Press

## 2014 – 2015

- Hebrew University is Ranked First in Israel, Third in Asia, and 70th Worldwide in 2014 Academic Ranking of World Universities
- Children Doing Synchronized Activities Feel Closer and More Similar, May Engage in More Positive and Pro-social Behaviors
- Leading Hebrew University Professor, Hermona Soreq, Receives Rappaport Prize for Excellence in Medical Research
- New Study Challenges Conventional Wisdom that Sight-Based Brain Sensory Network Organization is Impaired with Blindness
- IMRIC Scientists Find a Surprising Link Between Weaning and Glucose Metabolism
- Hebrew University's Dr. Ami Citri Wins Adelis Brain Research Award
- Israeli Electoral Candidates Debate Netanyahu's Speech to US Congress on Iran at Hebrew University
- Scientists Develop a Novel Method to Suppress Malaria Parasite's Virulence Genes, Break the Code of its Immune Evasion
- How a Bacterial Virus Found in Jerusalem Sewage Could Prevent Root Canal Infections
- Hebrew University and Freie Universität Berlin Sign Agreement for Joint Doctoral Program as Israel and Germany Mark Fifty Years of Diplomatic Relations
- As Israel and Germany Mark Fifty Years of Diplomatic Relations, Hebrew University of Jerusalem and Freie Universität Berlin Expand Strategic Cooperation
- Pope Francis Meets Hebrew University Delegation on 70th Anniversary of the Liberation of Auschwitz
- Scientists Map Brains of the Blind to Solve Mysteries of Human Brain Specialization
- Angel or Devil? Not All Neutrophils Are Created Equal, With Implications for Cancer
- Stardust on Ocean Floor Shows Gold and Uranium Alchemy in Stars is Much Less Frequent Than Expected
- Hebrew University and Partners Launch the Digital Einstein Papers
- Researchers: Fear of Terrorism Increases Resting Heart Rate and Risk of Death

- Unique Entry Complex Discovered at Herodian Hilltop Palace
- Joint Research Institute Between Hebrew University, Nanyang Technological University (NTU) in Singapore, and Korea University
- Prestigious Wachter Award Presented to Prof. Alexander Levitzki at Medical University of Innsbruck
- Wireless Nanorod-Nanotube Film Enables Light Stimulation of Blind Retina; Breakthrough Could Lead to Artificial Retinas for Visually Impaired
- Hebrew University and Korea University Sign Cooperation Agreement
- Centipede's Genome Reveals how Life Evolved on our Planet
- As CO<sub>2</sub> Acidifies Oceans, Scientists Develop New Way to Measure its Effect on Marine Ecosystems
- At Truman Institute Event, Analysts and Diplomats Talk Temple Mount, Israel-Jordan Relations
- Breakthrough in Molecular Electronics Paves the Way for DNA-Based Computer Circuits in the Future
- DNA-Based Programmable Circuits can be More Sophisticated, Cheaper and Simpler to Make
- Centipede's Genome Reveals how Life Evolved on our Planet
- Researchers Discover How Mysterious 'Circular RNA' is Created, Propose Link to Degenerative Diseases
- Hebrew University Scientists Create Therapy-Quality Stem Cells using New Cocktail to Reprogram Adult Cells
- Western Wall Wearing Away? Discovery of Extreme Erosion Process Could Guide New Preservation Techniques
- Hebrew University Researchers Find Israel's Deepest Cave
- Children from Sderot Visit the Hebrew University for a Fun Science Day
- President Peres Awards Scholarships to Hebrew University PhD Students Advancing Agriculture, Water and the Environment
- Was da Vinci Wrong? New Paradigm Shows that Friction and Fracture are Interrelated, say Hebrew University Physics Researchers
- A First: Scientists Show That Bacteria Can Evolve a Biological Timer to Survive Antibiotic Treatments

# Financial Report

## 2013/2014

The Hebrew University ended the 2013/2014 financial year with the approved deficit of NIS 21 million. The approved deficit was accomplished as a result of several factors:

### **Expenditure side:**

1. An increase in the payment to the Jerusalem and Rehovot Municipalities and the Israel Land Authority over the estimated budget by approximately NIS 20 million.

### **Income side:**

1. An income shortfall to the regular budget from Friends of NIS 7 million.

2. This shortfall was covered by two factors:

- This year's income from Yissum included a onetime income from the sale of University holdings in "Mobileye" in excess of NIS 10 million from the planned budget
- The university administration tightened the control and limited its expenses in terms of services and maintenance and in working budgets in the amount of 10 NIS million

A re-evaluation of the balance sheet in the sum of NIS 24 million plus other items including residuals of the outstanding debt to Israel's income tax and the Jerusalem Municipality resulted in a total of NIS 4 million. At a total amount of NIS 29 million this amount was recorded 'below the line' because it does not reflect the current year's expenses.

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

The Hebrew University continues its long term strategic program that has already started to yield results in terms of young faculty recruitment and upgrading research infrastructure that will strengthen its status as one of the world's leading universities. These steps enabled the University to end the year with a balanced budget.

**Table 1:** Expenditure & Income 2011/2012 – 2012/2013 (in US \$ millions)

	2013/2014		2012/2013	
<b>Expenditure</b>				
Salaries & Pension	492	(59%)	479	(62%)
Acquisitions	53	(6%)	52	(7%)
Scholarships	71	(9%)	64	(8%)
Other	217	(26%)	172	(22%)
<b>Total Expenditure*</b>	<b>833</b>	<b>(100%)</b>	<b>767</b>	<b>(100%)</b>

The cause of the changes between the years is explained by: (1) the decrease of 5% in the dollar exchange rate between 30.9.13 (3.694) to 30.9.14 (3.500), (2) Increase of expenditures due to the increase in provisions for Income + municipal taxes.

**Income**

Government (PBC)	405	(49%)	364	(47%)
Student Fees	79	(10%)	72	(9%)
Friends of HU	106	(13%)	31	(4%)
Yissum	5	(1%)	3	(0%)
Other	224	(27%)	297	(39%)
<b>Total Income</b>	<b>819</b>	<b>(100%)</b>	<b>767</b>	<b>(100%)</b>

The cause of the changes between the years is explained by the decrease of 5% in the dollar exchange rate between 30.9.13 (3.694) to 30.9.14 (3.5), (2) An increase in the volume of research budgets and special budgets.

**Table 2:** Allocation of Overall Budgetary Expenditure & Income 2011/2012 – 2012/2013 (in US \$ millions)

	2013/2014		2012/2013	
<b>Expenditure</b>				
Regular & Closed Budgets	633	(76%)	575	(75%)
Other Budgets	200	(24%)	192	(25%)
<b>Total Expenditure</b>	<b>833</b>	<b>(100%)</b>	<b>767</b>	<b>(100%)</b>
<b>Income</b>				
Regular & Closed Budgets	619	(76%)	575	(75%)
Other Budgets	200	(24%)	192	(25%)
<b>Total Income</b>	<b>819</b>	<b>(100%)</b>	<b>767</b>	<b>(100%)</b>

**Table 3: Hebrew University Implementation of Regular Budget 2012/2013** (in US \$ millions)**Table 3A: General Budget & Closed Budgets**

Units	Experimental Units	Non-Experimental Units	Academic Support Units	Central Costs & Administrative Units*	Closed Budgets	Total Implementation
Salaries	97.9	70.0	6.5	44.5	19.0	<b>238.0</b>
Pensions & Severance Payments	–	–	–	188.1	–	<b>188.1</b>
Acquisitions	3.0	0.6	0.4	5.3	4.7	<b>14.0</b>
Scholarships	3.9	2.4	1.3	5.8	2.9	<b>16.4</b>
Other	20.7	15.3	7.3	98.5	35.1	<b>176.9</b>
<b>Total Expenditures</b>	<b>125.6</b>	<b>88.3</b>	<b>15.5</b>	<b>342.3</b>	<b>61.8</b>	<b>633.4</b>
<b>Percentage of Total Expenditures</b>	<b>20.0%</b>	<b>14.0%</b>	<b>2.0%</b>	<b>54.0%</b>	<b>10.0%</b>	<b>100.0%</b>

\*Including central expenses such as pension costs and maintenance

**Table 3B: Experimental Units**

	Medicine	Dental Medicine	Pharmacy	Sciences & Engineering And Computer	Neuroscience	Agriculture	Total
Salaries	19.1	3.0	5.3	50.4	0.4	19.8	<b>97.9</b>
Pensions & Severance Payments	–	–	–	–	–	–	<b>–</b>
Acquisitions	0.4	0.1	0.1	1.9	–	0.5	<b>3.0</b>
Scholarships	0.9	0.2	0.4	1.6	–	0.7	<b>3.9</b>
Other	3.4	0.2	1.1	8.9	0.2	6.9	<b>20.7</b>
<b>Total Expenditures</b>	<b>23.9</b>	<b>3.5</b>	<b>6.9</b>	<b>62.7</b>	<b>0.6</b>	<b>27.9</b>	<b>125.6</b>

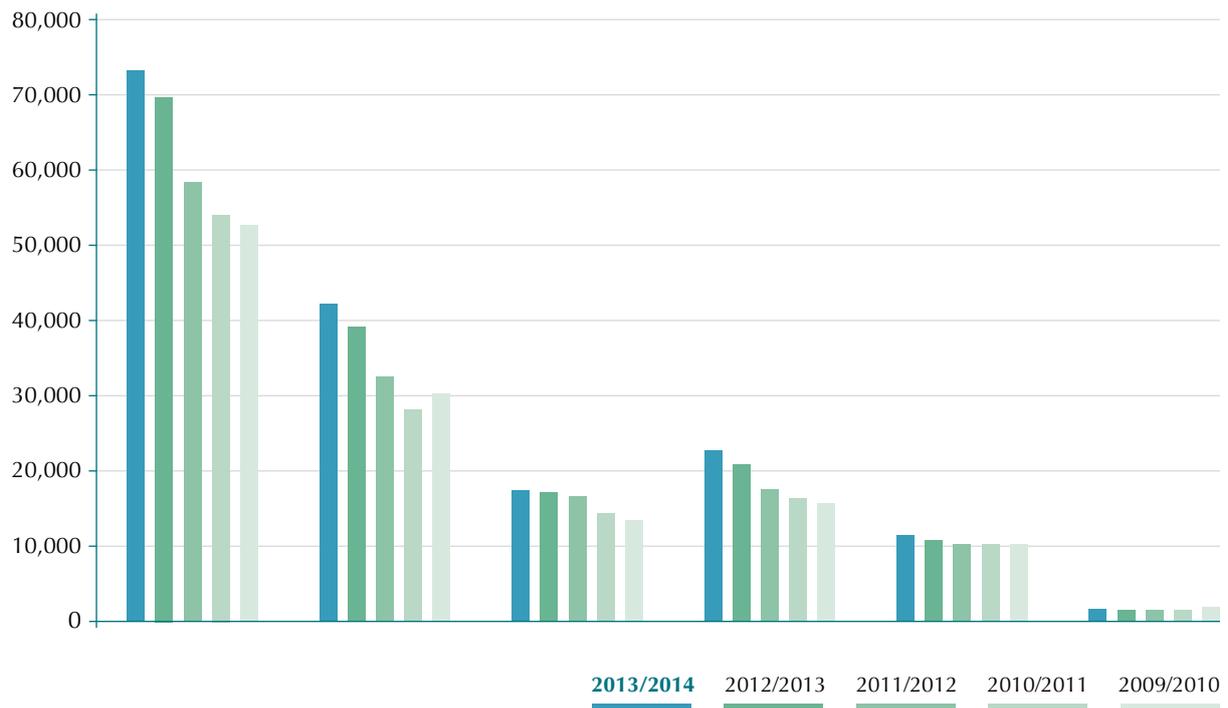
**Table 3C: Non-Experimental Units**

	Humanities	Education	Social Work	Social Sciences	Law	Total
Salaries	27.7	5.0	4.2	27.3	5.8	<b>70.0</b>
Pensions & Severance Payments	–	–	–	–	–	<b>–</b>
Acquisitions	0.1	0.1	–	0.4	0.1	<b>0.6</b>
Scholarships	1.2	0.3	–	0.8	0.2	<b>2.4</b>
Other	4.3	1.8	1.6	5.6	1.9	<b>15.3</b>
<b>Total Expenditures</b>	<b>33.3</b>	<b>7.1</b>	<b>5.9</b>	<b>34.0</b>	<b>7.9</b>	<b>88.3</b>

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

	2013/2014	2012/2013	2011/2012	2010/2011	2009/2010
Group 1: Faculty of Science, School of Engineering & Computer Science	<b>73,116</b>	69,633	58,307	53,987	52,602
Group 2: Faculty of Medicine, School of Pharmacy, Faculty of Dental Medicine	<b>42,139</b>	39,125	32,475	28,117	30,132
Group 3: Faculty of Humanities, School of Education, School of Business Administration	<b>17,446</b>	17,110	16,601	14,319	13,348
Group 4: Faculty of Agriculture, Food & Environment	<b>22,655</b>	20,893	17,505	16,278	15,621
Group 5: Faculty of Social Sciences, School of Social Work & Social Welfare	<b>11,390</b>	10,766	10,313	10,295	10,185
Group 6: Faculty of Law	<b>1,610</b>	1,530	1,487	1,481	1,823
<b>Total</b>	<b>168,466</b>	<b>159,057</b>	<b>136,688</b>	<b>124,477</b>	<b>123,711</b>

\*Based on signed research grants; figures calculated at rate of exchange on September 30, 2014.



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

From 2003/2004 until today, the assets of the University's Endowment Funds have grown by \$162.9 million, from \$308.6 million at the end of 2003/2004 to \$471.5 million at the end of 2013/2014, with an average growth of \$16.3 million per year. During 2013/2014, Endowment Funds' asset decreased by \$4.8 million. Net income from Endowment Funds during 2013/2014 amounted to \$ 31.5 million, a yield of nearly 6.7%. The income shown in the financial statements for 2013/2014 is due to profits from investments. In accordance with the policy of the Endowment Funds Committee, about 25% of the funds' investments are linked to the US dollar and the remaining 75% 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 2013/2014 were calculated according to the rate of exchange at 30 September 2014. It should be noted that due to the increase of the dollar exchange of approximately 4.5%, the presentation of total assets in dollar terms – rather than in shekels – conceals the true decrease in value of the Endowment Funds and the profits that occurred in shekel terms.

Year	Total Assets of Endowment Funds	Net Profit	Net Profit (as %)
2003/2004	308.6	23.6	7.6
2004/2005	328.0	26.6	8.1
2005/2006	347.8	22.7	6.5
2006/2007	394.3	32.9	8.3
2007/2008	391.2	-37.2	-9.5
2008/2009	390.7	16.4	4.2
2009/2010	429.9	34.3	8.0
2010/2011	410.1	-1.2	-0.3
2011/2012	420.2	32.1	7.6
2012/2013	476.3	39.5	8.3
<b>2013/2014</b>	<b>471.5</b>	<b>31.5</b>	<b>6.7</b>

**Table 6:** Amounts Received from Friends Organizations 2013/2014 (in US \$ thousands)\*

Source of Income	Regular Budget	Research & Others Budgets	Development Budgets	Endowment Funds in Israel	Total Income	As Percentage of Total
USA	18,119	25,905	5,414	61	49,499	46.3%
Israel	839	3,715	10,444	941	15,939	14.9%
Europe	419	8,864	0	2,565	11,848	11.1%
UK	946	7,617	0	267	8,830	8.3%
Canada	2,855	2,149	1,334	1,221	7,559	7.1%
Australia	42	2,934	47	3,691	6,714	6.3%
Other Countries	769	4,421	0	1,222	6,412	6.0%
<b>Total</b>	<b>23,989</b>	<b>55,605</b>	<b>17,239</b>	<b>9,968</b>	<b>106,801</b>	<b>100.0%</b>
Total 2012/2013					118,950	
Total 2011/2012					102,984	
Total 2010/2011					88,053	
Total 2009/2010					90,729	

\* 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.

# Hebrew University at a Glance



## Technology Transfer

51	Years of Transferring Technologies
8,961	Patents
2,508	Inventions (170/year)
785	Licenses
96	Spin-off companies



## International

262	Academic agreements with institutions in 44 countries
78	Competitive research grants from the European Research Council (ERC) since 2007, totaling over €120 million
220	Postdoctoral researchers from 26 countries
109	University and faculty level student exchanges



## Students

23,000	Total student body
12,500	Undergraduates
5,000	Master's students
2,200	Doctoral candidates
3,300	Overseas and pre-academic students, postdoctoral fellows and others



## Rankings

No. 1	in Israel
No. 5	in Asia-Pacific region
No. 70	Worldwide
No. 27	Mathematics
No. 51-75	Chemistry and Computer Science



## Awards for Excellence

277	Israel Prizes
93	Rothschild Prizes
42	EMET Prizes
14	Wolf Prizes
8	Nobel Prizes
1	Fields Medal in Mathematics
1	Canada Gairdner International Award
1	Turing Award in Computer Science



## Research

>100	Research centers
3,500	Research projects
5	Affiliated hospitals
>1/3	of PhD students in Israel
43%	of Israel's biotechnology research
30%	of all Israeli academic scientific research



## Teaching

6	Campuses
7	Faculties
315	Departments
955	Faculty members
5,673	Courses

### The Hebrew University of Jerusalem

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