Knowledge
Imagination
Innovation

The President’s Report 2008 - 2009
1997 “Dolly the Sheep” becomes the first cloned mammal
1998 Israel celebrates 50th anniversary / Rothberg International School relocates to new Louis H. Boyar Building
1999 King Hussein of Jordan succeeded by his son, King Abdullah II / Ehud Barak becomes prime minister / Selim & Rachel Benin School of Engineering and Computer Science opens / School of History inaugurated
2000 Israel withdraws from southern Lebanon / Pope John Paul II visits Israel / Second Intifada erupts / High tech bubble bursts / Givat Ram campus named in memory of Edmond J. Safra / Revivim program to train Jewish studies teachers for secular schools opens / First of five Ginges—Australia student computer centers opens on Mount Scopus
2001 September 11 terrorist attacks in the United States / Ariel Sharon becomes prime minister / Gilo Center for Citizenship, Democracy & Civic Education established / Theodore N. & Annette M. Lerner Family Indoor Sports Complex opens / School of Public Policy established
2002 Israel launches Operation Defensive Shield / Hebrew University alumnus and Center for the Study of Rationality
Fellow Professor Daniel Kahneman awarded Nobel Prize in Economics / Scholion - Interdisciplinary Research Center in Jewish Studies established with support of Mandel Foundation / Nine killed & dozens wounded in terrorist attack on Mount Scopus campus / Interdisciplinary Center for Neural Computation recognized as a Center of Excellence by European Union 2003 War in Iraq begins / Human Genome Project completed / Naming of the Mandel Institute of Jewish Studies / Robert H. Smith Institute of Plant Sciences & Genetics in Agriculture inaugurated / Landa Center for Equal Opportunities in Education initiates assistance for students from weakened backgrounds 2004 Yasser Arafat dies / European Union admits 10 new members / Hebrew University alumnus Professor David J. Gross awarded Nobel Prize in Physics / Hebrew University alumni Professors Avram Hershko and Aaron Ciechanover awarded Nobel Prize in Chemistry 2005 Mahmoud Abbas becomes head of Palestinian Authority / Israel implements Gaza disengagement plan / Hurricane Katrina strikes US Gulf Coast / London terrorist bombings / Faculty member Professor Robert J. Aumann awarded Nobel Prize in
Economics / New research building for Koret School of Veterinary Medicine opens 2006 Prime Minister Sharon suffers stroke, Ehud Olmert becomes prime minister / Israeli soldier Gilad Shalit abducted by Hamas terrorists / Second Lebanon War / Louis Frieberg Center for East Asian Studies inaugurated / Naming of the Federmann School of Public Policy & Government / Nobel Prize in Chemistry awarded to Visiting Professor Roger Kornberg / Scopus Student Village opens 2007 30-day national student strike / Shimon Peres becomes president / 90-day national university faculty strike 2008 Prime Minister Ehud Olmert announces resignation / Operation Cast Lead military offensive / Global economic recession spreads / Barack Obama elected president of the US / Mumbai terror attacks / Naming of the Robert H. Smith Faculty of Agriculture, Food & Environment / Berel and Agnes Ginges – Australia Library Information Centre opens / Bill Gates presented with the first ever Einstein Award / Reorganization of Faculty of Humanities begins 2009 Benjamin Netanyahu becomes prime minister / Dedication of the Institute of Medical Research Israel-Canada
FROM THE PRESIDENT

Dear Governor

The past three years have proven extremely stormy for the Hebrew University. The Second Lebanon War in 2006 had a tremendous impact on many of our students, despite the fact that it broke out in the summer. The 2006/7 academic year was then marred by both the 30-day national student strike over tuition fees and the political storm surrounding the Shochat Committee and its review of the higher education system. In 2007/8, the school year was again disrupted by a 90-day strike by faculty members.

Unfortunately, this year has also proven extremely difficult. The Shochat Committee’s report, which was supposed to provide a long-term stable solution for funding higher education in Israel, does not seem politically viable. Moreover, the year opened with the heads of Israel’s universities threatening — in an unprecedented move — not to open the school year due to their assessment that existing funding levels were inadequate for their institutions to be fully operational. Following the intervention of the then-prime minister, additional sums were promised. However, as we go to press, it remains unclear if these funds will materialize since the Knesset has not yet approved the budget. Allocations for this year have been based on last year’s budget but they are far from sufficient.

This year too saw an additional war, Operation Cast Lead, affecting many of our students. Meanwhile, the economic slowdown — compounded by the Madoff scandal — has added to the impact of the ongoing government cuts to higher education. Though it is still not clear how new donations will be affected, we have already seen a decline in income from endowment funds, with the drop in the capital market causing some of these funds to be underwater and thus not providing any income. It is only reasonable to expect that there will be a further impact on future funding. With the Hebrew University — and, indeed, the entire system of public higher education in Israel — facing great economic uncertainty, University management has been forced to take various emergency measures to cut expenses.

In spite of the gloomy prospects outlined above, the Hebrew University continues as a powerhouse of creativity and new ideas that draws wonderful students to its campuses. Our students are an integral part of the vibrant and stimulating community of scholars that we actively nurture, a community whose research achievements — despite the limited resources — are a source of tremendous pride. As we find ourselves forced to take emergency measures, our challenge is to remain financially responsible without damaging our future. This requires a very delicate balance but we are determined to get it right.

Indeed, this is the very reason that we have made a strategic decision not to abandon the four major projects that comprise our Campaign — the major changes in the Robert H. Smith Faculty of Agriculture, Food and Environment; the restructuring of our Faculty of Humanities; a complete upgrade of medical research; and the consolidation of our brain research. These four projects require a major fund-raising effort whose goals will not, in the current climate, be easy to achieve. We sincerely hope, though, that the potential benefits to humanity and to Israel of the vision and dreams that are at the core of these projects will prove sufficiently compelling to enable us to generate the required funds.

This year’s report is my last as President of this wonderful institution, a position in which I feel very fortunate to have served for 12 years. It has been a very challenging and sometimes difficult period but, overall, incredibly rewarding and stimulating. I hope that I have

[The rest of the text is not shown.]
been able to contribute in some small part to the future of this great university.

Whatever these achievements, none would have been possible without the help and participation of many, many partners. I would especially like to thank the former Rector Professor Haim D. Rabinowitch, who concluded his term at the beginning of this academic year having been a wonderful partner for seven years. Professor Sarah Stroumsa very enthusiastically assumed the position of Rector this year — her initiatives will undoubtedly inject much new energy and creativity into many of our academic programs.

In addition to having the good fortune of working with wonderful vice-presidents, deans and faculty members whose advice, support and commitment have been invaluable, I was extremely privileged to get to know the wonderful family of friends that the University has throughout the world. I would especially like to mention the three Chairmen of the Board of Governors under whom I served — Alexander Grass, Yigal Arnon and Charles H. Goodman; the Chairman of the Board of Managers Eitan Raff; and the co-chairs of the Campaign during my tenure — Harvey M. Krueger, Barbara Mandel and Michael Federmann. Their profound commitment, generosity of spirit and willingness to devote their time and resources to our University have been a tremendous source of moral support for me and the rest of the faculty and staff, in particular during these difficult times — and, indeed, has made it possible for us not only to hold steady but to flourish.

In this year’s President’s Report you will read of various aspects of the work going on at the Hebrew University over the past 12 years. You will meet people — young researchers, veteran and recently absorbed faculty members, an outstanding doctoral candidate — who represent the cutting-edge, creative thinking at the Hebrew University. You will read of processes such as the international academic review committees and student aid programs that have been set in motion to ensure the University’s ongoing success in future years. And you will encounter programs that have created communities of scholars from diverse fields and disciplines such as the Federmann School of Public Policy and Government, the Scholion – Interdisciplinary Research Center in Jewish Studies at the Mandel Institute of Jewish Studies and the Benin School of Engineering and Computer Science.

I began my remarks with a rather gloomy perspective. However, when I look back at the history of the Hebrew University — in particular the past 12 years, the years I know best — I feel confident that we are fully capable of overcoming these difficulties. We can, and we will, continue to achieve the goals worthy of an institution that is a powerhouse of creativity and originality in teaching and research, a world-class university that serves the world, the Jewish people, Israel and Jerusalem.

It is with great humility and gratitude that I now transfer the gem that is the Hebrew University to my successor Professor Menahem Ben-Sasson, who served as Rector during my first years as President. I have no doubt that he will be able to propel the Hebrew University to the heights that it is fully capable of reaching.

Professor Menachem Magidor
President
THE HEBREW UNIVERSITY OF JERUSALEM IS AN INTELLECTUAL HOTHOUSE OF RESEARCH AND SCHOLARSHIP WHERE CREATIVE THINKING, THE PURSUIT OF NEW IDEAS AND FERVOR FOR KNOWLEDGE TYPIFY ITS FACULTY AND SERVE TO ATTRACT EXCEPTIONAL STUDENTS
Inspiring Minds
ERC-AWARDED INVESTIGATORS: CURIOUS MINDS

When the European Research Council (ERC) awarded six young Hebrew University researchers with five-year grants worth a total of $10 million in 2007, it represented a phenomenal achievement. The Hebrew University was one of just a few institutions awarded as many as six grants out of the 9,000 applications for the prestigious program’s approximately 200 grants.

The ERC, a European Union research funding body, established the competition to boost the careers of starting-out research leaders. Indeed, with a diverse range of research interests, the six awardees exemplify the intellectual fervor, enthusiasm and leadership that fuel the Hebrew University.

At the Institute of Chemistry, Dr Assaf Friedler is using innovative approaches to modulate interactions between proteins by changing their oligomeric state, or the number of protein subunits bound to each other. Combining chemistry, biology, biophysics and computational methods, Friedler wants to understand how protein–protein interactions change in diseases such as cancer and AIDS in order to develop new medicines to restore the biological systems to their healthy state.

Yuval Shany, the Hersch Lauterpacht Professor of Public International Law, heads a team investigating the effectiveness of international courts, which have leapt in number from five to approximately 30 since 1990. “There is little literature on the topic,” says Prof. Shany. “My aim is to import criteria and standards from elsewhere in the social sciences and develop a novel theoretical approach to explore these systems and examine if they fulfill their mandates. We also hope to provide practical results for decision-makers.”

At the Faculty of Medicine, Dr Sigal Ben-Yehuda is using a non-virulent strain of a bacterium to reveal the structure of dormant bacterial spores, highly resilient cells produced when the special developmental process of sporulation takes place. Using cell biology and molecular approaches, Ben-Yehuda and her team have developed new methods to study the structure and dynamics of DNA, RNA and proteins in these sleeper cells. Her research introduces novel concepts to spore biology and may help devise innovative ways to combat spore-forming pathogens.

At the Silberman Institute of Life Sciences, Dr Adi Mizrahi is using a combination of molecular tools and in vivo neuroimaging methods to study the development and plasticity of neurons and neuronal networks in the adult brain. Indeed, he and his team were the first to observe neurogenesis using live imaging. “Focusing on the olfactory region in mice, we aim to understand how these circuits change,” says Mizrahi. “Our insights may provide key information for developing methods to regenerate damaged neurons.”

Dr Tsachik Gelander at the Einstein Institute of Mathematics studies the characteristics and properties of geometric spaces such as manifolds, curved spaces and various types of groups. He has solved several well-known conjectures in these areas. A particular focus is on the longstanding Chern conjecture regarding flat structures on manifolds.

Professor Re’em Sari of the Racah Institute of Physics studies diverse astrophysical phenomena, with the aim of unraveling the inner workings of the cosmos. His research topics include understanding the relics of planet formation in our solar system such as asteroids and Kuiper Belt Objects; studying the formation and evolution of newly found planets around other suns where life could possibly exist; elucidating the activity of faraway galaxies; and revealing the origin of the most powerful explosions in the universe, phenomena known as Gamma Ray Bursts.
Clockwise from top left:
Dr Tsachik Gelander, Dr Sigal Ben-Yehuda,
Dr Adi Mizrahi, Dr Assaf Friedler,
Prof. Re'em Sari and Prof. Yuval Shany
DAVID Enoch: From Abstract to Concrete

Professor David Enoch is firmly grounded in abstract thinking. Comfortably donning two hats — he is both a philosopher and a lawyer — Enoch is far more intrigued by asking questions than he is in reaching conclusive answers. Enoch, 37, is among the 334 young faculty members recruited by the University over the past 12 years; he is an Associate Professor of Philosophy in the Faculty of Humanities and the Jacob I. Berman Associate Professor of Law in the Faculty of Law. The joint appointment is ideally suited to Enoch, who regards himself as a philosopher interested in thinking about law, rather than a practitioner of the trade.

While Enoch’s academic interests include moral, legal and political philosophy, his forte, he says, is the field of metaethics, which he describes as “the philosophical sub-discipline that does not study normative issues — such as what is right and what is good — but rather questions about these questions,” or what he calls “second-order questions.” Enoch explains: “What does it mean for an action to be right? Are there any moral truths and moral facts [he believes there are] and, ultimately, do these questions have any true impact on ethical discourse?”

According to Enoch — a Tel Aviv University law graduate with a doctorate in philosophy from New York University — the last decade has witnessed a tremendous rise in the philosophical interest in metaethics. So much so that the topic was the focus of a research group, hosted by the Hebrew University’s prestigious Institute for Advanced Studies (IAS) during the 2007/2008 academic year. “While philosophy is almost never about reaching conclusions collectively,” says Enoch, who headed the IAS group, the scholars — both from Israel and abroad — benefited from the “collective discussion and intellectual interaction.”

Enoch, who recently spent time in New York as a visiting professor at Columbia Law School, admits that while he sees himself “temperamentally” as a philosopher, he finds himself “only a bit” of an anomaly in the Faculty of Law. “Most influential law schools have philosophers on board,” he says.

The recipient of the University’s Yoram Ben-Porath President’s Prize for Outstanding Young Researcher in 2006 and the Zeltner Prize for a Young Scholar in 2005, Enoch has no problem combining abstract discussions with legal argument and theory. He offers a number of examples. “Take the distinction between intended and foreseeable actions, and the moral status of their consequences.” This theoretical topic, Enoch explains, becomes relevant when discussing terrorism (intended harm) and counterterrorism (foreseeable collateral damage) and the moral and legal implications of the intending-foreseeing distinction to state actions. Applying philosophical questions to legal issues, Enoch has also written about peer-disagreement and reason-giving and how they pertain within a jurisprudential context. He also has a book in the works, Taking Morality Seriously: A Defense of Robust Realism (to be published by Oxford University Press).

Enoch certainly approaches his interests with enthusiasm and seriousness, clearly enjoying his diverse roles as both a philosopher and legal scholar. Indeed, these two worlds seem to be converging as he finds himself gradually putting greater emphasis on political philosophy. “Not only is it becoming hard to avoid,” says Enoch with an enigmatic smile, “but it is also not a good idea to try to do so.”
ICNC doctoral student Yael Bitterman’s research has been published in *Nature*.
The fact that there is so little known about the process of hearing is what first drew Yael Bitterman to research this field. A graduate of the Hebrew University and today a doctoral student in the Jack and Alice Ormut Doctoral Program in Brain Research, Computation and Information Processing at the University’s Interdisciplinary Center for Neural Computation (ICNC), Bitterman has already achieved such groundbreaking results that her findings were published earlier this year in the internationally renowned science journal *Nature* — just a month before the birth of her first child. Her research provides important insights into the way the brain processes auditory information and could have important ramifications in improving the design of cochlear implants, which are surgically implanted to provide rudimentary hearing for the profoundly deaf and those severely hard of hearing.

Following her army service in intelligence, Bitterman did her first degree in physics combined with the Amirim program, which provided her with what she sees as the perfect preparation for entering a field of scientific research that keeps its focus on human beings. As an outstanding undergraduate, Bitterman was selected during her first year for the University’s interdisciplinary Amirim program which, for 20 years, has provided its annual intake of 25 carefully selected students with the benefits of a broad-based BA program in humanistic studies in addition to their studies for their other major. “It was brilliant... it was at the highest level and helped feed and develop my intellectual curiosity,” she says.

When she joined the ICNC’s prestigious Ormut Doctoral Program, Bitterman was given the opportunity by the head of the program, Professor Israel Nelken, to work on detailed auditory data that had been acquired in a somewhat fortuitous way.

When trying to answer the question “How do we hear?” scientists are usually faced with the insurmountable problem of not having any direct access to the human brain. But a collaborative project between pioneering Israeli surgeon Professor Itzhak Fried, now at UCLA, and Professor Rafael Malach of the Weizmann Institute of Science, provided a unique opportunity to peep inside the brain. Prior to essential surgery, severe epileptic patients are fitted with electrodes that provide specific information about the precise location of the seizure-triggering part of the brain. Several of the patients also agreed to watch a sequence from the Clint Eastwood movie “The Good, The Bad and the Ugly” while responses of unprecedented detail were recorded by the electrodes. Importantly, there was also a rich and varied soundtrack — including background noise, speech and music — to which was added an artificial sequence of random chords. The data collected provided information into how individual neurons in the human brain respond to such a diverse collection of sounds.

The results of Bitterman’s analysis of this data have essentially changed some of the established ideas regarding auditory processing in the brain. Individual neurons in the auditory cortex were found to be “exquisitely tuned” to respond to a very narrow range of frequencies with considerable sensitivity, although they also varied their processing according to the context of the sounds. Moreover, this type of explicit specialization, which exceeds that within the cochlea, was not expected to exist in this region of the brain — indeed, it is unprecedented in any other mammalian species (except bats which, of course, use sound to find their way around). Better understanding of the processing of behaviorally relevant sounds in the human cortex, says Bitterman, could enable cochlear implants to provide improved speech comprehension and music appreciation.
HOWARD CEDAR:
THE CURIOSITY GENE

Endless curiosity, admits Professor Howard Cedar, has driven him to investigate some of the most fundamental questions in human genetics — questions about the mechanisms that control the development of the incredibly diverse collection of cells that constitutes the human body. His research, first published back in the late 1970s, not only identified how cells control their development but also initiated a whole new field of science known as epigenetics. And what began as fundamental research over three decades ago is now beginning to yield profound insights into the causes of cancer, as well as understanding about a range of genetic diseases.

Cedar immigrated to Israel with his young family just two months before the Yom Kippur War broke out in 1973. He joined the Department of Biochemistry at the Hebrew University-Hadassah Medical School and, during his ensuing career, has received many awards including the Israel Prize and the Wolf Prize in Medicine. This year, he was appointed the University’s first Edmond J. Safra Distinguished Professor.

Cedar regards his life’s research as being “focused on one central idea” concerning how cells select the genetic information they need to function and ignore the rest of the genetic package. He describes the genetic information, or DNA, contained within every cell of our bodies as “an instruction booklet”; his challenge has been to understand how any particular cell uses only a few relevant pages of the book and ignores the rest.

Prof. Cedar’s pioneering work in the 1970s — done in collaboration with his current research partner and colleague in the Institute of Medical Research Israel-Canada, Professor Aharon Razin — showed that the DNA becomes partly modified by another chemical, a process known as methylation. This results in only one part of the DNA code being available for the cell to read; in a skin cell, for example, only the instructions for making skin cells are available while the rest of the instructions are methylated and unavailable.

“It took time,” he says, “to put the whole story together to understand how methylation controls human development.” The work has also thrown light on how cells take on specific functions at the very beginning of life. When a human egg cell is fertilized the first bundle of cells produced have the potential to develop into any cell in the human body (none of the DNA is methylated). However, at some stage the cells begin to assume the particular functions that they will have in the new baby — some become liver cells, others become skin, hair, blood, bones. In a paper published in late 2008 with Faculty of Medicine colleague Professor Yehudit Bergman, the gene that initiates this entire process was identified.

Of course, hand-in-hand with understanding how the mechanism functions in normal cells have come insights into how it fails in some genetic diseases such as Fragile-X syndrome. Cedar’s most recent work has also discovered that methylation plays an essential role in the development of all cancers. His work may not lead to a cure-all pill but it can no doubt help identify those most at risk and ensure they get the necessary screening and preventative measures.
NEW PROGRAMS HAVE CREATED COMMUNITIES OF SCHOLARS FROM DIVERSE FIELDS AND DISCIPLINES WHO ARE BROADENING THEIR RESEARCH HORIZONS AND APPROACHES THROUGH AN ONGOING PROCESS OF CROSS-FERTILIZATION AND EXCHANGE OF IDEAS
Innovating Communities
The Federmann School of Public Policy & Government: Building Bridges

Since its establishment in 2001, the Federmann School of Public Policy and Government has been building bridges between academics and practitioners and preparing its students to do likewise.

“Public policy is about effecting change and the Federmann School aims — through both its research activities and teaching programs — to raise the professional level of public policy executives and change the way they work,” says Professor Eran Feitelson, head of the Federmann School and a member of the Department of Geography. “To accomplish this, a great deal of knowledge is needed in areas such as politics, society, law and organizational dynamics, as well as concrete knowledge of the specific area being dealt with like health care or the environment.

“At the Federmann School, we bring together people who deal with all these different areas under one roof.” Indeed, it is this active encouragement of cross-fertilization and interchange that is at the heart of the School, named by deputy chairman of the Hebrew University’s Board of Governors Michael Federmann in honor of his father and his uncle, Yekutiel X. and Samuel (Samo) Federmann, in 2006.

The result, says Dr Anat Gofen — one of the School’s first two doctoral graduates and a recent addition to its academic staff — is original research. For example, Federmann School member Dr Daniel Sperling, who specializes in bioethics and is a member of the Braun Hebrew University-Hadassah School of Public Health and Community Medicine, learned in passing that Gofen is interested in researching home birth. “We are now launching a joint project. Dr Sperling will explore the legal, medical, and ethical aspects of home births and I’ll look at the sociological view of those who choose not to utilize public services,” she says.

Educationally, the School’s cross-disciplinary approach results in the most challenging master’s program in the social sciences in Israel. The program’s two tracks — one for executives and one for outstanding students from Israel’s peripheral communities — offer its highly ambitious students the knowledge and tools that will propel their advancement. Thus, Federmann School alumni can be found in the Prime Minister’s Office, the Jerusalem municipality, and the ministries of finance, health, interior and justice as well as at various NGOs, says Feitelson, who notes that public policy formulation and implementation are not the exclusive purview of government but also a function of civil society.

In addition to writing a thesis and completing significantly more courses than their fellow graduate students, Federmann School students must write a policy paper. This, says Gofen, is one of the most significant skills students obtain in the program, a skill that enables them to shape a holistic Israeli policy much more effectively. “There’s a huge gap between practitioners and academia, and policy analysts are the bridge,” says Gofen. While academic research strives to expose and explain the truth, she says, policy analysts use both their understanding of the situation in the field and their theoretical know-how to provide solutions for real-world dilemmas based on research.

Indeed, Federmann School alumnus Roy Folkman, 33, uses the skills he learned on a daily basis in his new job as Jerusalem Mayor Nir Barkat’s advisor on strategic policy and planning. A unique aspect of the program, says Folkman, was the interaction with his fellow students. “My class had both very academic types and people from the real world. In working together in small groups throughout our studies, we learned a lot from each other. It was more than just building connections; it was genuine peer learning.”
Rooted in Jerusalem’s traditional excellence in pure mathematics, the original Hebrew University Department of Computer Science, founded in 1969 within its Einstein Institute of Mathematics, leaned heavily toward theory. The creation of the Institute of Computer Science in 1992 signaled independence, but it is the 10-year-old Selim and Rachel Benin School of Engineering and Computer Science that represents a paradigm change — merging solid theoretical tradition with active investment of its intellectual power toward solving Israel’s critical shortage of engineers.

“Engineers are vital to Israel’s economy,” says Benin School head Professor Orna Kupferman, an expert in theoretical computer science whose own research focuses on hardware and software verification. “We serve as a center for traditional computer science and engineering topics like databases, systems and computer-science theory while, at the same time, promoting cross-disciplinary research in areas ranging from computational neuroscience to electronic commerce, machine learning and computer-aided surgery. We still emphasize mathematics — to a degree that is rare among engineering schools — but we’re steadily expanding our research to address real-world problems.”

The School’s cross-disciplinary nature is also reflected in its teaching programs. It was the first in Israel to offer a program in computer science and computational biology, while its joint program in engineering and applied physics has trained some of Israel’s most successful high-tech leaders. Students can also pursue joint programs in cognition, economics, and even MBA studies.

One faculty member out there in the “real world” is Professor Noam Nissan. Currently on sabbatical at Google’s Tel Aviv offices, Nissan designs models to govern the instantaneous decision-making that characterizes Internet-based business transactions. He is also working on algorithms designed to promote predictable — and positive — online human behavior.

In the Benin School’s computational biology research group, Professor Nir Friedman is advancing the computational methodologies that lie behind today’s most exciting advances in molecular biology.

Benin School researchers also harness computers to improve human welfare. Professor Boris Rubinsky, the director of the University’s Center for Bioengineering in the Service of Humanity and Society that he established in 2006, has pioneered a minimally invasive therapy that kills cancer cells with electrical impulses and a technology whereby medical electrical signal data from medical imagining, such as ultrasound, are uploaded to cell phones and analyzed in real time by a remote computer. Both inventions could be widely used in developing countries and among underserved communities.

Another life-saving breakthrough from the Benin School is Mobileye, created by computer vision research group member Professor Amnon Shashua. A low-cost automotive technology that is already standard in vehicles manufactured by Volvo, GM, and BMW, it uses a single camera to alert drivers to potentially dangerous situations and activates safety measures automatically if the driver does not respond.

The Benin School’s devotion to vision and graphics is reflected in its website, which features a continually updated “webcam” of the School’s future home. The Rothberg Family Complex, a 16,000 square meter facility now under construction on the Edmond J. Safra Campus, is scheduled for completion in 2011.

The new Rothberg Complex, says Professor Kupferman, will contribute to the School’s ability to build on the University’s outstanding mathematical pedigree and help it grow as a unique institution — one characterized by leadership in computer science theory, as well as the interdisciplinary outlook that is expected to foster the major engineering breakthroughs of the future.
Scholion - Interdisciplinary Research Center in Jewish Studies: A Scholarly Haven

When the Scholion – Interdisciplinary Research Center in Jewish Studies opened its doors in 2002, it aimed at generating something new, a different academic culture. In creating a diverse and vibrant academic community, Scholion brings together scholars from diverse fields to investigate “specific areas of Jewish studies within broad cultural contexts,” says Professor Israel Yuval, Scholion’s founding academic head. “Our original mandate was to create new patterns or norms of research. Not only have we succeeded, but we have surpassed our original goals.”

Scholion, which is funded by the Mandel Foundation as part of its major support for the Mandel Institute of Jewish Studies, is essentially a unique Jewish think tank composed of two distinct tracks: three interdisciplinary research groups in Jewish studies each comprising four senior researchers and four doctoral students who work together for three years; and the Mandel Scholars program, which annually awards three-year postdoctoral fellowships to two promising young scholars in Jewish studies or related areas. From its first research group “Modes of Canonization: The Case of the Cairo Genizah” to its most recent one “Knowledge and Pain: The Cultural Constructions of Suffering”, Scholion has hosted seven groups — next year’s group will study “Jews and Cities” — as well as 14 Mandel Scholars, 10 of whom are now in tenure-track positions, with the remaining four still pursuing their research at Scholion.

“Scholion has succeeded in creating the conditions — both academic and physical — that nurture genuine academic communities,” says Professor Ze’ev Weiss of the University’s Institute of Archaeology and a member of the current “Religions of Place and Religions of Community” research group. “In contrast with the sciences, the humanities are characterized by striking isolationism that has hampered researchers from engaging in ongoing, fruitful interchange,” adds Yuval. “We have created a cohesive environment that encourages interaction while preserving individualism.”

Indeed, not only has Scholion offered a new model of what a university ought to be — its very name comes from the same root as scholar and school — but it has also had an impact on how the humanities views or approaches Jewish studies. For Yuval, a specialist in Jewish–Christian relations during the Middle Ages, this has been an unexpected and exciting outcome. “From the perspective of many humanities scholars, Jewish studies had been viewed as a narrow, perhaps parochial field,” says Yuval. Not any more. “We have ensured that Jewish culture is part of the broader fabric of Western and Eastern culture,” he says. As Professor Esther Cohen, a medievalist from the Department of History and member of the broad-based “Knowledge and Pain” group puts it: “My own views have been broadened concerning Jewish scholarship, and my long-standing biased attitude has died quite painlessly.”

Prof. Yuval sees Scholion as a prototype for other centers in the humanities. In fact, perhaps the best expression of the atmosphere of cross-fertilization and interchange that characterizes Scholion is the popular morning coffee break: senior researchers, associate and visiting scholars, and doctoral students converge upon the conference room, not only for small talk but for a genuine opportunity to transcend academic, hierarchical and administrative boundaries.

Dr Havi Dreifuss, a specialist in Holocaust studies and Polish Jewry and a Mandel Scholar explains that one such informal chat exposed her to topics she never conceived of approaching. The result: two lectures, a forthcoming article and many mind-broadening insights and new approaches. Dreifuss says she plans to take much of what she has gained with her when her fellowship ends in six months. Scholion, she says, is “a scholarly heaven, the dream come true of any researcher.”
The Koret School of Veterinary Medicine: Regional Gain

Where do you go when you need a specialist in orthopedics, cardiology or oncology? Although Israel is blessed with many outstanding clinical institutions, if you’re an Israeli horse, dog, cat or tropical bird, there’s only one address: the Koret School of Veterinary Medicine and its affiliated Veterinary Teaching Hospital in Beit Dagan.

Founded in 1985, the Koret School is part of the Robert H. Smith Faculty of Agriculture, Food and Environment in Rehovot, and is Israel’s only school of veterinary medicine. Noted for its outstanding range of clinical specialists — many of whom trained in top American and European institutions — the School has actively sought to strengthen and increase cross-specialty collaboration over the past 10 years.

This effort is in accordance with the recommendations of a 1997 international academic review committee of experts that pinpointed the School’s potential as a regional center of excellence in the Middle East — and, indeed, resulted in a glowing review from a follow-up international academic review committee in 2007 (see page 24). These academic changes are complemented by a new state-of-the-art research and teaching facility — sponsored by the Koret Foundation with matching funds from Robert H. Smith — which opened in 2005 and is currently undergoing an expansion that will eventually unite all of the School’s veterinary efforts under one roof.

“For years, our labs were scattered throughout the campus,” says Koret School Director and alumnus Professor Shimon Harrus, a specialist in small animal medicine and a world expert on diseases spread by ticks and fleas. “Sitting together breaks down barriers and creates closer and more fruitful collaboration, communication and understanding of complicated processes. Moreover, the building will eventually be linked — physically by means of a bridge and conceptually by means of a new joint Complex of Animal Sciences and Veterinary Medicine — to the adjacent Department of Animal Sciences in the Smith Faculty, where parallel research on normal, healthy food-producing animals will help us move forward.”

The new paradigm of integrated research is creating novel and highly effective treatments for animals of all kinds. For example, Dr Eran Lavy, a specialist in “companion” animal medicine, is using the tools of pharmacology to develop more effective drug treatments for dogs, while neurologist and surgeon Dr Merav Shamir has identified a nutritional deficiency leading to skull abnormalities in lions. Koret School research is also blurring traditional boundaries between animal and human medicine. In one lab, Dr Dalit Sela-Donenfeld has developed a “transgenic” chicken that will enable scientists to study human diseases in avian models. Nearby, Professor Gad Baneth is researching animal-borne diseases that cross over to human populations.

Currently, 180 students are in the Koret School’s DVM (Doctor of Veterinary Medicine) program, which culminates in a full year of clinical rotations in the Veterinary Teaching Hospital. Another 50 are pursuing master’s and doctoral studies. In the future, the School aims to increase the number of students from Israel’s Arab and Bedouin communities as well as students from Israel’s periphery.

With 600-plus graduates to date, the Koret School is making a significant impact on the level of animal care in Israel, while serving as a force for regional and international change. “Our graduates are called upon to solve veterinary and environmental problems in underdeveloped countries, while our faculty members collaborate with researchers in the Palestinian Authority and around the world,” says Harrus. “Whether the focus is animal medicine, food production, public health or pet care, the Koret School has the broad perspective — and leadership — to provide answers.”
ONGOING SELF-EXAMINATION HAS SET IN MOTION A NUMBER OF PROCESSES TO ENSURE THAT THE HEBREW UNIVERSITY MAINTAINS ITS POSITION AS A WORLD LEADER, CONTINUES TO ENCOURAGE CUTTING-EDGE SCHOLARSHIP AND TEACHING, AND OFFERS ITS FACULTY AND STUDENTS OPTIMAL RESEARCH AND STUDY ENVIRONMENTS
Inroads into the Future
Computer Services: A Universal University Network

It wasn’t that long ago that students were limited by the physical confines of their university’s collection of books and documents. Today, however, the Internet and virtual space are opening up a geographically boundary-free arena for new and exciting discussions and exchanges of ideas.

“The Internet is a vehicle for intellectual curiosity,” says University Rector Professor Sarah Stroumsa. “It breaks down barriers between fields and scholars, and it allows students to set their imagination free and follow their interests.”

Cognizant of the need to enable students to tap into this new world of endless possibilities, the Hebrew University is constantly updating and improving computer access and services for students.

“We see our students as the most important clients we have,” says Professor Danny Dolev, who chairs the University’s Authority for Computation, Communication and Information. “Our priority is to offer user-friendly service and access to information and libraries. We are trying to provide computers and Internet access wherever possible.”

A tremendous boost has been the five student computer centers — the first opened in 2000 — established by Berel and Agnes Ginges of Sydney, Australia on the University’s four campuses as well as the installation of computers in any available space. Wireless Internet networks are proliferating, with service already available in cafeterias, libraries, computer centers, large lecture halls and even on the main lawns. Newer student dormitories are connected to Internet infrastructure while in older dorms, the Authority is trying to set up wireless networks.

The University’s libraries have also been upgraded to reflect their new role in the digital age. To date, three library information centers, including the Berel and Agnes Ginges – Australia Library Information Center on Mount Scopus, have opened. Offering an abundance of computer terminals, the centers provide access to an ever-increasing repository of information, including online periodicals, while new work areas enable students to study in groups.

Students can also access all library databases and journals from home, meaning that “they have the option to work wherever, and whenever, it is comfortable for them,” says Dolev. Indeed, the Authority is now in the process of enabling students to work from home using software that runs off University computers. “This will lessen the need to come to campus and enable study when the University is closed,” he says.

Students can also keep tab on their studies — course registration, grades, exams and other aspects — via the University’s website. They can send their exercises electronically to instructors, view marked papers online and receive cell phone messages regarding class cancellations or changes. Moreover, in response to the difficult employment situation, a new service allows students and alumni to post their resumes — and employers to post suitable positions — on the University’s website.

E-learning is also taking off with sites for courses and materials. And lectures, some with video, some with links, are now posted on the Web. “It is a wonderful resource and communication tool that enables students who are ill, recently gave birth or were on military reserve duty to view lectures and material they missed,” says Dolev.

“Today, geographical boundaries are not a limit for scholarship,” says Stroumsa. “With the Internet, we can reach out to people across the world and bring them into our discussions and our homes.”
Different opinions and diversified life experiences serve to broaden the classroom perspective and thus enhance students’ overall educational experience. The Hebrew University takes pride in having — and actively nurturing — a diverse student body. However, while all students may be intellectually and academically qualified for university studies, some may face more challenges than others on the way to achieving their degrees.

“Since we are determined to help all students realize their potential, we must ensure a level playing field for everyone,” says Dean of Students Professor Esther Shohami whose office oversees several student assistance programs. “Some students from different cultures or less privileged backgrounds have difficulties adjusting — in particular if Hebrew is not their native language — so we are actively increasing our efforts to ease their adjustment, especially during their first year of studies.”

One population receiving special attention is students from Israel’s periphery. “Periphery is not a geographical term alone,” says Shohami. “It also indicates those from the culturally and socioeconomically weaker margins of society.” A boost to helping these students came in 2003 with the initiation of the Landa Center for Equal Opportunities in Education and its support for students through such programs as the Landa Program for Social Leadership and a tutoring program — new this year — specifically for Arab students (see page 32), both run by the Dean of Students’ Unit for Social Involvement. These programs have expanded and built upon earlier initiatives that supported students from the periphery, offering a supportive social framework in which to explore issues of identity, society and leadership.

Other programs run by the Unit for Social Involvement encompass some 350 students and include tutoring (especially in English) and special programs for demobilized soldiers and students of Ethiopian origin.

Though a national initiative, the Atidim project for youth from the periphery operates two unique tracks at the Hebrew University. A program with the IDF grants a science or English degree and teaching certificate to soldiers whose military service comprises teaching science or English in the periphery, while a program in conjunction with the Federmann School of Public Policy and Government enables public policy majors to continue to a direct-track master’s degree if they commit to working in the public sector in the periphery for at least five years. A third Atidim program at the Joseph Saltiel Center for Pre-Academic Studies offers high-school graduates from the periphery a year of preparation for university admission.

The Rosalinde and Arthur Gilbert Foundation-supported Project Nurture offers assistance to students for whom Hebrew is not their native language, including those from Israel’s Arab community. It has supported projects in the social sciences and law, providing students with academic and social support that aims to equip them with improved learning skills and help them tackle academic material and adjust to the University environment. Project Nurture’s current focus is the Faculty of Law where the assistance is supplemented by scholarships. “We discovered high failure and dropout rates among first-year Arab students,” says Dr Guy Harpaz, who ran the Faculty’s program until recently. “From close to 50 percent when we started, the dropout rate among Arab students has fallen to nearly zero.”

In order to ensure that students’ needs are met in the most effective way, plans are currently under way to unite Project Nurture, the Landa Center and other projects that assist students from the cultural, socioeconomic or geographical periphery under one roof under the auspices of the Dean of Students’ Office.

“Our mantra,” says Shohami “is to give every student an equal opportunity to maximize his or her potential.”
International Academic Review Committees: Ensuring Ongoing Excellence

“In our rapidly changing world, the excellence of tomorrow is going to be different from the excellence of today," says Hebrew University Rector Professor Sarah Stroumsa. “Even though the Hebrew University is consistently rated as one of the world’s top universities, we cannot rest on our laurels. We must strive to raise standards and push toward higher goals.”

This thinking led to the creation of the international academic review committees, 23 of which have convened since 1997. In assessing University units, programs, interdisciplinary fields, schools and even an entire faculty, the committees are part of the ongoing effort to prevent stagnation and promote improvement and renovation. The committees comprise internationally renowned experts from leading universities abroad. Their mandate is open-ended and they are asked to examine all aspects, including infrastructure, administrative personnel, curricula, student levels and activities of faculty members in both research and teaching.

“External experts can look at us from another perspective, providing peer review and a comparative view of how we may do better,” says Stroumsa. “We want the committees to be detailed, professional and blunt. We urge them to point out what is wrong but, in many cases, we are told that what we are doing is excellent.”

Prior to the review committee, the body under review prepares a self-evaluation. “This is very important,” says University Vice-Rector Professor Miri Gur-Arye, who is responsible for academic evaluation. “It enables us to look at strengths and weaknesses and forces the consideration of future development.”

Following the review, the committee submits a report whose recommendations are carefully studied and discussed by the University’s committee for academic policy before deciding on implementation.

The Koret School of Veterinary Medicine (see page 19) was the subject of the first review in 1997. The committee’s very sharp report addressed the School’s academic problems while detailing its potential as a regional center of excellence in the Middle East. Ten years later, in 2007, a second review committee gave the Koret School glowing reviews, noting that it “is developing programs of excellence in teaching, clinical services and research... [and] students are receiving a first-rate veterinary education.”

The 2006 review committee on the humanities, chaired by Professor John Gager of Princeton University, examined an entire faculty and gave suggestions on how to reorganize it so as to enable a broader, more interdisciplinary approach, without sacrificing depth. The reforms — now being implemented — called for offering basic or common courses within five broad-based major schools; the creation of gateway courses to broaden outlook; the creation of honors programs in the schools; and a graduate school as a center of excellence.

The 2007 review committee on neuroscience, chaired by Professor Gerald Fischbach of Columbia University, followed the diverse units in which neuroscience is studied, examined or researched in all faculties. “With proper recruitment, new space, new administrative structure and funds to support research, neuroscience at the University will be ranked among the top five in the world,” the committee wrote. “It didn’t just review whether we were doing well,” says Stroumsa, “it presented a new vision of how to think about this field and revealed new horizons. It was gratifying to see faculty members respond to this.” In 2008, the review committee on psychology proposed a revolutionary change in how to view the field, recommending that it move from the social sciences to the natural sciences.

“Review committees not only help us to improve standards but are also agents of change, introducing new thinking and moving us in new directions,” says Prof. Stroumsa. “They spur us to think as daringly as we can.”
Infusing Talent

51 OUTSTANDING NEW FACULTY MEMBERS

Dr Tallay Ornan
Senior Lecturer, Institute of Archaeology and Department of Art History. Ph.D., Tel Aviv University. Postdoctoral studies, University of Pennsylvania. Formerly, Curator, Israel Museum

Dr Eitan Y. Alimi
Lecturer, Department of Political Science. Ph.D., Boston College. Previously, Research Associate, Truman Research Institute for the Advancement of Peace, The Hebrew University of Jerusalem; MRAP Senior Research Associate, Boston College

Dr Adam Hofri-Winograd
Lecturer, Faculty of Law. D.Phil., University of Oxford. Formerly, Tutor, University of Oxford

Dr Alon Angert
Senior Lecturer, Institute of Earth Sciences. Ph.D., The Hebrew University of Jerusalem. Postdoctoral studies, University of California, Berkeley and Weizmann Institute of Science

Dr Rami I. Aqeilan
Lecturer, Lautenberg Center for General & Tumor Immunology. Ph.D., The Hebrew University of Jerusalem. Postdoctoral studies, Thomas Jefferson University. Formerly, Research Assistant Professor and Research Scientist, Ohio State University

Dr Nora Boneh
Lecturer, Department of Linguistics. Ph.D., University of Paris. Postdoctoral studies, The Hebrew University of Jerusalem

Dr Eldad Bettelheim
Lecturer, Racah Institute of Physics. Ph.D., The Hebrew University of Jerusalem. Postdoctoral studies, University of Chicago

Dr Ruben Borg
Lecturer, Department of English. Ph.D., The Hebrew University of Jerusalem. Postdoctoral studies, The Hebrew University of Jerusalem and University of Pennsylvania
Dr Ittai Ben-Porath
Lecturer, Department of
Developmental Biology & Cancer
Research. Ph.D., The Hebrew
University of Jerusalem.
Postdoctoral studies, Whitehead
Institute for Biomedical Research,
Massachusetts Institute of Technology.

Dr Keren Bar-Hava
Lecturer, Jerusalem School of
Business Administration. Ph.D.,
Tel Aviv University.

Dr Benjamin Brown
Lecturer, Department of Jewish
Thought. Ph.D., The Hebrew
University of Jerusalem.
Postdoctoral studies, Harvard
University. Also, Researcher, Israel
Democracy Institute. Formerly,
Lecturer, Bar-Ilan University.

Dr Ronnie Goldstein
Lecturer, Bible Studies. Ph.D.,
The Hebrew University of
Jerusalem. Postdoctoral studies,
University of Notre Dame.

Dr Guy Davidov
Senior Lecturer, Faculty of Law.
SJD, University of Toronto.
Formerly, Lecturer, University of
Haifa.

Dr Maayan Davidov
Lecturer, Baerwald School of
Ph.D., University of Toronto.
Postdoctoral studies, University of
Haifa and Ben-Gurion
University of the Negev.

Dr Noam Berger
Senior Lecturer, Einstein
Institute of Mathematics. Ph.D.,
University of California, Berkeley.
Postdoctoral studies, California
Institute of Technology.

Dr Ron Dzikowski
Lecturer, Kuvin Center for the
Study of Infectious & Tropical
Diseases. Ph.D., The Hebrew
University of Jerusalem.
Postdoctoral studies, Cornell
University.

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Lecturer, Department of
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The Hebrew University of
Jerusalem. Postdoctoral studies,
Mandel Scholar, Scholion –
Interdisciplinary Research Center
in Jewish Studies, The Hebrew
University of Jerusalem.

Dr Asaf Hellman
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Developmental Biology &
Cancer Research. Ph.D., The
Hebrew University of Jerusalem.
Postdoctoral studies, Whitehead
Institute for Biomedical Research
and Harvard University.

Prof. Jonathan D. Huppert
Associate Professor, Department of
Psychology. Ph.D., Boston
University. Postdoctoral studies,
Cornell University. Formerly,
Assistant Professor, University of
Pennsylvania.

Dr Tommer Ravid
Senior Lecturer, Department of
Biological Chemistry. Ph.D.,
Tel Aviv University. Postdoctoral
studies, University of California,
Davis. Formerly, Associate
Research Scientist, Yale University.
Dr Noam Levin
Senior Lecturer, Department of Geography. Ph.D., Tel Aviv University. Postdoctoral studies, Yale University

Dr Asaf Zussman
Lecturer, Department of Economics. Ph.D., Stanford University. Formerly, Assistant Professor, Cornell University

Dr Limor Shifman
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Dr Ram Weiss
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Prof. Assaf Hamdani
Associate Professor, Faculty of Law. SJD, Harvard Law School. Also, Researcher, Israel Democracy Institute. Formerly, Assistant Professor, Bar-Ilan University

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Senior Lecturer, Department of Statistics. Ph.D., Tel Aviv University. Postdoctoral studies, National Institutes of Health

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Lecturer, Department of Political Science and Federmann School of Public Policy & Government. D.Phil., University of Oxford

Dr Yael Mandelik
Lecturer, Department of Entomology. Ph.D., Tel Aviv University. Postdoctoral studies, Princeton University

Dr Rotem Karni
Lecturer, Department of Biochemistry. Ph.D., The Hebrew University of Jerusalem. Postdoctoral studies, Cold Spring Harbor Laboratory

Dr Raanan Fattal
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Lecturer, Department of Islamic & Middle Eastern Studies. Ph.D., New York University. Postdoctoral studies, The Hebrew University of Jerusalem

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Prof. Ronen Feldman
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Prof. Yfaat Weiss
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Prof. David Levi-Faur
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Prof. Yfaat Weiss
Associate Professor, Department of History of the Jewish People and School of History. Ph.D., Tel Aviv University. Formerly, Assistant Professor, University of Munich; Associate Professor, University of Haifa; Director, Bucerius Institute, Haifa University.
Dr Amir Amedi represents the cross-disciplinary scholarship that the Hebrew University nurtures. A member of the University’s Institute for Medical Research Israel-Canada and of its teaching program in cognitive studies since 2007, he focuses on how the brain processes sensory information and on the brain's ability to reorganize during development and in adulthood. Based on their finding that unused areas of the visual cortex can be co-opted for different sensory and memory functions, Amedi and his colleagues in the US and The Netherlands recently developed a method that trains blind people to “recognize” visual objects by processing artificial sound patterns that represent three-dimensional objects. Using MRI scanning, the researchers are elucidating how the subjects' brains reorganize to enable this new sensory function. Amedi hopes that the basic knowledge from this and his other studies of multi-sensory integration and brain plasticity will eventually have clinical applications.

The Authority for Research and Development reports that Hebrew University researchers are engaged in 4,500 research projects, of which 975 began this year. University researchers are awarded almost one third of competitive grants in Israel and conduct one third of the country’s civilian research. Nearly 30 percent of Hebrew University research is eventually commercialized.

In the 2007/2008 academic year, $106 million was budgeted for research via the ARD (see Table 4, page 42). Some 40 percent came from Israeli sources, with the Israel Science Foundation the main sponsor. Almost $19 million was budgeted for more than 450 projects including Morasha, a cooperative program with the Legacy Heritage Fund which supports the absorption of new faculty members, and two projects in converging technologies. The University’s Yissum Technology Transfer Company provided over $9 million.

Of the $29 million allocated from internal funds, $1.3 million was budgeted for areas earmarked by donors, including the Lejwa Trust for Biochemical Research, the Ring Family Foundation for Atmospheric and Global Change Studies, the David and Betty Feffer Gift for Treatment of Neurodegenerative Diseases, the Milton Rosenbaum Foundation for Psychiatric Research and the Sidney Edelstein Funds. The Wolfson Family Charitable Trust provided £1.3 million for two projects, in water desalination and micro-RNA research.

A total of $935,000 was allocated to applied research at early stages of development. Some $700,000 was allocated to interdisciplinary centers, including the Center for the Study of Rationality, the Interdisciplinary Center for Representations of Groups in Mathematics, the Nehemia Levtzion Center for Islamic Studies, the Louis Frieberg
Center for East Asian Studies, the Fishman-J.E.C. Center for Finance, Entrepreneurship and Real Estate, the Sudarsky Center for Computational Biology, the Center for the Study of Capital Markets and Financial Institutions and the nascent Law and Economics Center.

During 2007/8, Hebrew University researchers were awarded $14 million for new projects from US granting agencies (both governmental and private). Over $4 million was awarded by US government sources, including three new USAID Middle East Regional Cooperation grants with partners in Egypt, Jordan and at Al Quds University. The 29 active NIH projects included two new direct grants and one new subcontract. The $5.5 million in new grants from private foundations included, for the first time, major awards from the Bill and Melinda Gates Foundation and the Dr Miriam and Sheldon Adelson Medical Research Foundation. The 18 grants awarded by the Israel Cancer Research Fund represent an increase of 30 percent compared with the previous year. The Juvenile Diabetes Research Foundation awarded five new grants.

The European Union awarded $111 million to 21 new projects during 2007/8, of which $10.5 million was designated for 13 new projects within the EU Seventh Framework Research Programme (FP7). Three senior researchers of the Faculty of Science were awarded almost $7 million in five-year individual grants through the European Research Council’s (ERC’s) prestigious Advanced Investigator Researchers Programme (see page 99 for 2006/7 ERC awards to six starting investigators). University faculty members continue to submit proposals to FP7 (2007-2013), with 51 grants approved to date for a total of $30.5 million in funding.

Research funding from German agencies in 2007/8 totaled $7.35 million for 230 active projects. Main sources of funding are the German-Israeli Foundation for Scientific Research and Development (GIF), the Minerva Foundation which supports 15 active centers at the Hebrew University, the German-Israeli Project Coordination (DIP), and the Deutsche Forschungsgemeinschaft (DFG). To mark the German-Israeli Year of Science and Technology during 2008, a number of bilateral conferences and workshops took place in Israel and Germany, accompanied by new research initiatives and proposals.

Breakdown of Research Proposal Submissions 2007/2008 *

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<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Humanities</td>
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<tr>
<td>Dental Medicine</td>
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<tr>
<td>Law</td>
<td>1.5%</td>
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<tr>
<td>Education</td>
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<tr>
<td>Science</td>
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<tr>
<td>Social Sciences</td>
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<td>Business Administration</td>
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<tr>
<td>Social Work &amp; Social Welfare</td>
<td>1.5%</td>
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*995 proposals submitted
Student enrollment levels this year remained stable with 11,552 undergraduates, 6,504 master’s students, 2,559 doctoral candidates and 271 postdoctoral students. There are 1,791 students enrolled at the Rothberg International School (RIS), the Joseph Saltiel Center for Pre-Academic Studies and in non-academic courses, with a University-wide enrollment of almost 22,677. An initial drop in master’s degree enrollment — most likely the knock-on effect of the previous two years’ strikes — was addressed by faculties actively encouraging applicants and allowing registration in the second semester, leading to 126 more master’s students.

Shortly after the opening of the academic year, the IDF’s Operation Cast Lead in Gaza saw over 1,000 Hebrew University students called up for military reserve duty. The Dean of Students Office coordinated closely with the Rector, Student Union and Student Authority to assist students on reserve duty and those from communities under rocket attack in the south. During the war, students were updated regularly by email and text message, while those from the affected areas who live in University dormitories were encouraged to invite their families to join them. Every effort was made to ensure that students’ studies were not harmed, including measures such as rescheduling exams and course work deadlines. Subsidized psychological counseling was offered to those returning from reserve duty and to recently arrived overseas students.

The Dean of Students Office this year advanced two projects that aim to ensure equal opportunities for non-Hebrew-speaking students. Some 35 specially trained students began working — partially funded by the Landa Center for Equal Opportunities in Education — as tutors for first-year Arabic-speaking students, with an initial orientation followed by regular meetings. A joint program with the Jewish Agency that provides extra tutoring for new-immigrant students is being expanded to include a social club and one-on-one assistance.

Several new services have been introduced for students with disabilities, ranging from tutors and help in planning schedules for those with psychological disabilities to physical aids for the hearing impaired. This year, a neurologist-psychiatrist joined the center for the diagnosis of learning difficulties. In addition to assessing ADD/ADHD tests, the psychiatrist is authorized to prescribe drugs. A committee comprising faculty members who specialize in learning disabilities and professional staff has developed a set of recommended exam adjustments that address the effects of particular disabilities. As part of its efforts to sensitize staff to those with special needs, the head of the learning disability unit held sessions with teaching department secretariats.
Following a vigorous marketing campaign, University dormitories were 98 percent full this year. In order to ease the admissions process, overseas students now receive their dorm rooms within an hour of arriving on campus. Future plans to upgrade student accommodations include converting a dormitory building in the Maiersdorf complex on Mount Scopus into two- to three-bedroom apartments and a new apartment wing at the Swig Dormitories on the Edmond J. Safra Campus.

At the Rothberg International School, student enrollment stands at 2,511 students from 65 countries. The One Year Program for undergraduates has been reorganized based on the School’s master’s program, with an overseeing academic committee of senior faculty. The first class of the two-year master’s program in Community Leadership and Philanthropy Studies graduated this year, while the success of last year’s inaugural summer course for students and professionals entitled “Trauma and Resilience: Theory and Practice from the Israeli Experience” will be the basis for similar courses in upcoming winter and summer sessions. Leading anthropologist Professor Jill Korbin of Case Western Reserve University was a guest lecturer at RIS this year — more visiting lecturers are scheduled for future years.

New developments at RIS for the upcoming academic year include a joint program with the faculties of humanities, social sciences and science that will offer selected courses taught in English, thereby allowing overseas students to take courses with Israeli students. Following several years of suspending its study abroad program with RIS due to regional unrest, the University of California is reinstating its program at the Hebrew University from next year. Also next year, the Spring in Jerusalem joint program with Harvard University will commence, offering courses taught in English to outstanding students from Harvard and other prominent universities. The experiential and research internship program for RIS students will be expanded to include the summer months this year, with students able to choose from placements in the community or at research or other institutions.
The ongoing physical development of Hebrew University’s campuses reflects its commitment to world-class teaching and research and to providing future leaders with the highest quality education. This requires that its physical conditions facilitate cutting-edge research by its faculty and provide optimal learning and living environments for its students.

At the Rehovot campus, the strategic reorganization of the Robert H. Smith Faculty of Agriculture, Food and Environment and the creation of an integrative paradigm for its research activities — a process supported in particular by Robert H. Smith, the Koret Foundation and the University’s American Friends association — has set in motion an extensive construction program.

Last July, work began to add two floors to the Koret School of Veterinary Medicine, with completion scheduled by July 2010. In addition, the renovation and expansion of the Ariowitsch Building, which houses the Department of Animal Sciences, has been completed. These two units — the Koret School and the Department of Animal Sciences, now joined by a bridge — make up the new Complex of Animal Sciences and Veterinary Medicine. A new home for the fledgling Institute of Environmental Sciences and Natural Resources in Agriculture, which united water and soil sciences with agricultural economics and management, is in the final planning stages. Renovation plans for the Fribourg Building, which houses the Institute of Biochemistry, Food Science and Nutrition, have been finalized; they include new research laboratories and the relocation of teaching laboratories. Additional plans include a new teaching laboratory center and a newly designed campus entrance.

At the Ein Kerem medical campus, the new Octav and Marcela Botnar Medical Research Building is due to be completed by mid-2010, although the laboratories on the top two floors will soon be up and running. The recently created Institute for Medical Research Israel-Canada (IMRIC), which seeks to optimize collaboration between researchers from diverse disciplines, will soon make its home in this new building as well as in the Evlynne and Max M. Low Medical Research Building, also soon to be renovated.

In January 2009, the building of the Rothberg Family Complex — which will create a new home for the Selim and Rachel Benin School of Engineering and Computer Science — commenced on the Edmond J. Safra Campus. The sophisticated, highly modern, 16,000 sq.m. facility will bring the Benin School’s researchers, research groups and classrooms — now scattered throughout the campus — under one roof.

Also at the Edmond J. Safra Campus, this year saw
completion of the Hebrew University Sports Center expansion to incorporate a 1,000 sq.m. state-of-the-art fitness area that has won much praise, as well as a new cafeteria and locker rooms. A new home on the Edmond J. Safra Campus for brain sciences — a field in which the Hebrew University has won international recognition — is in the preliminary conceptual and planning stages.

The Scopus Student Village, which opened its doors in 2006, has proven an outstanding success. It was fully occupied this year, providing accommodations for just over 1,600 students. The University is eager to build additional student housing on the Edmond J. Safra Campus, a subject now under discussion with the mayor of Jerusalem.

The Berel and Agnes Ginges – Australia Library Information Centre, which comprises the entrance floor of the Bernard M. and Louis M. Bloomfield Library Building, has proven a great success since its opening last summer. One of the busiest locations on campus with every seat full, its popularity indicates the need for additional such centers.

One of the Mount Scopus campus’ most charming areas, the botanical gardens, underwent an extensive renovation this year. This joint project of KKL-JNF and the Hebrew University, made possible by the generous support of Hebrew University Canadian Friends’ lay leaders Stephen and Gail Victor, has restored a valuable cultural asset that was one of the world’s first ecological gardens and is one of the few devoted to the conservation of wild plants of the Land of Israel and its environs. Near completion, also at the Mount Scopus campus, is the second stage of the Theodore N. and Annette M. Lerner Family Indoor Sports Complex that will provide its members — students, faculty, staff, and local residents — with an additional 2,200 sq.m. of workout areas and exercise halls and a stunning view of the Old City.
Despite the global economic crisis and the recent investment scandal that shook the world of philanthropy, committed friends have continued to provide support for the Hebrew University of Jerusalem. Indeed, this ongoing assistance reflects our friends’ staunch belief in the importance of investing in higher education in Israel. Recent gifts range from providing vital support for young faculty recruitment, to the legal clinics where students advocate on behalf of some of Israel’s most disenfranchised populations, to Alzheimer’s research and to support for scientific equipment. Thankfully, neither the Hebrew University nor its American Friends were directly invested with any Madoff-related funds. However, the repercussions of the scandal have indirectly affected the University both through funds pledged to it and through its impact on supporters — thereby increasing the need for funding at the University.

The Campaign for the Hebrew University continues to focus on four flagship projects. Based on its new vision, Feeding the Future through Sustainable Agriculture, the Robert H. Smith Faculty of Agriculture, Food, and Environment has undergone a comprehensive reorganization that encourages interdisciplinary research and teaching in order to better facilitate its mission to discover new ways to provide enough healthy food for the world’s growing population while sustaining the environment. At the Faculty of Medicine, the new Institute for Medical Research Israel-Canada is pooling the skills of top scientists to create interdisciplinary approaches to biomedical research. The two other flagship priorities — the new Center for Brain Sciences being planned on the Edmond J. Safra campus and the integrative reorganization now being implemented within the Faculty of Humanities — also seek to harness the Hebrew University’s recognized strengths in both these areas and create outstanding centers of teaching and research that facilitate cross-fertilization of ideas and approaches. Overarching these four projects, and the entire University, is the fundamental need to fund the recruitment of young faculty; this is essential in ensuring that Israel’s best and brightest can remain in Israel and in helping to combat the brain drain that has become one of Israel’s greatest challenges.

The University’s Friends associations around the world have been hard at work raising funds and awareness on behalf of the Hebrew University. In December 2008, the Hebrew University and its American Friends bestowed the first ever Einstein Award upon Bill Gates at a Gala Dinner in New York. In January 2009, the ALEF conference of
the American Friends drew supporters from near and far. In May of 2008, the Canadian Friends honored Isadore Sharp at a Gala Tribute Dinner at which funds were raised for scholarships at their flagship project, the newly named Institute of Medical Research Israel-Canada. In Europe this fall, a highly successful event was held to raise funds for scholarships for women, and a spring event in Saturnia, Italy brought members of the Brain Circle together with University neuroscientists and Israeli artists to learn about the brain and generate support for the University’s new Center for Brain Sciences. In February 2009, the Mexican Friends’ “Three Expressions” special program for women celebrated its 22nd anniversary at which participants enjoyed lectures by three Hebrew University faculty members.

In other Campaign developments this year, the task of fund-raising in Israel was integrated into the University, as was the Jerusalem Friends association. In addition, the University made a strategic decision to focus on developing an international alumni program. The work of fund-raising in Israel and the development and expansion of the alumni program will henceforth be carried out under the auspices of the Division for Development and Public Relations.

Also this year, the Division underwent a strategic planning process that addressed how best to use resources in order to meet Campaign goals. Among its objectives, the process called for further strengthening cooperation and collaboration with the Friends’ associations, new donor stewardship programs, and increased use of Web communications technologies.

The Hebrew University is grateful to the many supporters and friends from around the world who continue to show their support for the University in so many ways and despite the difficult financial times.
After 10 consecutive years of maintaining a balanced budget, the Hebrew University ended the 2007/2008 fiscal year with a $29 million deficit in its operational budget. This was mainly the result of the substantial and continuing cuts in government funding for higher education — the Hebrew University now receives almost 30% less in government funding than it did in 2002, when the first cuts were implemented.

In light of the drop in government funding, the University has had no choice but to take various emergency cost-saving measures, including staff cuts and reductions in expenses. Every year, however, the damage caused by such measures becomes increasingly evident: in the levels of academic and administrative services provided to students and faculty members and in the maintenance of campuses and physical infrastructure. The most significant impact is on the University’s ability to offer student support and provide the basic equipment and infrastructure that are crucial to maintaining high research standards.

While in previous years proceeds from the sale of University-owned real estate were used to offset potential budget deficits, this was not viable during the 2007/2008 fiscal year and thus meant a lower income than that originally planned. The non-sale of these assets was due to the official procedures involved taking longer and, as a result, not reaching completion by the end of the fiscal year.

At the beginning of the 2007/2008 academic year, senior academic staff demanded government compensation for the attrition in their salaries. When their demands were not met, they went on strike and prevented the opening of the school year. The 90-day strike ended with a settlement that provided substantial salary increases for the faculty. The financial impact of the strike was two-fold: it added expenditures to cover the cost of extending the length of the school year, and caused a loss in income from decreased tuition fees due to cancellations by students who had registered to study.

Further exacerbating the situation was the drop in
The tables on these pages (all figures are in US $) cover financial operations in 2007/2008, in comparison to the previous two years. Tables 1 and 2 cover overall operations in expenditure and income for the 2005/2006-2007/2008 period, showing the division of financial operations between various budgets. In 2007/2008, 66% of all financial operations were within the regular budget (Table 2), 14% within closed and special budgets, 16% within the research budget, and 4% within the development budget.

It should be noted that in 2007/2008, 63% of the University’s overall expenditure was on salaries and pensions (Table 1), 7% on scholarships, 5% on acquisitions such as books, basic equipment and computers, and 25% on other expenditures such as maintenance and utilities.

Of the University’s overall income in 2007/2008, 44% came from government funding through the Planning and Budgeting Committee of the Council for Higher Education; 10% from tuition fees; 14% from the Friends organizations; 2% from Endowment Funds; and 30% from other sources (approximately 16% of which came from research-funding agencies).

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Pensions</td>
<td>433 (63%)</td>
<td>367 (64%)</td>
<td>340 (66%)</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>37 (5%)</td>
<td>32 (6%)</td>
<td>25 (5%)</td>
</tr>
<tr>
<td>Scholarships</td>
<td>52 (7%)</td>
<td>44 (8%)</td>
<td>40 (8%)</td>
</tr>
<tr>
<td>Other</td>
<td>173 (25%)</td>
<td>126 (22%)</td>
<td>109 (21%)</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>695 (100%)</td>
<td>569 (100%)</td>
<td>514 (100%)</td>
</tr>
</tbody>
</table>

| **Income**           |           |           |           |
| Government (PBC)     | 287 (44%) | 249 (43%) | 236 (43%) |
| Tuition Fees         | 66 (10%)  | 62 (11%)  | 61 (11%)  |
| Friends of HU**      | 93 (14%)  | 88 (15%)  | 73 (15%)  |
| Endowment Funds      | 13 (2%)   | 12 (2%)   | 10 (2%)   |
| Other                | 196 (30%) | 166 (29%) | 142 (29%) |
| **Total Income**     | 655 (100%)| 577 (100%)| 522 (100%)|

*This figure for 2007/08 includes $(-)10.9 million of revaluation of balance sheet items that are not included in the current expenditure of the University whereas the figure for 2006/07 includes revaluation of $(-)6.9 million. The main cause of the increment between the years is explained by the decrease of 14.7% in the dollar exchange rate between 30.9.07 (4.013) and 30.9.08 (3.421).

**Does not include gifts to Endowment Funds; for total funds raised by Friends' associations, see Table 6.

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**UNIVERSITY EXPENDITURE**


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**UNIVERSITY INCOME**


<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Budget*</td>
<td>462 (66%)</td>
<td>380 (67%)</td>
<td>364 (67%)</td>
</tr>
<tr>
<td>Closed &amp; Special Budgets</td>
<td>98 (14%)</td>
<td>78 (13%)</td>
<td>73 (14%)</td>
</tr>
<tr>
<td>Research Budget</td>
<td>110 (16%)</td>
<td>91 (16%)</td>
<td>80 (16%)</td>
</tr>
<tr>
<td>Development Budget</td>
<td>25 (4%)</td>
<td>20 (4%)</td>
<td>15 (3%)</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>695 (100%)</td>
<td>569 (100%)</td>
<td>514 (100%)</td>
</tr>
</tbody>
</table>

*This figure for 2007/08 includes $(-)10.9 million of revaluation of balance sheet items that are not included in the current expenditure of the University whereas the figure for 2006/07 includes revaluation of $(-)6.9 million. The main cause of the increment between the years is explained by the decrease of 14.7% in the dollar exchange rate between 30.9.07 (4.013) and 30.9.08 (3.421).

### TABLE 3 Implementation of Regular Budget, 2007/2008 (in US $ millions)

These tables show the implementation of the regular budget according to the University’s areas of academic and administrative activities. Within academic activities, only direct expenditures are included. Central expenditures for these units (mainly pension and severance payments, and physical maintenance costs) are included in the ‘Central Costs & Administrative Units’ column.

#### TABLE 3A Overall Expenditure

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Non-Experimental Units</th>
<th>Experimental Units</th>
<th>Academic Support Units</th>
<th>Central Costs &amp; Administrative Units*</th>
<th>Total Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>71.0</td>
<td>98.2</td>
<td>17.7</td>
<td>29.7</td>
<td>216.7</td>
</tr>
<tr>
<td>Pensions &amp; Severance Payments</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>129.8</td>
<td>129.8</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>0.7</td>
<td>3.1</td>
<td>0.2</td>
<td>1.1</td>
<td>5.1</td>
</tr>
<tr>
<td>Scholarships</td>
<td>2.5</td>
<td>3.1</td>
<td>2.5</td>
<td>1.5</td>
<td>9.6</td>
</tr>
<tr>
<td>Other</td>
<td>2.8</td>
<td>5.3</td>
<td>27.9</td>
<td>64.8</td>
<td>100.8</td>
</tr>
<tr>
<td>Total</td>
<td>77.1</td>
<td>109.7</td>
<td>48.3</td>
<td>226.9</td>
<td>462.0</td>
</tr>
</tbody>
</table>

Percentage of Total Expenditure
- 17.0% Non-Experimental
- 24.0% Experimental
- 10.0% Academic Support
- 49.0% Central Costs & Administrative

*Including central expenses such as pension costs and maintenance

#### TABLE 3B Experimental Units

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Sciences*</th>
<th>Agriculture</th>
<th>Medicine</th>
<th>Pharmacy</th>
<th>Dental Medicine</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>49.9</td>
<td>21.2</td>
<td>19.2</td>
<td>5.1</td>
<td>3.0</td>
<td>98.2</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>1.4</td>
<td>0.7</td>
<td>0.7</td>
<td>0.1</td>
<td>0.2</td>
<td>3.1</td>
</tr>
<tr>
<td>Scholarships</td>
<td>0.9</td>
<td>—</td>
<td>1.6</td>
<td>0.3</td>
<td>0.3</td>
<td>3.1</td>
</tr>
<tr>
<td>Other</td>
<td>1.5</td>
<td>2.9</td>
<td>0.6</td>
<td>0.2</td>
<td>0.1</td>
<td>5.3</td>
</tr>
<tr>
<td>Total</td>
<td>53.7</td>
<td>24.8</td>
<td>21.9</td>
<td>5.7</td>
<td>3.6</td>
<td>109.7</td>
</tr>
</tbody>
</table>

*Including the School of Engineering & Computer Science
### TABLE 3C Non-Experimental Units

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Humanities</th>
<th>Social Sciences</th>
<th>Education</th>
<th>Law</th>
<th>Social Work</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>29.9</td>
<td>25.2</td>
<td>6.1</td>
<td>5.7</td>
<td>4.2</td>
<td>71.1</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>0.2</td>
<td>0.4</td>
<td>0.1</td>
<td>—</td>
<td>—</td>
<td>0.7</td>
</tr>
<tr>
<td>Scholarships</td>
<td>1.2</td>
<td>0.9</td>
<td>0.3</td>
<td>0.1</td>
<td>—</td>
<td>2.5</td>
</tr>
<tr>
<td>Other</td>
<td>0.5</td>
<td>1.3</td>
<td>0.5</td>
<td>0.3</td>
<td>0.2</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31.8</strong></td>
<td><strong>27.8</strong></td>
<td><strong>7.0</strong></td>
<td><strong>6.1</strong></td>
<td><strong>4.4</strong></td>
<td><strong>77.1</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 2: Faculty of Medicine, School of Pharmacy, Faculty of Dental Medicine</td>
<td>41,447</td>
<td>39,560</td>
<td>37,781</td>
<td>32,796</td>
<td>31,022</td>
</tr>
<tr>
<td>Group 3: Faculty of Humanities, School of Education, School of Business Administration</td>
<td>29,733</td>
<td>31,665</td>
<td>27,427</td>
<td>23,470</td>
<td>23,061</td>
</tr>
<tr>
<td>Group 4: Faculty of Agriculture, Food &amp; Environment</td>
<td>12,192</td>
<td>11,859</td>
<td>13,553</td>
<td>11,072</td>
<td>11,793</td>
</tr>
<tr>
<td>Group 5: Faculty of Social Sciences, School of Social Work &amp; Social Welfare</td>
<td>13,564</td>
<td>14,360</td>
<td>12,731</td>
<td>11,158</td>
<td>10,549</td>
</tr>
<tr>
<td>Group 6: Faculty of Law**</td>
<td>7,741</td>
<td>7,600</td>
<td>7,525</td>
<td>6,900</td>
<td>5,852</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>105,916</strong></td>
<td><strong>106,919</strong></td>
<td><strong>99,826</strong></td>
<td><strong>88,394</strong></td>
<td><strong>88,248</strong></td>
</tr>
</tbody>
</table>

*Based on signed research grants; figures calculated at rate of exchange on September 30, 2008

**Prior to 2005/2006, figures in this category also included the Truman Research Institute for the Advancement of Peace and other units

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![Bar Chart](chart.png)
TABLE 5 University Endowment Funds, Growth and Income (in US $ millions)

From 1997/1998 until the present, the assets of the University’s Endowment Funds have grown by $118.3 million, from $272.9 million at the end of 1997/1998 to $391.2 million at the end of 2007/2008, with an average growth of $11.8 million per year. During 2007/2008, Endowment Funds assets decreased by $3.1 million. Net loss from Endowment Funds assets decreased by $3.1 million. Net loss from Endowment Funds assets decreased by $3.1 million. The substantial loss shown in the financial statements for 2007/2008 is due to losses from investments. In accordance with the policy of the Endowment Funds Committee, 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 2007/2008 were calculated according to the rate of exchange on 30 September 2008. It should be noted that due to the fall in the exchange rate of the dollar by approximately 17%, the presentation of total assets in dollar terms — rather than in shekels — hides the true decrease in value of the Endowment Funds and the losses that occurred in shekel terms.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Assets of Endowment Funds</th>
<th>Net Profit</th>
<th>Net Profit (as %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997/1998</td>
<td>272.9</td>
<td>4.3</td>
<td>1.6</td>
</tr>
<tr>
<td>1998/1999</td>
<td>279.0</td>
<td>13.8</td>
<td>4.9</td>
</tr>
<tr>
<td>1999/2000</td>
<td>313.3</td>
<td>43.1</td>
<td>13.7</td>
</tr>
<tr>
<td>2000/2001</td>
<td>282.6</td>
<td>-18.0</td>
<td>-6.4</td>
</tr>
<tr>
<td>2001/2002</td>
<td>280.7</td>
<td>-0.9</td>
<td>-0.3</td>
</tr>
<tr>
<td>2002/2003</td>
<td>294.3</td>
<td>30.4</td>
<td>10.3</td>
</tr>
<tr>
<td>2003/2004</td>
<td>308.6</td>
<td>23.6</td>
<td>7.6</td>
</tr>
<tr>
<td>2004/2005</td>
<td>328.0</td>
<td>26.6</td>
<td>8.1</td>
</tr>
<tr>
<td>2005/2006</td>
<td>347.8</td>
<td>22.7</td>
<td>6.5</td>
</tr>
<tr>
<td>2006/2007</td>
<td>394.3</td>
<td>32.9</td>
<td>8.3</td>
</tr>
<tr>
<td>2007/2008</td>
<td>391.2</td>
<td>-37.2</td>
<td>-9.5</td>
</tr>
</tbody>
</table>

TABLE 6 Amounts Received from Friends Organizations 2007/2008 (in US $ thousands)*

<table>
<thead>
<tr>
<th>Source of Income</th>
<th>Regular Budget</th>
<th>Special &amp; Research Budgets</th>
<th>Development &amp; Other Budgets</th>
<th>Endowment Funds in Israel</th>
<th>Total Income</th>
<th>As Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>19,710</td>
<td>20,579</td>
<td>3,828</td>
<td>426</td>
<td>44,543</td>
<td>50.8%</td>
</tr>
<tr>
<td>Europe</td>
<td>406</td>
<td>6,218</td>
<td>5,262</td>
<td>1,671</td>
<td>13,557</td>
<td>15.5%</td>
</tr>
<tr>
<td>Canada</td>
<td>3,001</td>
<td>2,405</td>
<td>—</td>
<td>9</td>
<td>5,415</td>
<td>9.8%</td>
</tr>
<tr>
<td>Israel</td>
<td>1,151</td>
<td>5,205</td>
<td>493</td>
<td>1,778</td>
<td>8,627</td>
<td>8.2%</td>
</tr>
<tr>
<td>UK</td>
<td>338</td>
<td>6,556</td>
<td>274</td>
<td>4</td>
<td>7,172</td>
<td>6.8%</td>
</tr>
<tr>
<td>Australia</td>
<td>162</td>
<td>2,894</td>
<td>2,345</td>
<td>534</td>
<td>5,935</td>
<td>6.2%</td>
</tr>
<tr>
<td>Other Countries</td>
<td>104</td>
<td>1,679</td>
<td>13</td>
<td>544</td>
<td>2,340</td>
<td>2.7%</td>
</tr>
<tr>
<td>Total</td>
<td>24,872</td>
<td>45,536</td>
<td>12,215</td>
<td>4,966</td>
<td>87,589</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*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.
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Illustrations
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Back cover: View from the Rothberg
Amphitheatre, Mount Scopus, 1937

Printed in Israel, 2009