



האוניברסיטה העברית בירושלים
The Hebrew University of Jerusalem

Annual Report 2010-2011



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intellectual effervescence
cutting-edge research scholars
 PLURALISTIC Jewish culture and heritage

OUTSTANDING SCIENTISTS FUTURE LEADERS

future generations vibrant



INTERNATIONAL

**academic
 community**

free of discrimination

educate

Mission Statement

As Israel's first **research university**, the Hebrew University's mission is to develop **cutting-edge research**, to educate future leaders in all walks of life, and to nurture future generations of outstanding scientists and scholars in all fields of learning.

The study of Jewish culture and heritage are a foremost legacy of the Hebrew University, as indicated by both its name and its history.

The Hebrew University is a full participant in **the international scientific and scholarly network**: we measure ourselves by international standards and we strive to be counted among the best research universities worldwide.

The Hebrew University is **a pluralistic institution**, where science and knowledge are developed for the benefit of humankind, in an atmosphere free of discrimination and prejudice.

The Hebrew University endeavors to be **a vibrant academic community**, characterized by its intellectual effervescence. The University is committed to a rigorous scientific approach that will shine upon the University's surrounding society and enlighten it.



From the President

Prof. Menahem Ben-Sasson



Shalom friends,

I write this year's report with cautious optimism, based upon our achievements over the past year and upon the fact that we are on the threshold of a promising strategic planning process. We are at a turning point, poised at the juncture between the end of a very difficult decade for higher education and the beginning of a new decade of flourishing academic and administrative development at the Hebrew University of Jerusalem.

A GOOD YEAR

We begin this new decade with great pride in our faculty and alumni for the many honors awarded them this year, among them the Fields Medal (to Prof. Elon Lindenstrauss), the EMET Prize (to Prof. Baruch Minke and Prof. David Shulman), and the highly competitive European Union grants won by an impressive number of our experienced and young faculty alike (among them 14 ERC grants). In addition, our faculty showing in regular competitive grants was rather remarkable (an anticipated total of some \$150 million for 2010), and all this before our most recent achievement: a Hebrew University research group from the Faculty of Medicine was chosen in June as one of the first three "Centers for Research Excellence" to be established as part of a new multi-year government program. Our University is also a partner in a second such center on Computer Science. We are proud of the members of the Hebrew University who are involved in this important research — led respectively by Prof. Howard Cedar and Prof. Danny Dolev — and who are leading the ranks of scientists in Israel; we have great hopes that these projects, and those to follow, will help us to bring talented scientists back to Israel and continue to expand our scientific horizons. For more on awards, see p. 20 and p. 45.

These expressions of recognition for Hebrew University researchers remind us all of the guiding purpose of our academic life: original and creative research and sharing this knowledge with the next generation through teaching. We are likewise reminded of the importance of financial resources to achieve — and sustain — the highest levels of teaching and research.

WITH APPRECIATION FOR OUR FRIENDS

With the great financial crisis of two years ago behind us, the University's development campaign was on the rise this year, and as of the close of 2010 we had raised some \$394.5 million of our \$1 billion campaign goal. We hope and believe that this reflects the beginning of recovery among the University's supporters, and those institutions and organizations which assist its academic development.

The Hebrew University's campaign is based upon four pillar projects, each comprised of two elements: significant academic development and reorganization coupled with physical development to improve research and study conditions. These four pillar projects are based in the Humanities, Medicine, Brain Sciences, and Agriculture, Food & Environment. While the latter three have each benefited from generous support and the commitment of significant donors and Friends associations in recent years, the development of Humanities had not, as the academic year neared an end, received any significant attention.

However, in early 2011, the Mandel Foundation informed us that it was interested in becoming a partner in the revival of the Humanities by making an unprecedented investment: an annual renewable fund of \$2.5 million to develop the Mandel School for Advanced Studies in the Humanities, the first of its kind in Israel. This generous support will enable the development of unique programs for graduate students and post-doctoral fellows in the Humanities, as well as the awarding of grants, the offering of seminars, the establishment of interdisciplinary research groups, and will enable us to bring the finest scholars from the best universities worldwide to aid our contribution in shaping the global Humanities research agenda. In addition, the Mandel Foundation has designated another substantial sum to construct a building on the Mount Scopus campus to serve as a home for the Mandel School (see p. 18 and p. 24 for more details).



The Yitzhak Rabin Building – Home to the Mandel Institute of Jewish Studies

These developments will advance and reinvigorate the Faculty's academic work overall. Our next great task is to further develop, academically and physically, each of the Faculty's five disciplinary Schools in Literature, Philosophy and Religion, Language Science, Arts, and History, and for this vital work we will need additional partners. The encouraging reactions from the entire University community to the Mandel Foundation gift reflect overall consensus around the vast importance of strengthening the Humanities as the basis of all academic research. For more details on our campaign, see p. 29.

FACING TOMORROW: BOARD OF GOVERNORS MEETINGS 2011

This year's Board of Governors meetings are quite special, as we partner with the President of Israel, Shimon Peres, to address the challenges of Tomorrow. It is not by chance that as Israel's leading university, we were chosen for this partnership. This is the stage upon which the future agenda is determined, and it is vital that such an agenda be formed by the primary strategic body of Israel – the Hebrew University. Across the breadth of the Hebrew University curriculum and inside our research labs and classrooms, our faculty and students are indeed mining knowledge and working on discoveries and innovations in every field which shall positively impact upon our collective tomorrow. Highlights of such cutting-edge research are showcased in a special exhibition at the conference: *The Hebrew University Lab: Research Today for a Better Tomorrow*. This conference is an important meeting place: it is important that those who strive for what is best for Israel interact with the most creative members of the Israeli academic and research discourse, and that any international connections made are tied to our institution which is fully immersed in the global village.

At the Board of Governors meetings this year, we will also be celebrating a number of generous gifts which will greatly impact upon the University's ability to continue to lead in research and development and in training the intellectual and scientific elite of the next generation. These gifts include the new Saul and Joyce Brandman Science Laboratory Building, which provides state-of-the-art laboratories for teaching in basic scientific fields, as well the newest in a series of Ginges – Australia Library Information Centres – this time, at the library of our Robert H. Smith Faculty of Agriculture, Food and Environment. We dedicate the new Ruth and Stan Flinkman Family Chair in Brain Sciences, which is of significant help in our undertaking to become one of the top five centers for brain sciences worldwide. We also honor those who have given significant gifts towards the mainstay of our existence – research and scholarships – who are honored on our walls of Benefactors, Life, Founders, and Trustees, and those who encourage research innovation at our ceremony awarding the Polonsky, Kaye, Barenholz, Klachky and Cowen prizes. Unique to this year's ceremonies will be a tribute to the University's academic faculty and administrative staff who have also made significant financial contributions to the University's well-being over the past year through their paychecks.

As I continue to travel across the globe, my heart warms to see community after community of people, governors and friends, who truly love the Hebrew University, have its best interests at heart, and have been part of our family for many years. I am constantly amazed and impressed by the real and honest desire expressed by our friends for true involvement in shaping our University's future both academically and physically, and their constant willingness to listen and learn about our needs... and to help. It is our hope to fully welcome their children and their grandchildren into our family in the years to come

as we work together on the discovery and innovations which both help humanity and are the pride of the Jewish people.

TOWARDS A BALANCED BUDGET

As you can read in detail in the financial section at the end of this annual report, we are ending this fiscal year in a better position than in previous years. This fiscal year — for the first time in a long while — will close with a balanced budget. Unfortunately, this is not due to our having found a long-term solution, but only due to the sale of one of our assets, an orchard which yielded NIS 58.5 million — some NIS 18.5 million above the projected price.

The year 2009/10 ended with an operating deficit of NIS 39 million instead of NIS 55 million (as anticipated in November), and the current budget projections anticipate that the year 2010/2011 will end with a balanced budget.

The Six-Year Budget for Higher Education

This academic year began on schedule, but the opening was overshadowed by serious concerns due to the failure of two negotiation tracks — with faculty and with students — to reach an agreement regarding increases in higher education budgets. Despite this, the government decided to allocate additional funding to higher education. This signifies a change in attitude from that of last year.

The good news that accompanied the opening of the academic year was that the government allocated an additional NIS 7.5 billion for higher education. This increase begins with NIS 620 million in 2011 and will rise to NIS 2.03 billion by 2016. The Hebrew University will not benefit from significant funding over the first two years, but with each year we will see an increase due to PBC (Planning and Budgeting Committee) allocations. We must plan ahead for the use of these funds in order to ensure that they are not swallowed up by coverage of our deficit. Such planning will be done in conjunction with a process of strategic consulting which will simultaneously address the University's academic and administrative activity (see below).

The Hebrew University's New Budget Model – a Map to Excellence

Even before we knew the extent of the budget for the coming years, we designated a modest increase in the budget primarily for teaching needs, along with changing the model for budgeting and allocations. The new model aims to better rationalize the division of resources across and among the University's various units, and to link this to the units' achievement of University goals of development, improvement, and increased efficiency on the one hand, and achievement of specific unit goals on the other.

We expect this model to generate discussion within the University community regarding the quality of academic activity, evaluation methods, and the curriculum. A vital starting point for this discussion is to

have each University unit — be it faculty, school, department, division, center or institute — define its own vision and plan for implementation. Through teaching and activity budgets, we have set ourselves a goal of engaging with three main issues, each crucial to the very essence of the University and the quality of academic life for scholars, students and administrators alike:

- Research infrastructure
- Recruitment and absorption of students at all levels
- The quality of instruction

This new model demands direct engagement with these challenges while simplifying the allocations process. These three elements are at the core of the new model and allocations are then based upon an evaluation of each unit's activity as follows:

- **Research Goals – Encouraging research, improving research infrastructure, training top research students, and encouraging grant submissions.** Unit achievements in this realm will be judged by the following parameters: number of competitive grants submitted by unit researchers, awards and income from competitive grants in conjunction with overhead going to the University budget, and the number of research students enrolled and completing their studies.
- **Student Recruitment Goals.** The Hebrew University strives to recruit the best of the student population and to guide them through their academic experience with the highest quality of instruction and the personal attention needed for their development. This is the goal for every degree level. Additional allocations will encourage faculty and staff to work to recruit the best students and support them throughout their studies. A factor in allocations will be the number of students registering each year vis-à-vis the potential number for that unit.
- **Goals to Improve the Quality of Instruction.** Over the last few years, allocations to this activity have decreased. The improvement of teaching quality must go hand in hand with improvements in the learning environment — such as “smart” podiums and classrooms, computerized state-of-the-art teaching labs and study centers, and didactic instruction. Another obstacle to the quality of the learning experience has been the course credit system, which has discouraged students from studying outside of their major. This goes against the very core of the academic world view of the University, which seeks to encourage openness, intellectual daring, and interdisciplinary teaching and learning. One positive step in this direction has been the Cornerstones program (see Rector's report, p.16); the new budget model further encourages such activity.

Evaluation of courses according to a common assessment system may discriminate against special courses which are at the heart of academia: courses which may not be “popular”, which may be material and equipment heavy, involve field trips. These courses need extra support in order to enable wise usage of such special resources, and an evaluation model, which takes only into account classroom size, number of students and number of hours, will miss such factors.

The new model supports teaching quality in two additional ways: enabling the use of teachers and teaching assistants, and physical support for the class environment — with support for maintenance costs allocated according to usage.

Teaching quality is first and foremost a factor of the quality of the University's tenured faculty. For this reason, the new model seeks to encourage a reasonable teaching load for tenured faculty.

STRATEGIC THINKING

The PBC has approved a one-time modest grant to engage in a three-year (2011–2014) strategic planning process aimed at improving efficiency, including increasing income.

The opportunity presented by the PBC to engage in a strategic planning process coincides with a need within our community to think strategically about our future, and to plan to accommodate anticipated circumstances and events already within our line of vision – such as the expected wave of retirements over the next five years among both the academic and administrative staffs. This opens the door to a certain flexibility in planning that was not previously possible.



While we of course expect increased efficiency, income and maximum use of resources from any strategic planning process as well as a certain clarification of focus and mission, we also enter this process with hopes for the process itself and its outcomes. We hope that this process will bring us closer as a community, and enable researchers, teachers, administrative staff, students, alumni and friends to work together towards a widely agreed upon vision. We hope that this process will help us create a strong foundation for our institution, which will enable it to stand strong in the face of future crises. We hope that this process will

help us to clarify our identity — or brand — from within and without: what we think of ourselves privately and how we are regarded in the public realm. We hope that this process will bring about a healthier organization, with the wisest and most effective organization of academic activity, not only efficient for efficiency's sake but heading towards the right goal for the institution.

The University will be entering into a strategic planning process guided by an experienced, outside consulting company. The ultimate purpose of this process is to encourage excellence in scientific research, improve the quality of teaching, and enhance our human resources. We look forward to a process which helps us to increase efficiency in both the academic and administrative realms, to cut expenses where possible and desirable, and to benefit from an external, experienced, objective opinion.

The Challenge Within

The challenges facing the University which must be addressed by this process are not simple: to balance the budget, address issues of branding with which we have engaged over the last few years, and to improve efficiency in planning, control, decision-making and transfer of information. These challenges are well known to our Board of Governors and the University community, and a few of them are listed below in further detail:

Budget: The University has long suffered from a chronic deficit, is carrying a heavy load of pension payments, and faces other financial challenges including debt, taxes, decreased government funding, and lack of flexibility in key areas such as determining tuition and number of students.

Planning and control: In many areas both academic and administrative, activities continue as they always have, possibly subject to changes based upon the resources available at any time. There is a need to inculcate a culture of planning and evaluation across the University at all levels, along with the responsibility and accountability for actions that this entails. This year all faculties and most administrative units were each asked to submit an annual work plan — a good start.

Jerusalem: Jerusalem, city of gold, is also one of the poorest cities in Israel, and wrought with political, ethnic and religious conflicts. It is a magical city that has many fans, and also a city which has kept many potential students and faculty away. The University's challenge is to ensure that the great city of Jerusalem is a true asset, and in doing so, to advance the city itself and all its inhabitants.

Centralization vs. decentralization: There are multiple centers of power at the University, and a model is needed that will allow timely and wise decision making at each level, coupled with a top-down authority structure to provide overall guidance. Finding the right balance is a major challenge. In addition, with such a wide ranging, decentralized system there are duplications both academically and administratively — in research and teaching topics, as well as in other spheres.

Already, changes have been made in this area, in essence setting the stage for a more transparent, collaborative decision-making structure. Towards this end, the heads of academic units have received increased authority, and administrative units such as construction and infrastructure have been

strengthened. The University Administration is acting with increased transparency on a number of levels — whether through the roundtable discussions that I regularly hold with the student, academic, and administrative staff unions; through the letters I periodically send to the University community outlining the current academic and financial situation; or through the Executive Committee and Management Committee meetings where we place the challenges facing the University openly on the table and seek guidance from the members of these bodies who share vast experience and wisdom.

LIVING THE BRAND

Some time ago, with the help and encouragement of our Friends, the University community engaged in a branding process, through which two central areas which symbolize the essence of the University were elucidated: cutting-edge creativity in research, and internationalization — becoming a “world university” in every sense. While the branding process was not completed and common branding symbols such as logos and slogans have not yet been adapted, we have been moving forward with implementing the essence, or the spirit, of our brand.

A World University – Internationalizing HU

Over the last year, we have been formalizing a plan for further ensuring the University’s secure position on the international research and teaching map. This plan includes increasing the number of regular University courses available in English in order to ensure that our students are more fully conversant in the language of international academia and are comfortable in the international arena, and that we can welcome more overseas students and faculty from abroad into our classrooms. To this end all University units have taken it upon themselves to teach part of their academic program in English, even to Israeli students, and the Unit for Teaching English as a Foreign Language has been strengthened and integrated more fully into the work of the faculties to help reinforce the English language skills of Israeli students at all levels. For more on this process, see p. 20.

Building upon research partnerships, competitive fund grants, and student exchange programs with Europe, the UK, and North and South America, we also plan to expand our contacts with Asia. We are currently strengthening our academic ties with institutions in China, India, Japan, South Korea, Taiwan and Singapore, and we have signed cooperative agreements, established joint research groups, and have held meetings with official representatives in Israel and abroad. All this enhances research collaboration and encourages foreign student exchange. For more on such partnerships, see p. 19 and p. 51.

Cutting-edge Creativity and Innovation

Creativity in research begins with the attempt to acquire a basic understanding of the world in which we live. This understanding is based upon scholarly discoveries (for example, exposing hidden manuscripts), upon explaining relationships between trends in different disciplines and their history (for example, evolution and mutations), and often upon the applied results of these activities (for example, drugs to treat

certain diseases). To attain this understanding, our scholars are constantly engaged in testing the limits of human knowledge. Yesterday's limits become accessible today, and the scholar once again embarks on the search for new horizons.

The importance of research within the Hebrew University community is so clear — whether to supporters, students or teachers — that we do not always see the imminent threat to its status and significance. Many people who are detached from the University do not understand that research creates knowledge that was once nonexistent. It is vital that we help people understand the creative foundations of higher education, the life-giving springboard from which we derive tangible results: cultural achievements, study programs, education systems, inventions, drugs, agricultural innovations and essentially everything around us which makes life both livable and worth living.

As is true for the rest of the world, the future of science in Israel (and at the University) lies in the recruitment and absorption of new scholars. Recruiting and integrating new scholars in an age of economic crises cannot be taken for granted; in fact some of the best universities in the world stopped recruiting new faculty members due to budgetary constraints, while others delayed granting promotions. This is not our way. Throughout these difficult times, the University is focused on welcoming the *crème de la crème* of the research community, and encouraging Israel's best and brightest to come home. We are investing enormous efforts in order to provide our faculties, centers, institutes, schools and departments with the necessary funds to fulfill this goal.

WORKING TOGETHER TOWARDS A COMMON GOAL

Thanks to the imminent strategic planning process, the road to the University's financial recovery will become clearer during the course of the coming year. We also have great hopes that this process will help generate a new organizational framework that will position the University for even greater academic achievement. In order to revitalize and streamline the University's academic and administrative management and organizational systems, we will need everyone in the Hebrew University community to participate in the process.



*“Education is only a ladder to gather fruit from the **tree of knowledge**, not the fruit itself” – anonymous*
Students tackle big issues at the Edmond J. Safra Campus, Givat Ram

From the Rector

Prof. Sarah Stroumsa



Mission Statement

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The study of Jewish culture and heritage are a foremost legacy of the Hebrew University, as indicated by both its name and its history.

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The Hebrew University is a pluralistic institution, where science and knowledge are developed for the benefit of humankind, in an atmosphere free of discrimination and prejudice.

The Hebrew University endeavors to be a vibrant academic community, characterized by its intellectual effervescence. The University is committed to a rigorous scientific approach that will shine upon the University's surrounding society and enlighten it.

A RESEARCH UNIVERSITY

... The Hebrew University's mission is to develop cutting-edge research...

Every established community has its guidelines — whether religious or secular, written and canonized, or oral and consensual. Such “articles of faith” are the presuppositions that inspire the community, shape its identity and preserve this identity through changing conditions and over time. The Hebrew University's “articles of faith” are embedded in its mission statement, and we passionately uphold them as the North-pointing compass to which we remain true, throughout the many changes and upheavals that the University — along with Israeli society — has encountered since its inception. One such “article” is our primary self-definition as a research university, where teaching and research complement one another.

The Hebrew University, which was established in 1925 with three research institutes and no undergraduate teaching, now enrolls some 24,000 students studying towards all degrees. Yet, this same original commitment to research that guided the University in its inception continues to guide it today: the conviction that the Hebrew University has an obligation to generate ground-breaking research, and has a responsibility to motivate young minds to join this mission, for the benefit of society.

Over the course of its existence, the University has evolved into a complex structure of degree-granting programs and teaching tracks, a network of campuses, faculties, departments and programs. In the last few years, much effort has been invested in reorganizing, rationalizing and revitalizing this complex structure. This conceptual (and physical) renovation of our home, the Hebrew University, from floor to rooftop, is meant to strengthen its original foundation and improve our ability to generate the level of creative knowledge to which we aspire.

THE CORNERSTONES PROGRAM

...to educate future leaders in all walks of life...

From the start of its teaching activity, the Hebrew University of Jerusalem has been providing its students with an education aimed at preparing them to excel in their chosen field — their "major". Recently, we began to notice with growing concern that the traditional structure of undergraduate education, common to all universities in Israel and based in part upon the European model, was increasingly deficient, as students were left ignorant of the vast worlds of knowledge outside of their "major". Small, select groups of students were able to enjoy a broader curriculum through the Amirim honors program, but this was not the case for the majority of students. To address this unsatisfactory state of affairs, the Cornerstones program was launched in 2009 as a three-year pilot program. This program aims to introduce undergraduate students to basic knowledge in a variety of disciplines over and above their chosen specialization. Furthermore, the program's broad approach is meant to spark students' interest and encourage in them character traits such as curiosity, inquisitiveness, critical thinking, and the thirst for understanding, that are essential for learning and creativity, regardless of what they choose to do after graduation.

To create this framework, all fields of teaching were grouped under three major headings: Experimental Sciences (mathematics, physics, chemistry, life sciences, medicine and agriculture), Social Sciences (along with law, social work and business administration), and the Humanities. The program requires students to take courses from the two categories that do not include their major discipline.

In its first two years, Cornerstones has proved to be an astounding success. Headed by Vice-Rector Prof. Oded Navon, the program began modestly but rapidly gained momentum. Opening with 41 courses meant to accommodate 2,000 students, it quickly became clear that the offerings were not sufficient to meet student demand, and additional courses were added. Many of the University's best teachers readily agreed to participate in the program, and the number of participating departments is constantly growing. Several faculties have even requested to double the number of courses. The Cornerstones program, supported by the Mandel Initiatives in Humanities and Liberal Arts and by Yad Hanadiv, now provides 106 courses for over 5,000 students. Interestingly, many master's students also ask to audit these courses, as no such

courses were available to them as undergraduates and they are grateful for the opportunity to fill gaps in their education while pursuing their specific advanced scientific training. Next year the Cornerstones program will be formally evaluated in order to determine how it should be permanently incorporated into undergraduate studies at the Hebrew University.

The Council for Higher Education, which is now moving to make liberal arts education compulsory in all Israeli universities, has adopted the Hebrew University's program as its model. The Cornerstones program positions the Hebrew University at the forefront of higher education in Israel, pioneering an undergraduate education that combines disciplinary excellence with scientific and cultural broad-mindedness.

GRADUATE PROGRAMS

...to nurture future generations of outstanding scientists and scholars in all fields of learning...

Over 2,500 doctoral students are currently enrolled at the Hebrew University: 1,500 in the experimental sciences and 1,000 in the Humanities and Social Sciences. This year, the Authority for Research Students, headed by Prof. Bat-Sheva Kerem and Prof. Joseph Zeira, began to implement major reforms in doctoral studies, seeking to strengthen the connection between PhD students and their departments. The reforms aim to increase departmental involvement in selecting students, to give the departments increased responsibility for meeting student needs and to provide students with a more challenging yet supportive research environment. Whereas previously, admission to doctoral graduate programs depended almost solely on the interaction of prospective students with their thesis supervisors, admission is now determined by an academic screening committee, which has been established in all major disciplines. These committees, which report to the Dean and to the Authority for Research Students, screen the candidates, approve their choice of thesis advisor, and monitor the establishment of an ad hoc thesis committee. Once this first step has been successfully implemented, such a committee may also assume part of the responsibility for graduate education: methodological and interdisciplinary seminars or skill development courses such as data-mining or teaching. It is also envisaged that these committees will encourage the formation of doctoral seminars and workshops in order to enhance the interaction between doctoral students within a given discipline.

This need for peer interaction was also the motivation behind a remarkable initiative in the Humanities and Social Sciences: Limud be-Chevruta (literally: "Studying in Companionship"). Initiated several years ago by Prof. David Levi-Faur and now headed by Prof. Nicole Hochner, Limud be-Chevruta works to foster the creation of discussion groups between young scholars of different disciplines and faculties. Now in its third year, the Limud be-Chevruta project has been responsible for many workshops and conferences, and encompasses 17 active groups involving more than 100 PhD students.

Such reforms in doctoral study are vital steps along the road to transforming the current system of doctoral studies into properly organized graduate schools. Integrating the Israeli tradition of in-depth disciplinary education with the successful, time-tested American graduate school structure, such graduate schools hold great promise as incubators of intellectual excellence and creativity.

The planned graduate schools at the doctoral level also require major structural changes in master degree programs. The present structure, which favors three years of study, will need to be reevaluated and

modified, and a clearer distinction made between a “professional” master's degree and a master's degree that is the first integral step towards doctoral study.

The recently announced establishment of the Mandel School for Advanced Studies in the Humanities provides a major leap forward in this direction. The Mandel School's primary goal will be to foster innovative research in the Humanities, while encouraging intensive collaboration with other fields of learning and culture. The Mandel School will enable the Faculty of Humanities to consolidate and strengthen its fledgling graduate school through offering highly competitive and prestigious master's and doctoral scholarships. This initiative will bring the Faculty's most promising research students together to form a research community in a stimulating environment. The Mandel School is expected to spearhead the reform of graduate studies across the University and to inspire the entire Faculty of Humanities.

Eminent postdoctoral programs, such as the Mandel Fellowship Program (which annually awards three-year fellowships to promising young scholars in Jewish studies or related areas), the Martin Buber Society of Fellows (a multi-disciplinary research framework in the Humanities and Social Sciences for senior fellows and postdoctorates from Israel and Germany), and the Lady Davis postdoctoral fellows will also be associated with the Mandel School. These programs will serve as prototypes for the development of postgraduate programs throughout the non-experimental sciences.

A parallel, proven model for a graduate school in the experimental sciences can be found at the Edmond and Lily Safra Center for Brain Sciences (ELSC), which is home to the internationally recognized Interdisciplinary Center for Neural Computation (ICNC) doctoral program. ELSC has also established a postdoctoral program which provides full scholarships as well as advanced, high-level multidisciplinary courses in Brain Sciences.

Another reform in graduate education can be found at the Faculty of Medicine, where significant changes were made to the graduate MD/PhD program in order to further encourage the best students to pursue research. According to the new program, promising students will be identified by the end of the first semester of their second year of studies (and not after three years, as before). After completing their preclinical studies and before resuming their clinical training, they will be required to dedicate three years to research towards their PhD thesis, and will receive financial support from the Faculty to enable them to do so. Finally, MD/PhD candidates are expected to intern within the Hebrew University – Hadassah Medical Center, which will allow them to continue to simultaneously pursue their research.

GOING INTERNATIONAL

... a full participant in the international scientific and scholarly network...

In the seventeenth and eighteenth centuries, the “republic of letters” was considered the ideal intellectual community, transcending political, geographical and religious borders. In the twenty-first century, we are witnessing the development of a new “republic of letters”, where the revolutions in transportation, communications and access to higher education have made international collaboration and exchange an essential element of academia.

From the State of Israel's earliest days, Hebrew University faculty members have been encouraged to develop ties with colleagues overseas, with periodic sabbaticals and generous travel allocations ensuring

their ongoing exposure to the international academic milieu. The long list of international prizes and honors received by Hebrew University faculty members is clear evidence of the Hebrew University's solid position within the international scientific arena (see box on p. 20). No less important is the continuous stream of eminent scientists and scholars who visit the Hebrew University; Vice-Rector Prof. Yaacov Schul, head of the academic committee of the Lady Davis Fellowships Trust, reports that this year the University hosted some 100 scholars from leading academic institutions in the United States, Europe, Australia, Japan, Russia, India and China.

Researcher mobility has always been an integral part of Hebrew University life. However, the last decade has seen a dramatic increase in student mobility. This is not a new concept: the itinerant academic is an ancient and widespread phenomenon. However, with increased access to higher education and the dramatic growth of the educated segment within society, international student mobility has taken on new proportions, so too at the Hebrew University. In this spirit, the Hebrew University participates in Tempus, the Trans-European Mobility Programme for University Studies, a project coordinated and led by Associate Rector for Administration and Academic Secretary, Joel Alpert. The University is also involved in joint doctoral programs with some of the best universities worldwide: thus, in April of this year, an agreement was signed for a joint doctoral program in environmental life sciences and nanomaterials with the NTU – Singapore.



Dr. Gadi Pelled (left) and Prof. Dan Gazit (center) with their team at the Skeletal Biotechnology Laboratory, Faculty of Dental Medicine.

A number of exchange agreements were also signed with major international academic institutions for a range of joint research programs involving faculty members and students. Such agreements include GIST – Korea; Universidad de Granada – Spain; NTU – Singapore; and Academia Sinica – Taiwan. In the area of brain sciences, agreements for academic collaboration have been signed with the Ecole Polytechnique Fédérale de Lausanne (EPFL), Switzerland; the Max Planck Institute, Germany; and the Institut de Neurosciences de Grenoble, France.

... to be counted among the best...

Widely regarded as the “Nobel Prize” in Mathematics, the Fields Medal for 2010 was awarded this year to Prof. Elon Lindenstrauss of the Hebrew University’s Einstein Institute of Mathematics. The Fields Medal is awarded once in four years, and is considered to be the top honor for scholars under the age of 40 in outstanding mathematical achievement. Prof. Lindenstrauss is the first Israeli to be awarded this honor.

Prof. Howard Cedar and Prof. Aharon Razin of the Faculty of Medicine’s Institute for Medical Research Israel-Canada were awarded the prestigious Gairdner International Award. This Canadian international award is presented annually to researchers for outstanding contributions to medical science.

Prof. Ruth Gavison of the Faculty of Law was awarded this year’s prestigious Israel Prize for legal research. Prof. Gavison was recognized for her research which confronts with courage and depth the shaping of Israel’s identity as a Jewish and democratic state.

Prof. Ben-Ami Shillony of the Department of East Asian Studies was awarded the Japan Foundation Award for 2010. He was honored in recognition of his immense contribution to the development of Japanese studies and to the promotion of intellectual exchange and mutual understanding between Japan and Israel. Prof. Shillony is the first Israeli to receive this award.

International collaborative scholarship may also bridge the Ivory Tower to impact upon major issues facing society at large. In this spirit, the Faculty of Law’s Minerva Center for Human Rights implemented this year a number of exciting domestic and international programs, including workshops in Rwanda, and was part of an international project in Geneva to draft a new treaty on the legal status of refugees. The Robert H. Smith Faculty of Agriculture, Food and Environment continues to share its knowledge, tools and expertise with the developing world through its three non-thesis master’s programs taught in English; this year ongoing programs in Plant Sciences and Nutrition will be joined by a new program in Animal Sciences.

Alongside the Hebrew University’s commitment to Hebrew as a living language of science and scholarship, the integration of Israeli academia into the universal community of scholars requires faculty and students to also function in English. A sign of the University’s adjustment to this reality is the growing number of English-taught courses offered in the regular undergraduate and graduate programs. This year, in addition to some 200 courses (mostly in English) offered through the Rothberg International School (RIS), another 200 courses in English are being offered in the regular degree-granting programs. This increase in the number of classes taught in English throughout the curriculum will enable the University to expand its faculty and student exchange programs, while the Rothberg International School will continue to serve as a leading player in the internationalization of the Hebrew University. One example is the Spring in Jerusalem Honors Program, a joint initiative of Harvard University and the Hebrew University, now in its second year. Student participants enjoy a warm and welcoming atmosphere of personal care and enriching social and cultural activities, while studying side-by-side with Israeli peers in academically rigorous courses. RIS’s international, English-speaking, supportive environment makes it possible for students from all over the world to enjoy the academic advantages of the Hebrew University, especially in Middle Eastern studies, Arabic language instruction, Israel studies, and Jewish and Biblical studies. Jerusalem serves as the ideal background for students interested in exposure to the Middle East and its cultures

in an intimate fashion. However, RIS also offers a wide spectrum of courses in the Social Sciences and the Humanities.

Alongside language skills, the ability to respect and appreciate people from cultures different than one's own and to communicate across cultures are key factors towards integration into the universal community of scholars. To this end, the University seeks to take advantage of the diversity of its student body by further encouraging interaction between students from Israel and those from overseas. This will not only enhance Israeli students' understanding of the world beyond our borders, but will also provide those who came to the Hebrew University seeking to learn more about Israel the chance to better understand the host culture.

EQUAL ACCESS TO HIGHER EDUCATION

...A Pluralistic Institution...

The Hebrew University strives to nurture a diverse academic and intellectual elite, regardless of socio-economic, ethnic or cultural factors. Indeed, it is well known that academic achievement is a vehicle for social mobility, and thus the University believes that no eligible student should be denied the opportunity to study due to economic factors. In this spirit, the Hebrew University provided 10,279 student scholarships totaling over NIS 10 million in the 2009/2010 academic year.

It is widely agreed that a socially, culturally, ethnic or religiously homogenous university is a poorer university. Yet, when we examine the social fabric of the Hebrew University, we are concerned that it is more homogenous than we would like it to be. While the University is not solely responsible for this regrettable situation — as it reflects the very challenges facing Israeli society which include deep religious divides and growing socio-economic gaps and cultural tensions — we do feel responsible for changing the situation.

We believe that as a leading Israeli institution, the Hebrew University shares responsibility for the quality of Israeli society and has a responsibility to actively address these issues. Consequently, a decision has been made to reach out to a more diverse public within Israeli society, and to integrate minority groups who are currently underrepresented at the University, including ultra-Orthodox Jews (Haredim), Ethiopian Jews, and Arabs. In these cases, scholarship availability, while important, is not sufficient; these challenges require a more proactive approach, with particular attention to each group's specific characteristics, circumstances, and needs.

The University is now launching a special program for Haredi community leaders. This pilot project will include a small number of students (undergraduates and graduates) who will study social sciences, social work, education or law, and thus acquire academic skills for leading and developing community services. The program will initiate and nurture a dialogue between the Haredi community and the academic world, and between the Haredi community and Israeli society at large.

In 2011, the University will also admit a small group of Ethiopian students into a special program which will provide — in addition to generous stipends to fully cover tuition fees and living expenses — special

preparatory workshops and personal tutoring to ensure their academic success. This is a joint initiative of the Feuerstein Institute, the Ministry of Absorption, and the Hebrew University.



Students at the Berel and Agnes Ginges – Australia Library Information Centre in the Bernard M. and Louis M. Bloomfield Library Building

To address issues of accessibility to higher education and the unique challenges facing various populations at the University, the Dean of Students office created some years ago an Office for Equal Opportunity. Within this Office, a special program headed by Mr. Laieth Gayousi offers personal, social, and academic support to Arab students in order to ease their absorption into the University and ensure a successful academic experience. As the [Hebrew] language barrier seems to play a factor in hampering success, additional classes and tutorials are offered to students whose native language is Arabic, allowing them to acquire effective tools for reading and studying at a high level in Hebrew. Extra support is also provided in English, the language of much of the required reading in regular courses.

...Free of Discrimination and Prejudice...

Although women are not a numerical minority, their full and equal integration in all levels of academia remains an elusive goal. Women represent more than 50% of the student body, yet only 20.9% of the associate professors and 12.1% of the full professors are women. To address this, the Hebrew University has been actively searching for ways to encourage and enable more women to take on leadership roles in society in general and at the Hebrew University in particular. A committee headed by Prof. Francesca Levi-Schaffer (Advisor to the President on Women and Gender) and Prof. Nurit Yirmiya (Head of the Lafer Program on Women and Gender Studies), monitors the percentage of men and women at each level in all University faculties, taking into account important demographic data such as age and rank at entry. The

Committee then uses this information in order to develop programs for the empowerment of women. It is clear that more effort is needed to make the academic world more welcoming to women and to change attitudes within the University and beyond; there are persistent chauvinistic attitudes in society at large which, unfortunately, find their way into the University. Despite this, the University is determined to eradicate such attitudes not only when they are expressed as sexual harassment and discrimination, against which the University reacts firmly. On a wider scale, the University has adopted a proactive attitude (in the form of overall environment as well as special programs) in order to enable women to take their rightful place alongside their male colleagues at the University. One example of such a program is the Ariane de Rothschild Women Doctoral Program, which provides generous funding to women doctoral students from socio-economically challenged backgrounds, in order to ensure that the need to take care of their families will not prevent talented women from continuing with their studies and realizing their potential.

... To Nurture Future Generations...

The Hebrew University is a diverse academic community. Students are not regarded as “consumers” or “children”, but rather as young colleagues — as full participants in our community. The Dean of Students is at the forefront of the daily effort to make the university experience a positive one for all of our students, by ensuring student welfare and encouraging a rich campus life.

The Dean of Students Prof. Esther Shohami endeavors to provide a facilitating environment so that students can better integrate into the University and realize their full potential as students and as citizens. In this and other matters, the University works closely with the Student Union.

The Office of the Dean of Students provides support and assistance with personal, social, academic and economic challenges, offers career guidance and job placement, psychological counseling, oversees dormitory housing for some 4,000 students, provides assistance to students doing military reserve duty, and offers evaluation and support for students with learning disabilities. Its Office for Social Involvement offers a variety of leadership programs which encourage community service, and its Office for Equal Access offers academic and social support to populations underrepresented in academia and/or on the cultural, economic or social periphery of Israeli society. Additional activities include a gender and parenting unit and cultural activities. The Dean of Students is the address for student problems and serves as ombudsman for student needs and as commissioner for sexual harassment.

The University is committed to supporting students, enabling them to successfully complete their studies. To that end, Vice-Rector Prof. Yaacov Schul has been working with the Dean of Students office to provide a safety net for all students at risk of dropping out: identifying such students, mapping their needs, and providing academic and social support on both a faculty and university-wide basis.

The Rector's Prize enables the Hebrew University to recognize the achievements of outstanding faculty and students. The recipients of this prize are students who excel in their studies, and faculty members noted as great teachers, with excellent academic records and who significantly contribute to the University's academic life. An additional prize was created this year to recognize outstanding academic units: the prize was awarded to the Department of East Asian Studies, chosen for its combination of

internationally recognized academic excellence, its involvement in the life of the Faculty of Humanities and the University overall, and the ample participation of its members in academic administrative tasks and committees. Finally, the Department received the award due to its success in having created an outstanding academic model where teamwork and mutual respect bring together members of both the academic and administrative staffs along with graduate and undergraduate students — resulting in a true academic community.

WHAT ELSE IS NEW? HIGHLIGHTS FROM AROUND THE UNIVERSITY

Humanities

The most significant development in the Faculty of Humanities this year is without a doubt the creation of the new Mandel School for Advanced Studies in the Humanities (as reported on p. 6 and p. 18). This initiative will nurture outstanding graduate students while encouraging innovative, interdisciplinary research groups and projects for more senior scholars. A new home will be built for the School, providing a physical environment which will encourage and enable scholarly activities of the highest level.

Another important development is the launching of the new Language, Logic and Cognition Center (LLCC), which will bring together scholars from linguistics, philosophy and cognitive sciences to examine aspects of language in their larger intellectual and scientific context. This new Center will feature ongoing academic discourse with the new Edmond and Lily Safra Center for Brain Sciences (ELSC), reflecting the vast potential of collaboration between the humanities and the natural sciences.

These new initiatives are part of the Faculty's ongoing efforts to strengthen the five new disciplinary schools created in the aftermath of its reorganization: Schools of Literature, Philosophy and Religion, Language Science, Arts, and History. The further development of these Schools, which includes creating new honors programs for the best BA and MA students, will be done together with the new Mandel School for Advanced Studies in the Humanities, and will help the Faculty to attract top students in these fields.

Social Sciences

An innovative MA program in international community development, GLOCAL (Global/Local) Community-Development Studies, was launched this year. This program, taught in English and designed to impart expertise in fields relevant to the development of local communities in impoverished regions, is expected to answer a growing need for enhancing the work of organizations committed to narrowing the gap between the "haves" and the "have-nots" worldwide. The first academic program offering such international development training in Israel, studies focus on understanding international NGOs, and provide theoretical as well as practical knowledge for working with communities across the globe. In addition to academic study, students will participate in semester-long internships abroad with international NGOs. The program is expected to double its enrollment in the coming year.

The Faculty has applied for a Green Faculty Certificate from the Ministry of Environment, much deserved due to several environment-friendly measures planned and introduced together with the Student Union. A new MA program in Environment Planning and Policy, to be affiliated with the Department of Geography, was also established.

Business Administration

The Jerusalem School of Business Administration has recently implemented a number of changes that will impact the School. The undergraduate degree in accounting will become “stand-alone”, no longer a joint degree combined with other disciplines. The accounting program is very intensive, based on the Israeli Accounting Board’s requirements, but students’ education will be well-rounded through participation in the Cornerstones program. This year will see the launch of a four-year program for top students in Business Administration, enabling them to complete their undergraduate and MBA degrees within four years. This past year, the School also initiated a joint program with the School of Medicine: a master’s degree in Management of Medical Institutions. Joint programs are also being expanded with other faculties, enabling undergraduate students to begin MBA studies in their third year and thus to complete their major BA and MBA within four years overall. Such joint programs currently exist with the Faculty of Law and with the Selim and Rachel Benin School of Engineering and Computer Sciences. Last year, the third Executive Program for accountants in the area of financial planning and investments began. The Executive Program in Finance is recruiting its tenth cohort, while that in Integrative Management recently started its sixteenth cohort.

The School’s PhD program also underwent major revisions, now requiring all students to take part in special seminars, as well as in advanced courses, some in cooperation with Tel-Aviv University.

Social Work & Social Welfare

In response to a growing demand for social work degrees among graduates of other fields of study, the Baerwald School of Social Work and Social Welfare opened a unique three-year program that enables those with an undergraduate degree in the social sciences — particularly psychology — to study for a combined BA and MA degree in social work. The Baerwald School accepted 28 out of over 270 applicants to this pilot program and, following its success, a second cohort will begin studying next year.

Mental health rehabilitation is a major focus of the School’s research and teaching efforts. It is thus at the core of the MSW program specialization geared towards social workers leading community mental health efforts, now in its fourth year. With the support of the Irving Harris Foundation, the School recently laid the foundations for an innovative specialization in Infant Mental Health. Beginning in 2011, this specialization will offer advanced clinical skills and knowledge to a select group of professionals working with traumatized children.

The School has a long tradition of involvement in social policy formulation and community development. Continuing along this path, a final addition to the School’s MSW program in the next academic year will be a revitalized policy and community track which will utilize faculty expertise to offer social workers advanced skills in community organization, advocacy and policy practice.

A major research infrastructure at the School is the Israel Gerontological Data Center (IGDC) led by Prof. Howard Litwin. The IGDC, which includes Dr. Sharon Shiovitz-Ezra and a number of postdoctoral and doctoral scholars, recently received major grants from the European Union and the United States in order to further research aging and its social implications.

Law

The Aharon Barak Center for Interdisciplinary Legal Research was launched this year. The Barak Center provides research grants and support for the use of interdisciplinary methodology for the study of different areas of law. The Faculty also expanded its international programs, which include student and faculty exchange programs, and joint PhD programs.

Mathematics and Sciences

The high level of studies renders the teaching programs quite demanding, and the University seeks ways, including technical solutions, to ease the students' load while retaining the highest academic standards. With this goal in mind, a pilot to computerize exams was launched this year in chemistry and mathematics. The goals of the new method were to give students more flexibility in the timing of the test, ensure ethical behavior during the exam period, expedite the submission of grades to students, eliminate the number of appeals, and reduce expenses. For this purpose, a special classroom with 43 computer terminals was established. The results were very successful, and three more courses will now be added. It is hoped that computerized examinations will eventually be widely accepted, easing the load on both faculty and students alike.

The videotaping of lectures has been initiated for a number of select courses. This highly sophisticated procedure, based on the simultaneous recording of the lecturer and the PowerPoint presentation, will enable students who miss classes due to reserve duty, illness or other reasons to watch lectures on-line. Such recording may also have wider implications for education and community relations in the future.

The BSc teaching curriculum at the Fredy and Nadine Herrmann Institute of Earth Sciences has undergone a conceptual reorganization, now offering a degree in Earth Sciences to students specializing in Geology or Climate, Atmosphere and Oceanography. The new framework establishes a wider common denominator for various programs and individual disciplines, making undergraduate teaching more efficient and allowing the Institute to offer more graduate courses.

Medicine

This year saw the expansion of the new elite track in Military Medicine headed by Prof. Shmuel Shapira. Sixty two students joined 50 students from the previous year in the program which seeks to train medical personnel for the military. The requirements for admission to this elite program focus on qualities such as leadership and resourcefulness, and students participate in a rich program of supplementary studies relevant to their planned future roles in military medicine, disaster relief, and trauma care.

The Faculty of Medicine also launched two new master's degree programs in Health Administration and in Clinical Nursing.

Dental Medicine

The Faculty of Dental Medicine is continuously upgrading its curriculum.

The master's and PhD graduate program continues to flourish. This year, 23 new students enrolled in this program, including 16 new MSc students and seven new PhD students. Recent changes to the program include integrating the student seminar into the Faculty's scientific curriculum, and the addition of two new courses. The diversity of research at the Faculty is reflected in the wide range of student academic backgrounds: in addition to dentistry, students come from the fields of biology, medicine, chemistry, pharmacy and biotechnology.

Agriculture, Food and Environment

The Robert H. Smith Faculty of Agriculture, Food and Environment completed the establishment of four new interdisciplinary research centers, conceived in order to strengthen collaboration between Hebrew University scientists sharing common research interests across departments and institutes. These centers include: Nutragenomics and Functional Foods; Environment and Natural Resources in Agriculture; Plant Sciences; and Animal Sciences and Veterinary Medicine. To leverage resources in water sciences, the Smith Faculty has joined hands with the Faculties of Science and Humanities to create an inter-faculty graduate program in Hydrology. The number of applicants to this program has exceeded all expectations, and this will have a positive impact on future plans to establish a cross-University, interdisciplinary program for environmental studies.

Rothberg International School

The Rothberg International School (RIS) offers a variety of frameworks specially designed for international students, including Hebrew ulpanim, MA degree programs taught in English, and programs of study for visiting undergraduate and graduate students. Its Summer Ulpan has been revamped and is now modular, enabling students to learn Hebrew intensively for up to three sessions, from June through September. A new Arabic language immersion program will open its doors in the coming academic year. Additional new programs are soon to be launched for undergraduate art and music students: ArtJerusalem and Jerusalem Sounds join DanceJerusalem, which opened this year. A new specialization in Middle East Politics and Society is also being offered. High school graduates can participate in the new Government and Politics in Israel (GaP) program, where they can take accredited courses in Israeli government, politics and society, as well as in Hebrew and Arabic, and combine that with weekly volunteer work in Jerusalem.

Together with the Edmond and Lily Safra Center for Brain Sciences (ELSC), the RIS is offering three fellowships for PhD students in Neuroscience; fellows will do research in brain sciences in addition to taking neuroscience courses and two RIS courses.



Ira Lee Sorkin receives honorary doctorate at the Board of Governors meeting in 2010

From the Vice-President for External Relations

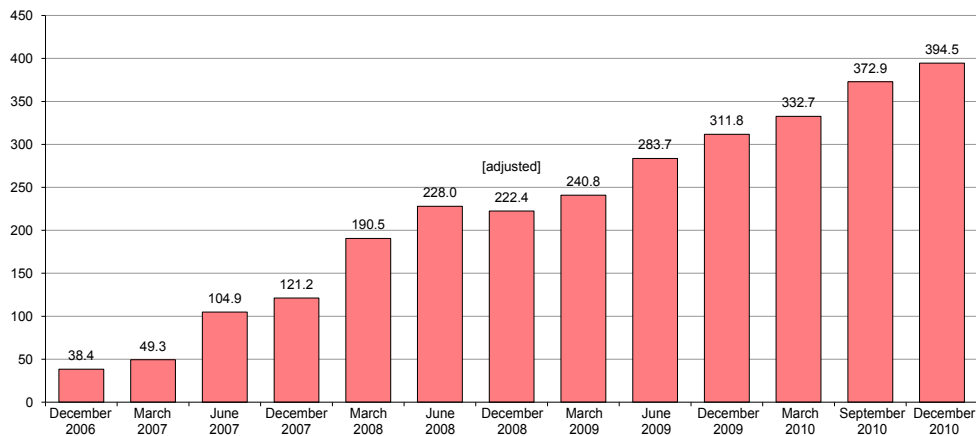
Carmi Gillon



The remarkable achievements of our faculty, students and alumni are made possible by the vast network of friends and donors worldwide who provide crucial support for research and teaching facilities, teaching salaries, scholarships, fellowships, equipment, special programs, dormitory housing and so much more that enable quality teaching and research.

This year the Campaign for the Hebrew University moved steadily forward, reaching a total of \$394.5 million as of December 2010 and raising just under \$83 million in 2010 alone.

Campaign Progress (Cumulative)
(in \$US millions)
October 2006 - December 2010



Total \$ 394,504,326

The priority projects of the University's fundraising campaign showed great achievements this year.

THE EDMOND AND LILY SAFRA CENTER FOR BRAIN SCIENCES (ELSC): As of March 2011, the "Brain Campaign" had raised \$45 million towards the \$130 million needed to build upon the Hebrew University's existing talent in neuroscience to establish one of the top five centers for brain sciences in the world, and to meet the challenge set forth in the generous lead grant by the Edmond J. Safra Philanthropic Foundation. The internationally renowned architect Lord Norman Foster began designing the Jerusalem Brain Sciences Building which will provide a state-of-the-art home for the Center, as doctoral students began their studies, postdoctoral students were sent abroad, research continued and new young faculty were recruited. The revolutionary design of the new building, destined to be a Jerusalem landmark and a centerpiece of the Edmond J. Safra campus, promises to impact positively upon both brain research and campus life. Educational and fundraising events took place throughout the world in support of ELSC and the new building; four major European Friends associations each committed to raising \$3 million to support a laboratory, the Argentinean Friends launched a \$5 million campaign, and additional laboratories were named. ELSC, in collaboration with the Jerusalem Cinemateque, celebrated International Brain Awareness Week with a week-long film festival — vastly raising the profile of Hebrew University neuroscience in Jerusalem and throughout Israel.



The signing of a collaborative research agreement in neuroscience between the Hebrew University's Edmond and Lily Safra Center for Brain Sciences (ELSC) and the Ecole Polytechnique Federale de Lausanne (EPFL), Switzerland. From left: EPFL Brain Mind Institute Co-director Prof. Henry Markram, Prof. Idan Segev of ELSC, EPFL President Prof. Patrick Aebischer, President of Israel Shimon Peres, Catarina and Philippe Amon, Hebrew University President Prof. Menahem Ben-Sasson and ELSC Acting Director Prof. Eilon Vaadia.

THE FACULTY OF HUMANITIES: The Hebrew University was privileged and grateful to receive a transformative gift to the Humanities from the Mandel Foundation. The gift will enable the creation of the Mandel School for Advanced Studies in the Humanities, which will be housed within a new dedicated building. The gift will also provide vital ongoing funds for young faculty recruitment and the continued revitalization of the Faculty of Humanities and its special programs in accordance with the Gager report. This year also saw the further development of the nascent School for the Arts, with more such Schools including Literature, Philosophy and Religion, Language Science, and History to follow; the University seeks philanthropic partners to name each School in the Humanities in order to help implement the programmatic and physical changes needed to progress in each academic area.

THE ROBERT H. SMITH FACULTY FOR AGRICULTURE, FOOD AND ENVIRONMENT celebrated the dedication of the new entry to the Rehovot campus, the renovated Ariowitch building which houses the Department of Animal Sciences, the completion of the new Teaching Laboratory Building, and the second stage (floors 3 and 4) of the Koret School for Veterinary Medicine building. Smith Faculty researchers traveled abroad to share information with University Friends about the latest Faculty research and also hosted many visitors and supporters from all over. Efforts continue to enlist visionary donors to support the new Institute for Environmental Sciences and Natural Resources in Agriculture, to name the new Teaching Laboratory Building and the teaching laboratories within it, to support research at the Smith Faculty's four cross-disciplinary research centers, and for other campus projects.

THE INSTITUTE FOR MEDICAL RESEARCH ISRAEL-CANADA (IMRIC): Events were held throughout Canada and in the US in support of medical research. An Australian legacy gift from the estate of Hans Rosenthal naming a floor of the Octav and Marcela Botnar Medical Research Building will enable significant progress on the second stage of construction of the building. Efforts continue to raise funds for continued construction, lab naming and vital equipment, as well as for young faculty recruitment and research hubs.

SCIENCES at the Edmond J. Safra campus took a great step forward with a generous gift to name the Saul and Joyce Brandman Science Laboratory Building, and construction continued unabated on the Rothberg Family Complex of the Rachel and Selim Benin School of Engineering and Computer Science. The University continues to seek philanthropic partners to name components of the new buildings and key centers within its areas of activity. A recent independent report deemed Hebrew University Nanoscience as a leader of the field in Israel. Given the government's renewal of matching grants, the race is on to secure funding for research, faculty recruitment, fellowships, equipment and more in nanoscience and nanotechnology in order to take advantage of these matching funds for a field in which the University excels.

Of course, at the heart of all teaching and research are our faculty and students. This year the University received a number of generous gifts to aid in **YOUNG FACULTY RECRUITMENT** — a vital University priority — as well as gifts which will make increased scholarships available at the graduate and undergraduate levels, also a high priority.

The University's vital partners in all of this work are our Friends associations worldwide. Some highlights of their fundraising activities this year include:

AUSTRALIA

This year marks the 75th year of the founding of the Friends in Australia. Throughout this time the Australian Friends have been instrumental in securing long term support for the University, most recently the Ginges Computer Centres on all campuses and the Rosenthal floor in the Botnar Medical Research Building. The Australian Friends have also supported many scholarship funds and medical and scientific research programs.

Notable events of the past year include the visit to Australia of President of the University Prof. Menahem Ben-Sasson, the relaunch of the NSW Alumni Division, and the signing of a University Exchange agreement between the Hebrew University and Melbourne University.



Agnes and Berel Ginges dedicate new Library Information Centre at the Edmond J. Safra Campus in 2010

CANADA

The Canadian Friends of the Hebrew University (CFHU) continued to move forward with the campaign to raise \$50 million in support of the Institute for Medical Research Israel - Canada (IMRIC). Highlights of the campaign's progress include the increasing number of collaborations between IMRIC and Canadian researchers and institutions, and several fundraising events that took place throughout the past year in Vancouver, Calgary, Winnipeg, Montreal and Toronto. These events focused on collaborative research projects in the areas of spinal cord injury research, Fetal Alcohol Spectrum Disorder, Medicine and Epigenetics, Human Rights Law, International Business, Food Safety and Water Management as well as the establishment of the Hon. Jerry and Carole Grafstein Network for Cancer Research. Collectively, over 4000 people attended these events and some \$5 million was raised. CFHU celebrated the recent awarding

of Canada's prestigious Gairdner International Medical Science Award to IMRIC researchers Prof. Howard Cedar and Prof. Aharon Razin for their work in DNA Methylation. The award will be presented in October in Toronto. The Canadian Friends celebrated this year's Israel Independence Day with the presentation of the inaugural IMRIC award to Morris Justein, leading benefactor of the Canadian Campaign for IMRIC, followed by a joint celebration with the Israeli consulate featuring a lecture by Amb. Carmi Gillon and attended by over 1,200 friends of Israel.



Dedication of the Morris Justein Family Research Tower. From left: Former CFHU Nat'l President Ronnie Appleby, IMRIC Chairman Prof. David Lichtstein, Myrna Ross, Morris Justein, Hebrew University President Prof. Menahem Ben-Sasson, VP for External Affairs Carmi Gillon, CFHU Nat'l President Nathan Lindenberg, Canadian Amb. Jon Allen, Clara Hirsch, CFHU Executive Director Rami Kleinmann and Dean of the Faculty of Medicine Prof. Eran Leitersdorf.

EUROPE

The European Friends of the Hebrew University continued together with members of the Brain Circle in Europe to raise funds for the Edmond and Lily Safra Center for Brain Sciences (ELSC) and for its state-of-the-art home. Europe's "brain campaign" this year succeeded in raising millions of dollars for this flagship project. The Belgian Friends, the French Friends, the German Friends, and others held major fundraising events in support of the ELSC lab each had "adopted". The Swiss Friends continued their efforts to raise funds for ELSC with a gala fundraising dinner in Lausanne with President of Israel Shimon Peres at which the collaboration between the Hebrew University's Edmond and Lily Safra Center for Brain Sciences (ELSC) and the École Polytechnique Federale de Lausanne (EPFL) was celebrated and a joint research fund of \$10 million was launched. The Italian Friends of the Hebrew University organized the second meeting of the Brain Forum in Milan, which was a tremendous success and included a street exhibit on the brain which won major media coverage. The Belgian Friends are working with the Hebrew University to

renovate and revitalize the Belgium House at the Edmond J. Safra Campus. Hebrew University honorary doctorate and Israeli artist Michal Rovner, who has a special exhibit at the Louvre in Paris, invited the European Friends for a VIP tour. The Austrian Friends continue to support the Center for Austrian Studies, and this year established the Kollek Jerusalem Vienna Chair for the Study of the Culture of Jerusalem and Vienna. The Dutch Friends initiated two scientific collaboration projects which will bring scientific funding to the Hebrew University – one in neuroscience with the University of Amsterdam, and another with the Hubrecht Institute in Utrecht on Developmental Biology and Cancer.

ISRAEL

Events of the Israeli Friends included an evening honoring Oded Eliashar, outgoing President of the Israeli Friends who recently established a fund in support of students from the Ethiopian community, and a ceremony honoring Daniel Jacobson for his contribution to the Faculty of Law. The Fishman group, a leading economic force in Israel, donated funds to support legal counsel for people with disabilities.

The Israeli Friends also held a public seminar commemorating the 50 year anniversary of the Eichmann Trial; the event, held at the site of the original trial and featuring a number of people who had been involved in his capture and trial so many years ago, drew hundreds, including many new friends. Overall, Israeli participation in the Campaign is on the rise.

LATIN AMERICA

This last year was one of intense activity throughout the Latin American continent, from North to South. In Mexico, a public Brain Seminar was attended by President of the University Prof. Menahem Ben-Sasson and Associate Vice-President for Latin America Joseph ("Yossi") Benarroch. The Mexican Friends awarded the Klachky and Mekler Prizes in Israel, and the Venezuelan Friends continued their fundraising activity. The Friends association in Brazil, the rising giant in the region, hosted University President Prof. Menahem Ben-Sasson, at which time an Honorary Fellowship was conferred upon former Friends president Morris Dayan who served in this position for over 10 years. Also this year, Vice-President for Research and Development Isaiah (Shy) Arkin participated in the conferring of the Scopus Prize upon Professor Miguel Nicolelis. The Argentinean campaign for brain sciences continues to flourish through the intense activity of the Friends in Buenos Aires. In Uruguay, Chile, and Rio de Janeiro Friends associations are being renewed, and a new Association of Friends was created in Porto Alegre.

RUSSIA

In addition to ongoing Russian Friends projects, three new projects were implemented in 2011: a Forum for Journalists was held jointly with the Truman Institute and the Israeli Ministry of Information and Diaspora, a Seminar on Multiculturalism and Ethnicity was held jointly with the Truman Institute, and a Jewish Heritage project was implemented.

UNITED KINGDOM

Despite a challenging economic and competitive environment in the UK, the British Friends now in their 85th year continued this year to focus resources on the very best supporter relationships whilst also securing several important new donors. Building relationships coupled with visits to the Hebrew

University continue to be vital to engaging support for the University. BFHU is also re-launching its unique and historically successful legacy campaign with a mission to Israel in late 2011.

UNITED STATES

The American Friends of the Hebrew University, which raises some 50 percent of the total international campaign, is nearing the successful completion of its campaign to support the Robert H. Smith Faculty of Agriculture, Food and Environment. This year saw the launch, at the initiative of the late Robert H. Smith and with his family's support, of a new public relations campaign to increase awareness of groundbreaking research taking place at the Smith Faculty among the US media and public. Events across the United States raised friends, awareness, and support for the Hebrew University – from the Maimonides dinner and Healing the World conference in New York to the Sustaining the World forum in Chicago, to the ALEF Leadership Education Forums in California and Florida, to Scopus and Torch of Learning Award dinners within AFHU regions. In addition, many visitors and a number of missions visited the University during the 2010-2011 academic year and enjoyed in-depth tours of laboratories, first-hand glimpses into research and teaching, and memorable visits with faculty and students. AFHU organized four missions over the past year (the President's Mission, Western Region Mission chaired by Patricia Glaser and Brindell Gottlieb, New York mission led by John Bauman, and Palm Beach mission chaired by Roberta and Stanley Bogen). Such missions have been very successful in raising new friends and funds. A recently launched on-line fundraising campaign in support of scholarships for mechina students at the Rothberg International School is testing the waters of social media as an effective venue for fundraising.

In Israel, the **Division for Development and Public Relations** hosted visits and missions from around the world, tailoring each visit, mission and ceremony to the donors' unique interests. Ceremonies held in Israel this year included the annual ceremony to award scholarships and grants provided by the Federmann family, a dedication of an inscription at the Wall of Benefactors in honor of the ICA which has provided the University with over \$2 million in research funding, a ceremony honoring Alberto Edgardo Barbieri, the many ceremonies of the Board of Governors of 2010, and more. The Division facilitated the travel of many Hebrew University faculty members to speak on behalf of Friends associations abroad and also continued to provide support for Friends associations in the form of information, proposals, visuals, text and media to support fundraising efforts worldwide. The Division launched a new, more campaign-focused website this year (www.support.huji.ac.il) and also continued to spearhead, together with the Department of Media Relations, the University's social media efforts. As of April 2011 the University's Facebook communications reached over 10,000 friends, bringing total Facebook friends as of June 2011 to over 10,500, complemented by another 3500 Twitter fans.

A major undertaking by the Division each year is the annual Board of Governors meetings; in 2010 the festive week began with the amazing opera experience: Verdi's Nabucco at the foot of Masada. In June 2011, the Board of Governors week will feature the Israeli Presidential Conference *Facing Tomorrow*, at which the University will present a special exhibition: *The Hebrew University Lab: Research Today for a Better Tomorrow*. This exhibit, the largest ever presented by the Hebrew University, showcases some of the achievements, discoveries, developments and inventions sure to positively impact upon our future that are taking shape today in research laboratories throughout the University.

The University is grateful to friends and supporters from all over the world; together we can ensure a brighter Israel and a better world.



From the Vice-President and Director-General

Billy Shapira



This past year, which was my first year as Vice-President for Administration and Finance, we began to see the first stages of economic recovery as well as some changes in the administrative staff on the management level. We continue to invest all efforts in providing the highest level of administrative support and the best service and infrastructure for enhancing research and study conditions for students and staff in order to promote the University's international standing and enable its academic activities.

This year our activities focused on six major issues:

1. The chronic budgetary deficit
2. A decentralized administration on multiple campuses
3. Stagnation and alienation of human resources
4. Outdated systems and infrastructure
5. A healthy and 'green' university
6. The city of Jerusalem and international visibility

BUDGETARY DEFICIT

The Planning and Budgeting Committee (PBC) and the Israeli government announced an increase in the budget for higher education over the next six years. This is due to the PBC's recent change in the model for calculating university support, which is placing more weight on competitive research grants, publications and infrastructure. This new model is now being taken into account and adjustments are being made accordingly.

A program initiated by the previous administration to increase efficiency, calling for a 12% to 15% decrease in the administrative and academic units' budgets is now being implemented in full, and we expect to see results by 2013. This year, we unfortunately had to sell one of our real estate properties in order to reduce the budgetary deficit.

A DECENTRALIZED ADMINISTRATION ON MULTIPLE CAMPUSES

Multiple campuses remains a significant issue in terms of daily administration and budgets. The budget required to maintain six campuses is extremely high compared to those of other Israeli universities, and these funds could instead be used for academic development. Decentralization requires an investment of resources and in some cases does not even appear to be efficient. We continue to seek new ways to deal with the problem of multiple systems including the implementation of centralized systems to serve all the campuses, such as the installation of a new telephone exchange system, centralized computer programs and a central service headquarters for handling infrastructure issues. Efforts are being made to create a system for sharing unique and expensive research equipment among researchers on all the campuses.

STAGNATION AND ALIENATION OF HUMAN RESOURCES

Over the years, as the needs of the University changed, so too the nature of work in the University needed to change. Given that the average age of University employees is now over 50, and 60 for senior administrative staff, this means that within the next five to six years many employees will retire. A new program has been implemented offering these employees early retirement, thus opening their positions for promising junior employees.

Average Age of Employees by Job

Job Type	Age 20-30	Age 30-40	Age 40-50	Age 50-60	Age 60+	Total	Average Age
Secretarial	72	162	56	18	38	346	40.33
Junior Management	3	79	138	193	444	857	60.83
Senior Management	1	4	47	139	520	712	64.49
Lab Workers	15	49	69	70	319	522	61.41
Private Contract	12	40	19	15	11	97	42.45
Total	103	334	329	435	1332		
Temporary	205	282	256	142	80	965	41.04

In addition, the first cohort in the new management training program is in progress. University administration is now systematically examining and modifying job descriptions and position profiles as required. Some positions are being eliminated and employees are being moved to other positions. Job requirements have been upgraded to include more education, expertise and computer skills. We are working with the labor unions to remove those employees with low output by offering early retirement incentives, while granting tenure to temporary employees who have been at the University for over six years, giving them more job security and the opportunity to develop and advance. Measures are being taken to advance employees by expanding the range of salary levels.

Over the years we have seen a degree of alienation between senior and junior employees, and administrative and academic staff. I took it as our mission to create more opportunities to improve ties and decrease

alienation. We have initiated joint social programs for all employees which took place throughout the year. For example, we celebrated a family day for all employees; International Women's Day was marked with joint activities for academic, and administrative staff and students; a game fashioned after a television contest was held for students to which everyone in the University was invited; and in May we held an event for administrative and academic staff and their families to mark the end of the academic year. All these activities had a significant impact within as well as outside the University.



International Women's Day activities at the Annette and Theodore Lerner Family Indoor Sports Complex

OUTDATED SYSTEMS AND INFRASTRUCTURE

The formation last year of a committee for improved seismic safety of buildings is very relevant in light of recent events. Ninety-eight percent of the University buildings meet the required standards to withstand earthquakes. Measures are being taken to reinforce three buildings to bring them up to required safety standards. A training program was instituted to prepare safety personnel to provide assistance in the event of a natural disaster.

Renovation and New Construction

A major University policy change concerns building construction. New procedures that are required prior to building have been put into place in order to prevent situations that could lead to a deficit.

We started to compose work plans for ongoing infrastructure. Together with the new Director of the Division for Construction and Infrastructure a change in work methods was implemented for updating modifications and cost estimates. Investment in infrastructure is crucial for enabling researchers to carry out their research. Below are examples of projects that we carried out:

Mount Scopus Campus

1) A section of the Humanities building is being prepared to provide study and research rooms for students, and to accommodate the graduate students in the Language, Logic and Cognition Center (LLCC) and for the Martin Buber Society of Fellows in the Humanities and Social Sciences program. 2) Thanks to a generous donation from the Mandel Foundation (detailed on p. 6 and p. 18), plans are underway to build the Mandel Center for Advanced Studies in the Humanities. 3) Classrooms in the Faculty of Social Sciences and the entrance to the Faculty of Law and the Jerusalem School of Business Administration have undergone renovations.

We are currently scouting for a location on campus for housing new young faculty recruits in order to ease their absorption into the University family.



New Entrance to the Jerusalem School of Business Administration

Edmond J. Safra Campus

1) Considerable work has been carried out on the infrastructure to meet the complex demands of all the buildings under construction. 2) The Rothberg Complex of the Selim and Rachel Benin School of Engineering and Computer Science is nearing completion, and the School is expected to move into its new building at the beginning of the 2011/2012 academic year. 3) Internationally renowned architect Lord Norman Foster has been chosen to design a new building to house the Edmond and Lily Safra Center for Brain Sciences. Models of the building will be prepared and presented.

Ein Kerem Campus

1) Due to the increase in the number of medical students following the introduction of the Military Medicine program, one floor was renovated to accommodate 14 seminar rooms and a room for nursing and baby care. 2) Two new auditoriums were completed in the Octav and Marcela Botnar Building for Medical Research and two additional research floors are being completed.

The Robert H. Smith Faculty of Agriculture, Food and Environment, Rehovot Campus

1) Most of the construction projects at the Faculty have been completed, including the teaching laboratories in the Koret School of Veterinary Medicine and the Animal Sciences buildings. 2) A new plan has been developed to house the new Institute for Environmental Sciences and Natural Resources in Agriculture. 3) This June, a new library information center, the latest in a series of projects to be sponsored by Berel and Agnes Ginges of Australia, is being dedicated. 4) Thanks to a generous donation from Heidi Rothberg, a new state-of-the-art trauma room will be built at the Veterinary Teaching Hospital in Beit Dagan.



Proposed model for the new Edmond and Lily Safra Center for Brain Sciences

Changes in Work Procedures

During the past year, department heads were asked to submit proposals for their departmental needs, including cost estimates, and reorganizational and additional infrastructure requirements. We are studying these proposals and will allocate resources to respond to these needs.

The University's current policy is to outsource work which has budgetary limitations and no bearing on academic issues, such as gardening and cleaning, as well as some security functions and legal work. We are now in the process of hiring a consultancy firm to carry out a major strategic review of the University in order to make recommendations for improved efficiency and provide assistance in their implementation for the coming years.

A HEALTHY AND 'GREEN' UNIVERSITY

One of the first goals I set for myself in this position was to promote the health of the University community and improve its "green" environment. This entailed appointing a chairman responsible for promoting a green university to the committee dealing with new buildings and renovations.

Healthy and balanced foods with their caloric count clearly indicated are now available on all campuses. Cigarettes are no longer sold on the University's Ein Kerem campus. The University has upgraded the sports equipment and fitness facilities available to students and staff on the Mount Scopus, Edmond J. Safra, Ein Kerem and Rehovot campuses. Ordinary trash bins have been replaced with separate recycling bins for bottles, paper and cans.

THE CITY OF JERUSALEM & INTERNATIONAL VISIBILITY

We are strengthening our ties with the Municipality of Jerusalem, and other institutions, by becoming active members in policy-making committees for those issues which have a major impact on the University, including municipal transportation and the new Light Rail which will serve the Mount Scopus campus and will connect the Edmond J. Safra and Ein Kerem campuses. In order to encourage students to live near campus and in the city of Jerusalem, we are reducing Scopus Student Village rental fees by 25% to 35%. The route for the recently held and first-ever Jerusalem Marathon passed through both the Edmond J. Safra and Mount Scopus campuses.

In March 2011 we signed a bilateral agreement with the University of Heidelberg, Germany. This agreement is unique in that it entails senior administrative staff exchange visits in order to learn from the experiences of partner institutions regarding increasing efficiency, cutting costs and promoting excellence. The University is also playing a pivotal role on the International Organizing Committee for the Advancement of Administration for laboratory safety, financial management and human resources issues.

As a woman in the position of Vice-President, I am invited to address audiences at many conferences and to present my views as the first female vice-president of the Hebrew University. This adds to the visibility of

the University in Israel and abroad, and offers the opportunity to showcase our uniqueness as a university and as a place where women can hold high administrative and managerial positions.

On this joyful gathering of the 74th Board of Governors, I wish to thank all those people with whom I have worked on a daily basis throughout the year, and who have helped me to bring about positive changes at the Hebrew University.



One of the new "Albert Einstein riding a bicycle" works of art on display throughout the Hebrew University campuses. This one is on the Ein Kerem campus.



From the Vice-President for Research and Development

Prof. Isaiah T. Arkin



This has been a banner year, by any measure, for research at the Hebrew University of Jerusalem. Our scientists were recognized for their outstanding research achievements by several important international awards: Professor Elon Lindenstrauss, from the Einstein Institute of Mathematics, is the first Israeli to win the Fields Medal, often described as the Nobel Prize of Mathematics. Prof. Lindenstrauss won the award for his work on “Measure rigidity in ergodic theory, and their applications to number theory”. In a different area, Professors Howard Cedar and Aharon Razin from the Faculty of Medicine’s Institute for Medical Research Israel-Canada were awarded the Gairdner Award, Canada’s most prestigious prize, for their work in “Pioneering discoveries on DNA methylation and its role in gene expression”. Also from the Institute for Medical Research Israel-Canada, Prof. Baruch Minke was the first Israeli to win the Prince of Asturias Award, Spain’s highest honor for technical and scientific research. Professor Minke won the award for “having discovered, from complementary approaches, the causes and mechanisms via which pain is produced and perceived, as well as other sensations such as cold, heat and taste”.

Similarly, our scientists continued to excel in the European Research Council (ERC) competitions. The ERC was established three years ago by the European Union with a simple mission: to identify the best scientists in Europe, regardless of field, and to provide them with a large grant of \$3-\$5 million over a five-year period to carry out their research under optimal conditions. The awards are divided into two categories: established/senior scientists, and young faculty members who represent the future. The results of the last three years indicate that the Hebrew University is one of the three leading universities in Europe, alongside Cambridge and Oxford, in terms of the quality of its young faculty members.



These examples clearly demonstrate that Hebrew University scientists conduct research at the highest international level. Below, described in brief, are the research topics of some of our recent ERC laureates as an example of the high caliber of research at the University.

RESEARCH HIGHLIGHTS

Prof. Nathalie Balaban, Racah Institute of Physics, Faculty of Science

Prof. Balaban is an outstanding example of the value of merging different scientific disciplines. Trained as a physicist, it was her expertise in electronic chip production that led her to invent a new device for studying bacteria in a carefully controlled environment. Using this device, Prof. Balaban has gone on to investigate how individual bacteria respond when antibiotics are washed over them. It is well known that some bacteria survive the first dose of antibiotics and in order to kill these so-called “persisters” we must continue with courses of antibiotics for over a week, or even months, as in the case of a disease like tuberculosis. Prof. Balaban’s work has identified not only how to recognize persisters, but also the details of the controlling mechanism. A new automated system is now being developed to individually monitor thousands of single cells. The tracking of single bacteria as they survive and evolve will help us understand how to prevent the emergence of antibiotic resistance, one of the major health threats of this century.

Dr. Alex Binshtok, Department of Medical Neurobiology, Institute for Medical Research Israel-Canada, Faculty of Medicine

Dr. Binshtok is studying the complex mechanisms that underlie the experience of pain with the hope that a better understanding can lead to more successful methods of control and treatment. His far-reaching research into the diversity of pain phenomena adopts a multidisciplinary approach; it incorporates novel imaging techniques and electrophysiological, histological and behavioral experiments to study pain-related mechanisms at the molecular and cellular level, as well as the level of neuronal networks and behavior. It is anticipated that this integrative approach will yield a fundamental understanding of the multidimensional mechanisms involved in the unremitting suffering of pain experienced by so many people. New targets for the treatment of pain will be identified and lead to the development of new pain-specific anesthetic drugs to eliminate the sensation of pain much more effectively than currently available painkillers.

Prof. Yuval Dor, Department of Developmental Biology and Cancer Research, Institute for Medical Research Israel-Canada, Faculty of Medicine

Both type 1 and type 2 diabetes are characterized by an insufficient number of insulin-producing beta-cells in the pancreas. Prof. Dor’s research focuses on the mechanisms that control the formation and regeneration of pancreatic beta cells, aiming to identify drugs that could serve as regenerative therapy for diabetes. He has found that new beta cells are derived by the replication of pre-existing beta cells, rather than by the differentiation of stem cells, and has recently identified the molecular mechanism responsible for generating the correct number of beta cells in our body. Using his expertise in the processes within the pancreas, Prof. Dor is also investigating the nature and causes of pancreatic cancer, which is virtually untreatable and rarely goes into complete remission.

Dr. Sebastian Kadener, Department of Biological Chemistry, Silberman Institute of Life Sciences, Faculty of Science

Dr. Kadener focuses on the complex processes that regulate circadian rhythms – those daily cycles in an organism's life that are controlled by an internal biological clock. His research aims to fill in the theoretical and empirical gaps among the diverse molecular, cellular and neural processes involved in circadian timekeeping. To achieve this, his team is unraveling two seemingly conflicting characteristics of the time control mechanisms: namely their robustness and plasticity. The robustness is demonstrated by the fact that circadian clocks can keep time even without any external timing cues. But the mechanism also remains incredibly plastic – able to adapt to, for example, changing light cues. Drawing on Dr. Kadener's interest in the intersection of neuroscience, genetics and biochemistry, his lab has already identified the specific molecules called miRNAs that regulate circadian rhythms. It is believed that this type of molecule could be the key in helping scientists understand the much bigger picture of how organisms generally adapt to changes in internal and external conditions.



Prof. Orit Kedar, Department of Political Science, Faculty of Social Sciences

Prof. Kedar studies comparative politics, focusing on electoral politics in parliamentary and presidential democracies. Drawing on theoretical and empirical tools, her current research seeks to understand how electoral systems tilt the political arena by loudly voicing some interests and muting others. In particular, by analyzing a cross-section of countries that vary in how they delineate electoral districts, she examines how partitioning a country along and across community lines affects representation and party systems. Prof. Kedar's earlier studies examined various ways in which institutions mediate between voters and government. She analyzes questions such as how voters vote under power-sharing and coalition arrangements in parliamentary democracies and under systems of separation of powers between the executive and legislature as in presidential democracies.

Dr. Pawel Maciejko, Department of Jewish Thought, Mandel Institute of Jewish Studies, Faculty of Humanities

Dr. Pawel Maciejko examines the history of ideas, focusing on the Jewish-Christian interchange in the mid-17th to late-18th centuries in East-Central Europe. This region, situated between German-speaking countries and Russia, saw the rise of the messianic movement of Sabbatai Zevi and subsequently that of Jacob Frank. Dr. Maciejko's recently published book on Frank and his followers, *The Mixed Multitude*, is the first comprehensive study of this subject and has been widely acclaimed. The book, completed while he was a Mandel Scholar at Scholion, the Interdisciplinary Research Center in Jewish Studies, was awarded the prestigious Hebrew University's Polonsky Prize for Creativity and Originality in Humanistic Disciplines in 2010. Dr. Maciejko's research continues to concentrate on Jewish-Christian relations during that period. By attempting to reconstruct the reactions to conversion to Christianity from the perspective of Jewish religious thought, Dr. Maciejko's work challenges the prevailing academic view of clear and impenetrable boundaries between Judaism and Christianity during the Age of the Enlightenment.

Dr. Alexander Kulik, Department of Central and Eastern European Cultures, Faculty of Humanities

Working in the diverse fields associated with the cross-cultural transmission of texts and ideas, Dr. Kulik applies methodologies from a wide range of disciplines including linguistics, textual criticism, translation studies, religious studies and the history of culture. The synergy of utilizing these approaches in tandem has led to innovative results and the development of new research tools that can be applied by scholars in a variety of disciplines. Thematically, Dr. Kulik's research has focused on the culture and history of East European Jewry, and Jewish-Slavic interaction and cultural exchange in different periods. He has also studied Jewish Hellenistic texts from late antiquity that are preserved in medieval Slavonic translation. Applying philological findings against their historical background, Dr. Kulik has been able to tackle the complex issues surrounding the origins of Eastern European Jewry.

Dr. Roie Yerushalmi, Institute of Chemistry and the Harvey M. Krueger Family Center for Nanoscience and Nanotechnology, Faculty of Science

Dr. Roie Yerushalmi's research examines the unique and intriguing "nano" world of the minuscule, scarcely more than a few molecules. He is not only involved in the synthesis and assembly of these "nanostructures", but also investigates the special characteristics that they reveal at this scale. Nanostructures are usually synthesized from inorganic components such as metals, semiconductors or their compounds. However, Dr. Yerushalmi is particularly interested in the physical processes and chemical reactivity at the interfaces of hybrid nanostructures, where an inorganic and an organic part are combined. His work focuses on harvesting light energy, similar to that achieved by photosynthesis in green plants. In this context, Dr. Yerushalmi is developing novel approaches for assembling nanostructure hybrids using nanowire arrays as templates.

FUNDING AND GRANTS

This has been a record-breaking year in terms of research grants awarded to Hebrew University scientists. Even before the close of the academic year, funding for research had already surpassed the total of last year's funding by almost 20%. This increase is despite the steady decrease in the number of faculty members. The following is a brief overview of the grant activities according to geographic regions.

Israel Desk: The Israel Desk, the largest desk at the Authority for Research and Development, allocated \$53 million from Israeli sources and submitted 478 proposals. The Israel Science Foundation (ISF) continues to be the major funding source, providing more than \$20 million (this includes its Morasha and Bikura programs). The Israel Academy of Sciences and Humanities, together with the Council for Higher Education, has established I-CORE (Israel Centers of Research Excellence), a new program to strengthen scientific research in Israel. The Hebrew University was awarded funding for one such center in the field of Genomic Treatment of Diseases and is a partner in another funded center in Computer Science. Each center is slated to receive about NIS 45 million over five years, mainly in order to develop the research facilities and infrastructure needed in these areas and to absorb new faculty members.

Due to their interest in the research carried out at the Hebrew University in the fields of Chemistry, Physics, Computer Science and Brain Sciences, the Ministry of Defense awarded the University \$2,500,000. The head of the Ministry's Department for Technology and Development visited the University to learn more about the opportunities for mutual collaboration.

A new policy of the Ministry of Agriculture, which aims to develop centers of knowledge concerning such major issues as water and food shortages, has resulted in the allocation of \$5.5 million to the Hebrew University for research in these areas.

US Desk: Hebrew University researchers were awarded slightly fewer new grants from US funding sources in 2010 than in the previous year. The most exciting development, however, was from another area in its purview: the Pacific Rim. For the first time, the Hebrew University was awarded grants from Taiwan and Singapore. Nanoscience research received grants from Taiwan's Academia Sinica and other partners, while the Faculty of Medicine and Faculty of Science received grants from the Government of Singapore. Although our researchers and scholars have previously been engaged in scientific and intellectual exchanges with their colleagues in Asia, this is the first time that funds from these countries have been awarded for research carried out in Jerusalem. A great deal of credit belongs to the scientists involved: Prof. Danny Porath, Prof. Ehud Razin and Prof. Shlomo Magdassi and their colleagues who developed their contacts into active research projects.

European Desk: The European Desk allocated \$17.1 million during 2009/2010, mainly from the European Union Seventh Framework Research Programme (FP7) and other European funding agencies. Hebrew University faculty members continue to submit proposals to FP7 (2007-2013) and other European funding agencies. To date, over 130 grants have been approved for a total of \$100 million.

Additionally, four senior researchers were awarded almost \$11 million in five-year individual grants from the ERC Advanced Grants Programme. These include the innovative projects of Prof. Howard Cedar, Prof. Jay Fineberg, Prof. Elon Lindenstrauss and Prof. Itamar Willner.

We are now looking forward to the results of the Hebrew University's Fall-Winter 2010 submissions to

FP7, in particular, the fourth round of ERC Individual Starting and Advanced Researchers proposals.

The following represents just some of the exciting and significant EU and non-EU research projects which are being handled by the European Desk:

A major EU FP7 collaborative grant was awarded to Dr. Yaakov Nahmias, Head of the Bioengineering Program, entitled "HeMiBio: Hepatic Microfluidic Bioreactor", in the sum of almost \$1.4 million, jointly funded by the EU Seventh Framework and the European Cosmetics Association (COLIPA) to develop alternative strategies for animal testing in the cosmetics industry. Dr. Nahmias is part of a consortium composed of academic and industrial partners with unique and complementary biological, physiological, toxicologic and technical skills from seven EU member states. The goal of HeMiBio is to develop a hepatic



A student analyzes experimental results of human brain activity at the Edmond and Lily Safra Center for Brain Sciences (ELSC)

microfluidic bioreactor from human iPSC-derived hepatocytes, hepatic sinusoidal endothelial cells (HSEC) and stellate cells (HSC), suitable for inclusion in a repeated dose toxicity testing strategy of pharmaceutical/cosmetic ingredients. The successful creation of such a liver device requires (a) homotypic and heterotypic interactions between the three cell types to induce and maintain their functional, differentiated state, and (b) optimization of the matrix, oxygenation conditions, nutrient transport and physiological shear forces.

A major grant from the Gatsby Charitable Trust in the amount of \$1.6 million was awarded to Prof. Haim Sompolinsky of the Edmond and Lili Safra Center for Brain Sciences for his research "Dynamics and Plasticity of Cortical Circuits: Computational Studies". The project proposes to carry out a series of computational investigations that will shed light on these dynamic processes, their relation to the underlying structure, and impact on information processing. These studies combine modeling work as well as experiments that will be carried out synergistically to uncover functional principles in cortex.

German-Speaking Countries Desk: In 2009/2010 the Desk for German-Speaking Countries handled a total of 200 active research accounts, with a total annual budget of € 9 million.

As in previous years the main sources of funding remain:

- GIF (German-Israeli Foundation for Scientific Research and Development), geared towards Israeli-German bilateral research projects in all disciplines and a significant promoter of joint Israeli-German research.
- The Deutsche Forschungsgemeinschaft (DFG), the National German Research Foundation, with its bilateral and trilateral programs, as well as DIP (German-Israeli project cooperation) and participation in several collaborative research centers (Sonderforschungsbereiche).
- Among other important funding agencies supporting joint Israeli-German research are the Minerva Foundation, the Hebrew University–Niedersachsen cooperation program and the Thyssen Foundation.

Research collaborations between Israel and Germany are continuously evolving and expanding:

- In December 2009 the Martin Buber Society of Fellows in the Humanities, and Social Sciences was established at the Hebrew University with the generous support of the German Ministry of Science. The purpose of the Society is to promote science and research by supporting the interdisciplinary and intercultural dialogue between outstanding young scientists from Israel and Germany in the realm of cultural sciences, social sciences and the humanities.
- Two new Minerva centers at the Hebrew University, dealing with "Movement Ecology" and "Bio-Hybrid Complex Systems", respectively, were approved and join the 14 active Minerva centers at the Hebrew University.
- The Max Planck Society approved the establishment of a Max Planck Center for Neuroscience at the Hebrew University. Given that only four other international Max Planck Institutes exist outside Germany, this clearly acknowledges the top level of neuroscientific research taking place in Jerusalem.
- Visitors to the Hebrew University in 2009/2010 included the President of Germany Christian Wulff, the President of the Max Planck Society Prof. Peter Gruss, as well as scientific delegations from the Technical University of Munich, the Free University of Berlin, and the Max Delbrueck Center of Molecular Medicine in Berlin.

Yissum

Yissum, the Hebrew University's Technology Transfer Company, promotes the transfer of Hebrew University technologies for the benefit of society, while maximizing returns to support research, education and scientific excellence.

Yissum provides the interface between the University's researchers and industry, including:

- Licensing new technologies
- Creating and supporting spin-off companies
- Promoting industry-sponsored academic research and scientific services
- Facilitating researchers' consulting services.

Founded in 1964, Yissum is one of the first technology transfer companies in the world and is today considered one of the top 15 technology transfer companies worldwide. As a result of Yissum's activities, over \$2 billion worth of products based on Hebrew University technology are sold annually.

Responsible for the protection and commercialization of the University's intellectual property, Yissum has registered more than 7,000 patents covering 2,032 inventions: 530 of these inventions have been licensed and 72 spin-off companies have been created. In 2010, Yissum received 120 new invention disclosures and filed 155 new patent applications. At any given time, about 350 projects are available for licensing. Over 600 agreements were signed in 2010, including more than 50 licenses and options to license agreements, and 100 sponsored research and scientific service agreements.

Among the companies Yissum signed license agreements with this year are:

- Adobe Systems for the development and commercialization of imaging technology that improves digital image processing. The technology, invented by Dr. Raanan Fattal from the Selim and Rachel Benin School of Engineering and Computer Science, is known as "Edge Avoiding Wavelets" and enables improved and faster detail enhancement and preserves edges when sharpening digital images.
- The innovative Korean printing company Vaxan Steel Co. Ltd., for the development of silver nanoparticles and silver-coated copper nanoparticles for conductive inks, a technology developed by Prof. Shlomo Magdassi of the Institute of Chemistry of the Faculty of Science. This is the first agreement of its kind signed between a Korean company and an Israeli university.
- Seed giant Sakata Vegetables Europe for the commercialization of new onion hybrids invented by Prof. Haim D. Rabinowitch of the Robert H. Smith Faculty of Agriculture, Food and Environment.
- RegeneCure for the development of Prof. Michael Friedman's technology "Novel Membrane System for Bone Regeneration", an implantable polymeric membrane that stimulates bone regeneration and growth of new bone tissue. It is the first system of its kind for treating skeletal defects and large bone defects.

Throughout 2010, efforts continued to increase awareness of Hebrew University applied research in order to expand commercialization opportunities in diverse markets. Representatives from some of the world's leading companies visited Yissum and expressed great interest in the various projects presented. Many companies were represented, including Pfizer, Bayer Schering Plough, P&G, Syngenta and Mitsubishi.

Key visits also included government, academic and business-oriented delegations from such countries as the United States, Canada, Russia, Korea, Australia, China, Brazil, Serbia, France, Japan and Spain.

Thousands visited Yissum's booth during the three-day BioMed 2010 exhibition in Tel Aviv. One hundred leaders of industry and academia who attended the exhibition, including Jerusalem Mayor Nir Barkat, were invited to a Yissum-sponsored luncheon and a lecture given by Anthony Rosenberg, Head of Business Development and Licensing at Novartis Pharma AG.

Yissum's website is the gateway for information about projects available for licensing. The website is viewed by some 3000 visitors each month, and Yissum's mailing list reaches more than 600 subscribers. Hebrew University researchers have direct access to the computerized Technology Transfer Management (TTM) system, which was customized for Yissum in order to provide researchers with updated marketing information regarding their projects. More than 300 researchers use the system.

In 2010, Yissum continued to promote commercialization of research through its Baby Seed Fund which supported 31 projects. This program aims to provide preliminary funding for projects with commercial potential in sums of up to \$100,000. The fund will continue to operate in 2011.



Hebrew University scientists conduct research at the highest international level

Financial Report

2009/2010

The Hebrew University ended the 2009/2010 financial year with a deficit of about \$10 million in its operational budget. This was mainly due to a decrease in income from the Friends organizations in the regular budget allocation and drop in the dollar exchange rate. This deficit is lower than expected due to the steps already undertaken by University administration to reduce expenses and increase income.

It should be noted that these measures are in addition to the ongoing government cuts in income, which has reduced funding for higher education by almost 30% since the first cuts were implemented in 2002. University administration has attempted to ensure that these cuts do not affect the quality of teaching by implementing budget cuts in other areas.

Due to their concern for the affect of the reduced budget, the academic staff contributed a sum of \$4.5 million from its salary to meet the set budget goals. The administrative staff of the University has also agreed to contribute.

The Planning and Budgeting Committee (PBC) and the Ministry of Finance have concluded a multi-year plan for allocating additional resources to institutions of higher education in the amount of approximately \$2.2 billion, to be distributed over six years. This substantial sum is expected to help repair the damage caused to the system by the ongoing cuts, and will enable the PBC to set priorities in developing higher education as well as support issues of national importance. In addition, the PBC has built a model for the distribution of funds between the various institutions, which will reflect the set priorities. The main concern is that the financial supplements are relatively small during the first years, but they will continue to grow in subsequent years. Therefore, over the next several years, the University will need to continue its policy of restraint in order to meet the approved budget structures.

Compared to other universities, the Hebrew University has a unique and difficult issue with the budgetary pension. Until the year 2000, academic and administrative staff were eligible for budgetary pension. The actuarial commitment is about \$3 billion. The yearly expense on pension payments is approximately \$135 million. For historical reasons, no funds were established to finance these ongoing expenditures. An agreement signed with the PBC for partially funding this expenditure is not being completely fulfilled because it is not recognized by the Ministry of Finance. Each year, there is a struggle with the PBC to receive assistance in covering part of the expenditures.

Personnel who joined the University after 2000 are covered by an external pension fund. A committee, which includes the Ministry of Finance, the PBC, and University academic and administrative workers unions, has been established to find a fundamental solution to this issue. The solution will enable the University to allocate the resources to develop teaching and research.

The University has set for itself a goal to build a multi-year strategy plan to redefine the University's goals and priorities within its budgetary framework and to determine the direction in which the University is headed in the coming years. A world leading consultancy firm, with experience in building plans for academic institutions, will be selected for this purpose.

In reviewing the University's financial activity on these pages, we relate to its operating results. The figures presented cover all University operations and budgets. Budgets are divided into two categories: annual budgets comprise the regular budget (see Table 3 for details of regular budget implementation), and the closed budget of several specific operations such as the Rothberg International School and the Saltiel Center for Pre-Academic Studies. Multi-year budgets include the research, development and special budgets.

Financial reports for these multi-year budgets are generally represented on the basis of cash flow for one year.

University Budgets 2009/2010

Beginning in 2009/2010 a new, uniform method for reporting was instituted for all Israeli universities as determined by the PBC.

A change in the manner of reporting led to modifications in expenditures and provisions.

The tables on these pages have been adapted to the new financial statements without comparison to previous years. Multi-year comparisons will be presented in future reports.

The tables cover financial operations in 2009/2010 (all figures are in US \$).

Tables 1 and 2 cover overall operations in expenditure and income for 2009/2010, showing the division of financial operations between various budgets.

During this year, 76% of all financial operations were within the regular and closed budget (Table 2), and 24% within special budgets, research budget, and development budget.

It should be noted that in 2009/2010, 65% of the University's overall expenditure was on salaries and pensions (Table 1), 5% on acquisitions such as books, basic equipment and computers, 7% on scholarships, and 23% on other expenditures such as maintenance and utilities.

Of the University's overall income in 2009/2010, 49% came from government funding through the PBC, 10% from tuition fees; 3% from the Friends organizations; 2% from Yissum; and 36% from other sources (approximately 19% of which came from research funding agencies).

Table 1: Expenditure & Income 2009/10 (in US \$ millions)

Expenditure		
Salaries & Pension	438	(65%)
Acquisitions	35	(5%)
Scholarships	49	(7%)
Others	153	(23%)
Total Expenditure	675	(100%)
Income		
Government (PBC)	325	(49%)
Student Fees	69	(10%)
Friends of HU	18	(3%)
Yissum	14	(2%)
Others	239	(36%)
Total Income	665	(100%)

Table 2: Allocation of Overall Budgetary Expenditure & Income 2009/10 (in US \$ millions)

Expenditure		
Regular & Closed Budgets	513	(76%)
Other Budgets	162	(24%)
Total Expenditure	675	(100%)
Income		
Regular & Closed Budgets	503	(76%)
Other Budgets	162	(24%)
Total Income	665	(100%)

Table 3: Hebrew University Implementation of Regular Budget 2009/2010 (in US \$ millions)**Table 3A:** General Budget & Closed Budgets

Units	Non-Experimental Units	Experimental Units	Academic Support Units	Central Costs & Administrative Units*	Closed Budgets	Total
Salaries	72.5	98.5	6.1	37.0	17.8	231.9
Pensions & Severance Payments	-	-	-	144.2	-	144.2
Acquisitions	0.4	3.0	-	2.6	3.0	9.0
Scholarships	1.9	1.8	0.9	1.4	0.2	6.2
Other	2.3	5.5	15.1	64.0	34.8	121.7
Total Expenditures	77.1	108.8	22.1	249.2	55.8	513.0
Percentage of Total Expenditures	15.0%	21.0%	4.5%	48.5%	11.0%	100.0%

*Including central expenses such as pension costs and maintenance

Table 3B: Experimental Units

	Medicine	Dental Medicine	Pharmacy	Sciences, Engineering & Computer	Agriculture	Total
Salaries	18.8	3.2	5.1	49.4	22.0	98.5
Pensions & Severance Payments	-	-	-	-	-	-
Acquisitions	0.3	0.2	0.1	2.1	0.3	3.0
Scholarships	0.3	0.2	0.3	0.7	0.3	1.8
Other	1.3	0.2	0.2	1.3	2.5	5.5
Total Expenditures	20.7	3.8	5.7	53.5	25.1	108.8

Table 3C: Non-Experimental Units

	Humanities	Education	Social Work	Social Sciences	Law	Total
Salaries	29.0	6.1	4.5	26.9	6.0	72.5
Pensions & Severance Payments	-	-	-	-	-	-
Acquisitions	0.1	-	-	0.3	-	0.4
Scholarships	1.3	0.1	-	0.5	-	1.9
Other	0.6	0.3	0.1	1.1	0.2	2.3
Total Expenditures	31.0	6.5	4.6	28.8	6.2	77.1

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

	2009/2010	2008/2009	2007/2008	2006/2007	2005/2006
Group 1: Faculty of Science, School of Engineering & Computer Science	52,602	44,859	41,447	39,560	37,781
Group 2: Faculty of Medicine, School of Pharmacy, Faculty of Dental Medicine	30,132	27,987	29,733	31,665	27,427
Group 3: Faculty of Humanities, School of Education, School of Business Administration	13,348	12,626	12,192	11,859	13,553
Group 4: Faculty of Agriculture, Food & Environment	15,621	13,153	13,564	14,360	12,731
Group 5: Faculty of Social Sciences, School of Social Work & Social Welfare	10,185	7,897	7,741	7,600	7,525
Group 6: Faculty of Law	1,823	1,699	1,239	1,875	809
Total	123,711	108,221	105,916	106,919	99,826

*Based on signed research grants; figures calculated at rate of exchange on September 30, 2010

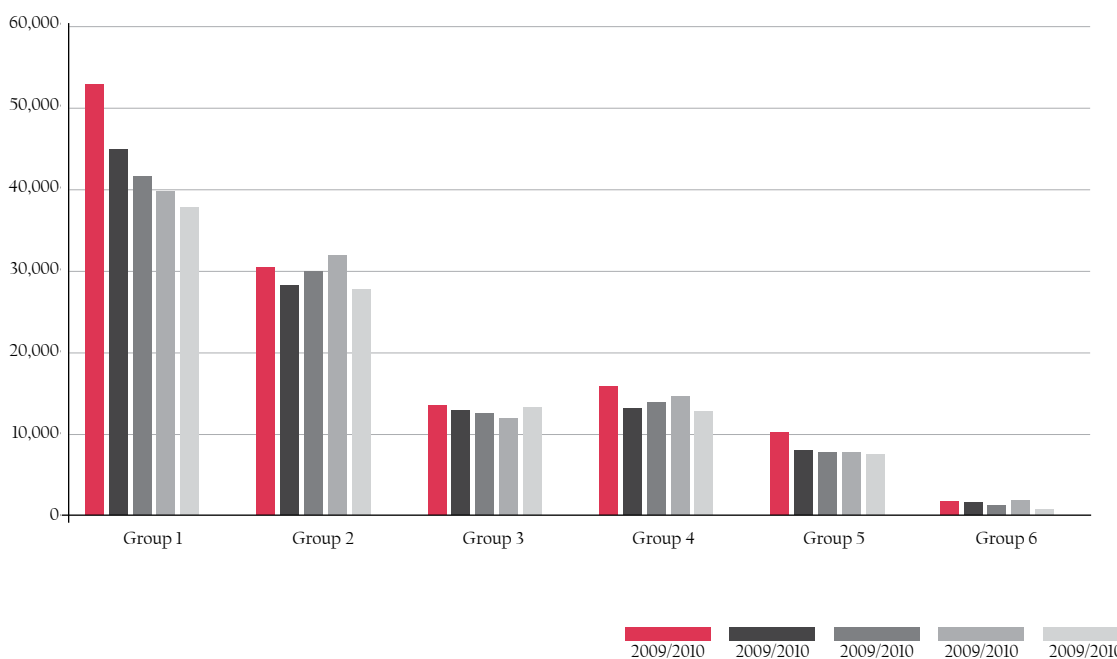


Table 5: University Endowment Funds, Growth and Income (in US \$ millions)

From 1999/2000 until today, the assets of the University's Endowment Funds have grown by \$116.6 million, from \$313.3 million at the end of 1999/2000 to \$429.9 million at the end of 2009/2010, with an average growth of \$11.7 million per year. During 2009/2010, Endowment Funds' assets increased by \$39.2 million. Net profit from Endowment Funds during 2009/2010 amounted to \$34.3 million, a positive yield of nearly 8%. The substantial profit shown in the financial statements for 2009/2010 is due to profits 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 2009/2010 were calculated according to the rate of exchange at 30 September 2010. It should be noted that due to the fall of the dollar exchange of approximately 2.5%, the presentation of total assets in dollar terms — rather than in shekels — hides the true increase in value of the Endowment Funds and the profits that occurred in shekel terms.

Year	Total Assets of Endowment Funds	Net Profit	Net Profit (as %)
1999/2000	313.3	43.1	13.7
2000/2001	282.6	-18.0	-6.4
2001/2002	280.7	-0.9	-0.3
2002/2003	294.3	30.4	10.3
2003/2004	308.6	23.6	7.6
2004/2005	328.0	26.6	8.1
2005/2006	347.8	22.7	6.5
2006/2007	394.3	32.9	8.3
2007/2008	391.2	-37.2	-9.5
2008/2009	390.7	16.4	4.2
2009/2010	429.9	34.3	8.0

Table 6: Amounts received from Friends Organizations 2009/2010 (in US \$ thousands)*

Source of Income	Regular Budget	Special & Research Budgets	Development & Other Budgets	Endowment Funds in Israel	Total Income	As Percentage of Total
USA	10,242	15,726	12,471	800	39,239	43.2%
Europe	547	10,127	1,439	1,870	13,983	15.4%
Canada	2,063	2,793	4,902	954	10,712	11.8%
Australia	148	4,369	4,856	0	9,373	10.3%
UK	232	7,053	0	112	7,397	8.2%
Israel	596	3,875	70	1,429	5,970	6.6%
Other Countries	122	3,755	1	176	4,054	4.5%
Total	13,950	47,698	23,739	5,341	90,728	100.0%
Total 2008/2009					72,137	
Total 2007/2008					87,589	
Total 2006/2007					87,644	
Total 2005/2006					77,995	

*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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