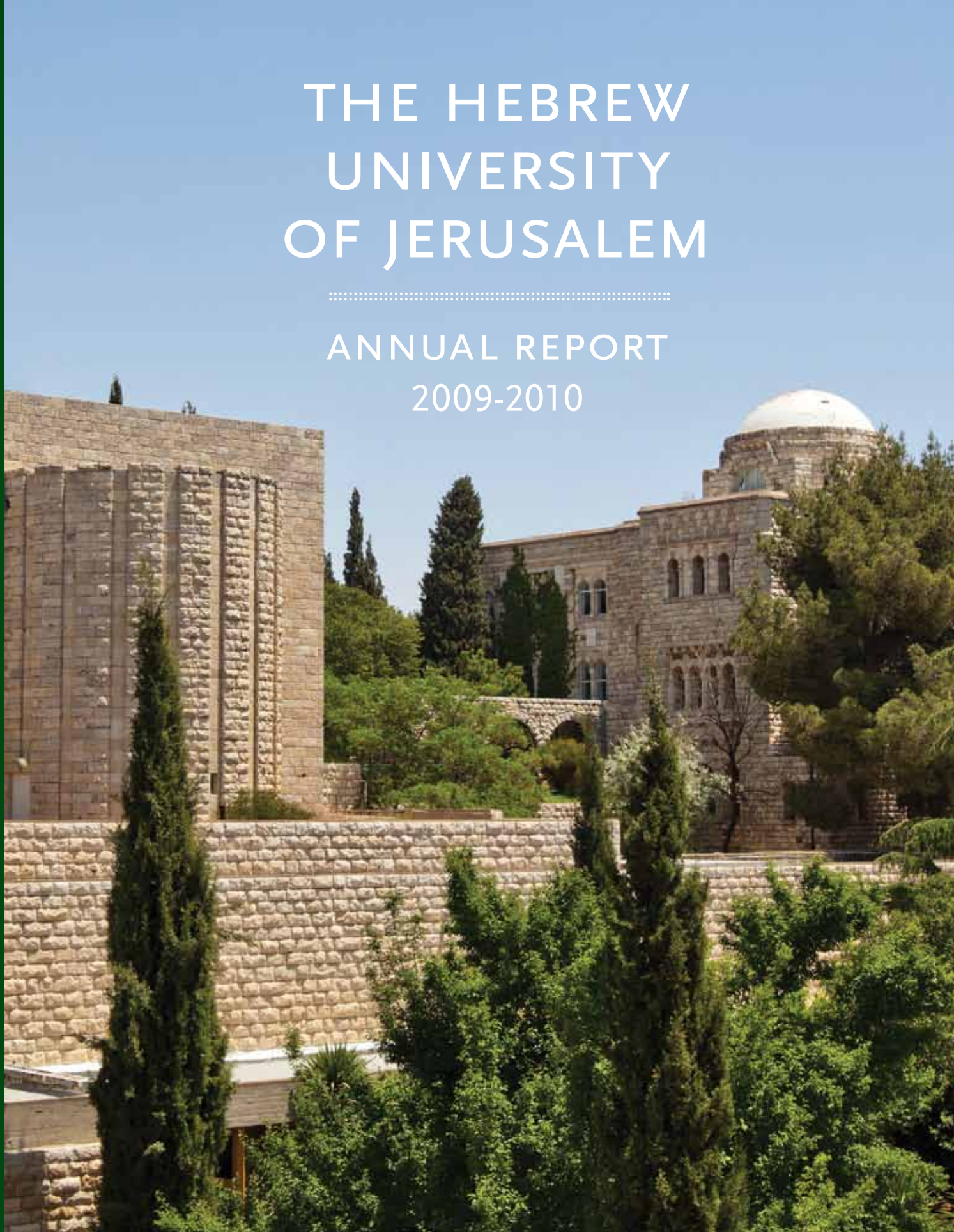


THE HEBREW UNIVERSITY OF JERUSALEM

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ANNUAL REPORT
2009-2010







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SIMPLY SAID, WE MUST ACT TO ENSURE THAT PEOPLE THE WORLD OVER RECOGNIZE THAT RESEARCH FROM THE HEBREW UNIVERSITY IS BRILLIANT, CREATIVE, METICULOUS, RELIABLE AND CLASSIC.

FROM THE PRESIDENT PROF. MENAHEM BEN-SASSON

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Shalom friends,

This year's Board of Governors meeting is being attended by more participants than ever. As such, it is an ingathering that constitutes an expression of faith in the University, in the State of Israel, and in the excellent research conducted here. It also reflects the enduring friendship that exists among the members of the Hebrew University's family throughout the world. As the Hebrew University's central event and gathering of the year, we have been looking forward to the meeting and have spared no effort in our preparations.

Although we have been actively involved in planning the meeting and its variety of events, the act of stepping back to observe them as a whole both provides context and highlights their academic significance. The Board of Governors meeting is our opportunity to provide you with an in-depth picture of the rich and effervescent intellectual and social life of a university in the international scientific arena.

For this Board of Governors meeting, I am pleased to present you with a summary of activities during this, the first year of the University's new administration.

FROM BOARD TO BOARD

[A Year of Grace](#)

The beauty of the Board of Governors annual meeting is that it takes place during term time in the heart of our campuses. The central Convocation ceremony — when doctorates and honorary doctorates are awarded — emanates from, and also ends with, our students and our research activities. The fact that the academic year commenced and has run its course as planned should not be taken for granted. For the first time in many years, the current academic year opened smoothly, with no strike threats and with an almost balanced budget. This was in great part due to our faculty members who were willing to forgo part of their salaries, and also thanks to the government, which provided matching funds — above and beyond their regular allocations — to those sacrificed by our faculty. Among Israel's universities, Hebrew University faculty members were the only ones who

agreed to this salary cut. Their agreement was the result of an ongoing dialogue between administration and faculty that can serve as a model for future relations. Meetings such as these which bring together representatives of the entire academic community — students, research and teaching assistants, external teaching staff, administrative staff, academic staff and the University's president — facilitate updated reporting on the University's agenda and challenges, as well as the opportunity to seek shared solutions.

The Hebrew University has taken on the task of bringing its students closer to the heart of academic life, to its research. Today, all faculty members take the time to explain — from their own perspectives and that of their disciplines — the meaning of research, critical analysis and academic interchange. It is important, we believe, that from the very outset of their university studies, our students feel that they are an integral part of the academic community. We invest much energy in explaining the essential difference between creating knowledge and disseminating it — in demonstrating that basic science is at the foundation of many worlds, that we engage daily in pushing forward the boundaries of human knowledge, and that the core values of the liberal arts and science enhance quality of life and of society. It is, in essence, an open invitation to our students to become full participants in our quest.

Welcome to Jerusalem

As always, we are convening the Board of Governors meeting at the Hebrew University of Jerusalem, in the city to which all eyes turn. Two of the evening events will view Jerusalem from different perspectives: on Saturday night we will look upon it from the heights of Mount Scopus, and on Monday evening we will delve into its history at David's Citadel.

Exemplary Science

This year, studies at all Hebrew University campuses will cease during the Convocation ceremony in order to enable as many of the academic community as possible to attend. The conferment of doctoral degrees encapsulates the essence of intellectual life: research and the cultivation of future cadres of researchers. Likewise, we seek to convey a similar message when, during the Convocation, we award honorary doctorates to some of the finest scholars in the world and to public figures for whom the world of academia is a foremost concern and who support it — each in his or her own way — to the full extent of their abilities.

Completing a doctoral degree marks the completion of the final stage in the life of *homo studenticus*. Encouraging both research excellence and top-ranking research students is at the core of many of our activities and has led to the recent establishment of rigorous selection committees for doctoral candidates and to the expansion of the prestigious President's Fellows program, as described by the Rector Prof. Sarah Stroumsa later in this report. Maintaining exemplary research standards is crucial since it determines both how we as a university are judged and the extent to which our research students will be accepted to the world's best research institutes for their postdoctoral research.



The original Mount Scopus campus, 1925

Research, Development & Application

Traditionally, select sessions within the Hebrew University's Board of Governors meeting are devoted to innovative studies in theoretical and experimental fields. Board members and their guests are presented with a select sampling of the University's latest scientific innovations and they also learn more about some of our exceptionally successful applied research.

An impressive one-third of all experimental research in Israel is carried out at the Hebrew University. Indeed, the international scientific community's high regard for our research is reflected in the Hebrew University's status as a top recipient of awards for young scientists from the prestigious European Research Council (ERC) over the past two years. Eleven young faculty members received these awards, while 10 of their colleagues were awarded ERC advanced grants — in both cases, each individual grant is for €1 million or more.

I am similarly proud that this year 132 new patent applications were filed for Hebrew University researchers by our Yissum Technology Transfer Company. Following an exhaustive discussion on research policy at the March 2010 meeting of the Board of Governors' Executive Committee, measures are being taken to explore ways to optimize the applied potential of University research. This encouragement of applied science does not detract from the University's mission to elucidate basic phenomena. In fact, the very connection between understanding these basic phenomena and finding solutions to the various challenges and needs facing humankind inevitably suggests that we should further integrate basic and applied research. Of course, this would require cooperation and coordination between all the relevant University units, including those formulating academic policy, as well as researchers, research staff and advanced students.

Beginning with Genesis

Some 26 academic lectures and symposia with Genesis as their common theme are at the core of this 73rd meeting of the Board of Governors of the Hebrew University. Intellectual inquiry begins with cardinal questions concerning our surroundings and so we have chosen a single focus for our questions — our origins. Indeed, since the origins of the universe can be explored from so many perspectives, there is perhaps no more enriching a forum in which to do so than a multidisciplinary university.

This unusual opportunity to study our origins from varying scientific perspectives also allows us to share with you the experience of multidisciplinary study. The multidisciplinary approach has become the basis for teaching and research at every faculty within the Hebrew University; even within single-disciplinary studies, study programs offer our students highly diverse content from varied fields.

During our meeting, the subject of Genesis will be considered from several viewpoints: religious, artistic, cultural, physical, biological, cosmological and more. Before they enter the interdisciplinary arena, our researchers must speak “basic languages” — physicists speak physics, theoreticians speak Kabbalah and philosophy, biologists speak molecules and cells — and so their presentations and discussions will emphasize the importance of the single-disciplinary basis to the interdisciplinary approach. We hope that the academic offerings on Genesis, which were developed by a team of academic faculty and public relations personnel, will provide a picture of academia at its best.

Honor & Acknowledgment

A number of ceremonies being held this year mark the completion of major projects that benefit humanity by promoting the advancement of science. This year we have completed the Berel and Agnes Ginges – Australia Library Information Centre for the Sciences in the Avraham Harman Science Library on the Edmond J. Safra Campus and the Morris Justein Family Research Tower at the Botnar Medical Research Building on the Ein Kerem campus. We will also be dedicating two new chairs: the Brandman Foundation Chair in Cardiac and Pulmonary Diseases and the Dr Emanuel Rubin Chair in Medical Science.

Each of these projects, as well as the others that we will celebrate together, contribute to the ongoing development of the State of Israel and the strengthening of Jerusalem, and to ensuring the enrichment of research and teaching within our faculties by creating optimal conditions for academic progress. These ceremonies pay tribute to those responsible for our continued development by contributing to the creation of new buildings, classrooms and laboratories and by providing the funds that allow us to establish chairs and lectureships, bring scientists to Israel from overseas, purchase basic equipment and offer scholarships and fellowships to students.

Our donors are people who give of themselves and they are characterized by their sense of true partnership with the University, partners in our mission for a strong Israel that serves

as a light unto the nations — and in leading the way in pushing forward the frontiers of knowledge for the betterment of humanity.

Many of the ceremonies at the Hebrew University take place at some of the most beautiful observation points in the world, most notably at the Wall of Life and the Wall of Benefactors. These walls are at the meeting point between historical Jerusalem and the desert, between modern academia and the Old City of Jerusalem. As such, they symbolize our University's commitment to the future on the basis of the past.

GOING FORWARD

Precedents & Leadership

The goals of the University were clearly expressed in the speeches given atop Mount Scopus during the Hebrew University's early years at the beginning of the 20th century. They were, in essence, the building blocks that would become the foundation stones of both the Hebrew University and the State of Israel, with the Hebrew University having chronological precedence. It was Israel's first and, for many years, only university.

The preamble of the University's constitution defines its goals:

WHEREAS in pursuance of the Zionist aspiration of the Jewish people, the Hebrew University was established in Jerusalem in 1925 for the encouragement and promotion of learning and research in all branches of knowledge, and

WHEREAS there was formed in Palestine an association under Ottoman Law, known as the Hebrew University Association, for the purpose of maintaining and promoting the said University and enlisting the support of the Jewish people for its maintenance and development, and

WHEREAS in pursuance of the Council for Higher Education Law 5718-1958, the University has been approved as a recognized institution and has, by virtue of the Law, been constituted a "corporation" with all the rights and obligations thereof and with the liberty to conduct its academic and administrative affairs,

THEREFORE it is desired to give the University a Constitution which shall prescribe the conduct of its academic and administrative affairs, and give expression to the joint responsibilities of the people of Israel and of the Jews outside Israel for the establishment and growth of the University....

The objectives of the University are to promote and cultivate Jewish studies, the study of humanities, arts, science and all other branches of learning, and to provide for research and instruction and any other means for the advancement and dissemination of these subjects."

As we enter the second decade of the 21st century, we reiterate our goals:

THEREFORE, *it is desired that The Hebrew University of Jerusalem be a prominent and active partner in setting the public, moral and academic agenda of the State of Israel and the Jewish people.*

The Hebrew University of Jerusalem shall maintain and improve its ranking among the leading international academic institutions, while striving to achieve financial independence.”

We aim to be a partner in establishing the international academic agenda and in delineating research in Jewish studies while stressing creativity and renewal.

As a top-ranking university, it is imperative that we strive to be among the best in both our academic research and our teaching. We must aspire to recruit the world’s best researchers to our ranks. This is a goal toward which the Hebrew University designates many resources, ranging from the purchase of state-of-the-art equipment for new faculty to providing them with the tools and knowledge that will enable them to succeed in the world of competitive research.

This uncompromising demand for excellence cannot stop with the research and teaching activities that are our academic core. Rather, it must also set the tone for our administrative efforts, for our attitudes toward students, and for our relations with the community in which we live. The Hebrew University’s entire academic community must maintain the highest standards and constantly strive towards the highest academic achievements. Similarly, each Hebrew University unit and department must define its own vision and its own mission of excellence, thereby creating a solid basis for the entire scope of the University’s activities.

The quality of the University’s core research and teaching depends on meticulous research within disciplinary fields combined with the integration and interaction of diverse areas in order to provide innovative and original insights. This two-pronged approach promises exciting new achievements in our research as well as a respected status as a truly interdisciplinary university. By nurturing excellence, we can forgo those fields where we do not excel and we can also create effective channels of cooperation with leading research institutions and centers in Israel and throughout the world.

Maintaining the highest standards of academic quality and encouraging our friends to take pride in and actively promote our achievements will ensure that the Hebrew University is a trademark of academic excellence. As a national and international leader in academia, recognized for its high standards, we can become a model — and even a source of envy — for universities throughout the world. Simply said, we must act to ensure that people the world over recognize that research from the Hebrew University is brilliant, creative, meticulous, reliable and classic.



Academic wellbeing is essential for realizing the potential of students and scholars

Academic Wellbeing

Our aspirations for academic excellence and leadership require that we ensure academic wellbeing. This means creating optimal environments for the pursuit of outstanding research and learning: suitable physical facilities, adequate academic and technical support, appropriate funding, and recognition at the institutional and public levels of the purpose and necessity of good research and education. Academic wellbeing, it must be emphasized, does not mean creating a critical mass of research activities or a huge corps of researchers. Rather, it must be a focused goal upon which our physical and intellectual development directions are based. Academic wellbeing is essential for realizing the potential of our students, in particular those in programs of excellence, and our scholars.

Independence & Accountability

As a large and diversified institution that is spread over several campuses, it is imperative to decentralize the University's overall authority by dividing responsibility between the University's central administration and academic or administrative sub-units. The University's faculties, authorities and divisions have broadly defined missions and areas of activity, with clearly stated procedures for requisite consultations, authorizations, reporting and inspection.

The parameters of decentralization and accountability are essential at several levels: they allow individual faculties to thrive by following their own particular visions and they allow the smooth functioning of the various administrative units that serve the academic community. Alongside such a process of decentralization, it is also important to reinforce the working frameworks of central administration, such as academic, budgetary and administrative databases as well as channels of communication between individual units and the center.



The Mount Scopus campus today

It is of course easier to undergo decentralization in a time of prosperity, but inasmuch as it is vital for the functioning of the University, we must work toward it even in this less favorable climate.

[The University & Public Opinion](#)

Several areas traditionally outside the University's domain must be addressed in our overall plan: We must prove that we are working to create new knowledge for the benefit of humankind, for the community beyond the ivory tower. We must make ourselves more accessible to the general public through community involvement, through the media and other means of communication, through the creation of a broad cultural discourse, and through our connection with the Israeli economy, government, and society. We must increase communication within our community — between faculty members and our Friends and supporters wherever they are. We must also pay special attention to student recruitment, locating the best and brightest in Israel and overseas and encouraging them to join us.

In the eyes of the general public, the inherent value of research and academic excellence is far from obvious, with the media undoubtedly contributing to the current delegitimization of universities and of research. Apathetic or antagonistic public opinion that stems from such media coverage can be extremely harmful. This year, we have begun to make progress in this area through our concerted efforts to reach out to the public using every type of local and international media — print journalism, television, radio and the Internet, on trains and even in the marketplace.

Economic & Administrative Stability

The name of the Hebrew University of Jerusalem should be a trademark of administrative quality — of managerial, organizational and budgetary preeminence. This can only be achieved when those involved are aware of the need to reach optimal levels of efficiency, accountability, and service. Such awareness will allow us to make necessary changes in the University's organizational and administrative structure. Our aim is to ensure transparency in University management and governance that will build trust with the University community, government agencies and the public.

All of us, at the University and outside it, share the sense that this is a difficult time indeed. The world has changed: economic uncertainty and the global financial crisis have left their mark on many spheres of activity. The academic arena is varied and competitive; the status of higher education in the public eye requires serious revision. The Hebrew University's financial situation is grave and obligates each of us to reach conclusions and to take action.

The chronic deficits in our budget threaten our ongoing academic activities. We can confront the challenges of our academic and financial commitments through the concerted and far-reaching actions of our Friends associations and by actively encouraging our researchers to seek competitive research funding. We also want the government of Israel to fulfill its duty and meet its stated commitment to ensuring the Hebrew University's ongoing development. Indeed, we come to our talks with the government ready to take every step necessary to resolve the crisis: efficiency measures and the reduction of expenses on the one hand, and efforts to bring in increased funds and income on the other.

Monitoring

The need to act on so many different fronts in order to attain our primary academic goal means that we cannot afford to overlook any new measures. Every step taken, large or small, must have a defined mission, goal, standard of quality, and the means for implementation, evaluation and reporting. Academic monitoring committees are the foremost mechanism for this; however follow-up and evaluation systems are also essential.

In Conclusion

The challenges that lie before us are tremendous. And yet when we look back at our tumultuous history and at the extraordinary success that the Hebrew University has become — in Jerusalem, in Israel, in the Jewish world and in the international arena — there can be no doubt that we shall meet these challenges and go on to further achievements. Our faculty and our students are at the core of our mission and our accomplishments, and so long as we are able to continue to provide them with outstanding learning and research environments where bold thinking, intellectual creativity and true originality can flourish, then we can be sure of a shining future for the University and for the State of Israel.



IT IS THE DAILY, UNREMITTING EFFORT
UNDERLYING EACH BREAKTHROUGH WHICH
MAKES THE HEBREW UNIVERSITY WHAT IT IS:
A COMMUNITY OF SCHOLARS LEARNING AND
STRIVING FOR INNOVATION AND EXCELLENCE.

FROM THE RECTOR

PROF. SARAH STROUMSA

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Ideas move quickly and if we don't seize them, they fade away. Holding on to an idea and developing it is an arduous and slow process — if successful, though, the reward can be a discovery, a scientific breakthrough, or a change of paradigm. The pendulum that swings between the swiftness of ideas and the measured progress of scientific work dictates the rhythm of a university. And that rhythm is determined both by the people involved and by the teaching and training programs, by labs and libraries and by fieldwork. Summarizing the University's activity this year requires a momentary stilling of the pendulum in order to take stock of achievements to date and to assess the road ahead.

VISION & RECOGNITION

Curriculum, the Latin for racecourse, is the term used for the course of a university education. Thus, like the runner whose eyes are on the finish line from the outset, a reform of the university curriculum is guided by goals and desired outcomes.

The purpose of education at the Hebrew University is twofold: providing our students with a broad-minded, liberal arts education that will prepare them to be leaders in all walks of life; and inspiring innovation and excellence in scholarship and science. Our vision for the future curriculum is built accordingly, with a pyramidal structure that aims to provide each student with an education tailored to his or her specific needs and aspirations. Starting with a liberal arts and sciences education, which lays the cornerstones, it gradually narrows to focus on disciplinary instruction. For the second and third years of undergraduate studies, we intend to single out the best students for intensive honors programs. They, in effect, will provide the core student body for graduate schools (along with students from outside the University). A similar pyramidal structure will also enable excellent students to be identified among the main body of graduate students.

The Cornerstones program, launched this year, is a first step in a coherent curricular reform and will be followed by the establishment of honors programs and graduate schools. By identifying the best students and catering to them, we aim to nurture and cultivate them to develop the sort of groundbreaking ideas that cannot be imparted through teaching.

The success of this type of curriculum can be measured by the scientific and scholarly fruits it bears years later, when the achievements of our graduates are recognized by the academic community and honored with prizes. Prof. Ada Yonath of the Weizmann Institute of Science is a graduate of the Hebrew University, where she did her undergraduate and master's degrees. This year Prof. Yonath received the Nobel Prize in Chemistry for her pioneering work on the structure of the ribosome. Other notable prizes won this year by our faculty and alumni include: Israel Prize — Prof. Aryeh Levin, linguistics; Prof. Yehoshua Kolodny, earth sciences; Prof. Avishai Margalit, philosophy. Prime Minister's Prize for Culture and Science (EMET) — Prof. W. Zeev Harvey and Prof. Menahem Kahana, humanities; Prof. Howard Cedar and Prof. Aharon Razin, sciences. Rothschild Prize — Prof. David Kazhdan, mathematics; Prof. Shalom Applebaum, agriculture. Bruno Prize — Prof. Israel Nelken and Prof. Yair Weiss. Dan David Prize — Prof. Michael Rabin, computer science. Fermat Prize — Prof. Elon Lindenstrauss, mathematics. This list is a small sampling of the many prizes received by our graduates and faculty, and the Hebrew University applauds their achievements. Such recognition, however, is usually a brief celebration; it is the daily, unremitting effort underlying each breakthrough which makes the Hebrew University what it is: a community of scholars learning and striving for innovation and excellence.

The following brief summary of new initiatives implemented across the University and in various faculties this year is far from exhaustive but hopefully gives a sense of the overall direction.

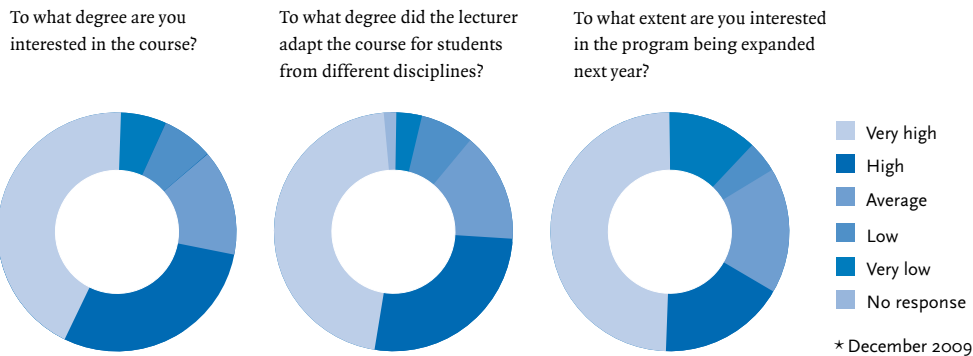
PROGRAMS OF STUDY

Undergraduate Studies

A major change in the University's traditional curriculum began this year, with the incorporation of a liberal arts and sciences program into undergraduate studies at the Hebrew University. The program, known as Cornerstones, is part of the Mandel Initiatives in Humanities and Liberal Arts; within Israel, it is truly revolutionary, being the first of its kind among Israeli universities.

Vice-Rector Prof. Oded Navon heads the Cornerstones program, which aims at instructing students in scientific and humanistic modes of thought and at providing them with a solid, general knowledge in the sciences and human culture. It does this by exposing students to diverse cultures and historic periods, to moral and ethical problems and to central issues in law, economics and politics. It likewise introduces them to different scientific approaches in understanding the natural world and in designing technological solutions to challenges facing humanity. The program is anchored in three fields of knowledge: mathematics and experimental sciences (faculties of Science, Medicine and Agriculture); social sciences (faculties and schools of Social Sciences, Law, Social Work and Social Welfare and Business Administration) and the humanities.

Cornerstones: Student Satisfaction Survey *



Planning for the Cornerstones program began over a year ago and, within less than a year, the three-year pilot program was established and external funding from several sources secured. Its basic concepts were formulated through discussions with deans, faculty members, students and the student administration, and with the aid of a small advisory committee. It was then publicized throughout the University, an impressive group of teachers enlisted and the program incorporated into each faculty's catalog of courses.

In the current academic year, each first-year student is required to take only four credits (two courses) within the Cornerstones program, one in each of the two fields outside their specialization. The long-term vision for the fully implemented post-pilot program is for all students to take 12 credits within Cornerstones.

During the current academic year, 1,500 students have registered for one or more of the 44 Cornerstones courses worth a total of over 5,000 credits. An Internet poll conducted during the ninth and tenth weeks of the first semester found that the students were happy with the new program, were enjoying it and would like to see it expanded.

Thanks to the formidable efforts of both faculty and administrators, this pioneering program got off to a smooth start and, as we approach the end of its first year, it seems to be an unqualified success. Some faculties have already expanded the requirements for next year when, in addition to the Edmond J. Safra and Mount Scopus campuses, the program will also run on the Ein Kerem and Rehovot campuses.

The popularity of Cornerstones among our students has required us to develop it more rapidly than anticipated. This is no easy task, but we believe that, as a result, Hebrew University graduates will acquire an increasingly well-rounded education. The broader knowledge provided, and the various learning tools our students acquire, will serve them well in whatever path they choose and will enable them to be of greater benefit to society.

Boosting Graduate Programs

Graduate students are the spice and spirit of a research university. This year, we began to implement a series of measures that aim to strengthen the supervision of doctoral students and reinforce their interaction with their peers and their respective departments. As a first step, the enrollment of students in a doctoral program, until now mainly an agreement between student and advisor, became the responsibility of admissions committees composed of faculty members in the student's field. The committees — supervised by the Authority of Research Students, headed by Prof. Bat-Sheva Kerem and Prof. Joseph Zeira — will monitor the progress of each doctoral student. Seminars will be held regularly, giving research students a chance to present their work and discuss it.

In line with its policy of nurturing excellence, the University strives to support the top tier of its doctoral students. Among the most prestigious scholarships provided by the University are the President's Fellowships, granted to outstanding doctoral students. Some 25 students are chosen annually to receive these four-year competitive fellowships, and participate in special academic activities.

Similarly, as a means of sustaining the University's traditional strength in Jewish studies, each year two postdoctoral researchers in Jewish studies from some 60 applicants from Israel and abroad are carefully selected as Mandel Fellows by the Scholion - Interdisciplinary Research Center in Jewish Studies. The Mandel Fellows teach one course, receive a research grant and salary and carry out their research at Scholion.

A number of programs also aim to provide graduate students in the non-experimental sciences with frameworks where they benefit from peer support and interaction and acquire academic and practical tools.

The Limud B'Chevruta program for doctoral students, which creates interdisciplinary study groups in the faculties of Humanities, Social Sciences and Law and the schools of Social Work and Social Welfare, Business Administration and Education, was planned and organized by Prof. David Levi-Faur. The program encourages academic, multidisciplinary research and intellectual activity beyond the framework of formal teaching. Initiated and managed by the doctoral students themselves, the five pilot groups established last year were highly successful and additional groups have been added this year.

ACADEMIC STANDARDS

Review & Evaluation

As an international university, the Hebrew University measures its achievements by international standards. Several years ago the Hebrew University adopted the review process as a deliberate and systematic policy of proper administration. Review and evaluation at regular intervals are essential in order to prevent stagnation and to allow

for improvement, for rectification of problems, for renovation of facilities and for optimal use of available resources. Vice-Rector Prof. Yaacov Schul heads the monitoring process at the University where the policy is to review and evaluate each unit at least once every seven years.

This year five units are being reviewed by Israel's Council for Higher Education: the School of Nursing, the Federmann School of Public Policy and Government, the Einstein Institute of Mathematics and the departments of Statistics, Arabic Language and Literature, and Islamic and Middle Eastern Studies. In addition, the Hebrew University has established an international committee to review the study of religion throughout the University.

Preparing the material for a committee's visit provides the unit under review with an opportunity for self-assessment and serves as an important stage in the review process. In fact, many improvements and changes may already be implemented at this early stage of the monitoring process. The committees, which consist of internationally renowned experts, submit a report which both highlights the strengths of the units and details its weaknesses. A recurring concern voiced by these external committees is the phenomenon of downsizing, a result of the budgetary cuts imposed by the government over the past several years. In addition to these staffing shortfalls, the committees often bring up the decrease in resources available for scholarships and the increase in class sizes.

International Outreach

Cooperation with other leading universities in Europe, the Americas (North and South), Asia, and Australia is a high priority for the Hebrew University. Cooperation involves developing joint research projects, faculty and student exchanges, and the creation of joint academic activities such as conferences, seminars and summer schools.

FACULTIES & SCHOOLS

Humanities

Since 2006, the Faculty of Humanities has been undergoing a thorough reform, gradually implementing the recommendations of the "Gager Committee", an international review committee. This year, the Faculty has been further strengthening its Gateway courses, which are part of the Mandel Initiatives in Humanities and Liberal Arts and which aim to introduce students to a variety of disciplines within Humanities beyond the specific track they have chosen. The teaching and curricula of the Gateway courses are overseen by the chairpersons of the Faculty's five schools: the schools of History, Literature, Arts, Language Science, and Modes of Thought. Faculty of Humanities Dean Prof. Israel Bartal reports that the Faculty aims to strengthen the disciplinary base of each of the different fields, with the interdisciplinary aspect now well established as students are required to take up to four Gateway courses outside their own school.



A Cornerstones class in geology at the Mount Scopus campus

Now celebrating its eighth year, the Scholion - Interdisciplinary Research Center in Jewish Studies has become a model for multidisciplinary group research on the Mount Scopus Campus (humanities, social sciences, law, business administration, social work and education). A part of the Mandel Initiatives in Humanities and Liberal Arts, Scholion is headed by Prof. Israel Yuval and it comprises three research groups, each consisting of four senior faculty members and four doctoral students whose group activities do not exclude individual research. The research groups share three characteristics — a wide age range through the combination of senior faculty members and young doctoral students; a variety of fields which facilitates a broad scope of discussion; and a research period of three years that is significantly longer than other research institutes. Each year, one new group begins its project so that there are 24 researchers at Scholion in any period.

Social Sciences

Together with the Federmann School of Public Policy and Government, the Faculty of Social Sciences is now registering students for a new master's program in development studies that is based on models of similar programs at leading universities in Europe. Faculty Dean Prof. Avner De-Shalit reports that by encompassing courses from the fields of economics, geography, political science, international relations, sociology, gender studies and public policy, the new program will equip its graduates with the skills to work at international development organizations such as the World Bank, for NGOs, in developing countries or in Israel.

Another new joint program being developed by the Federmann School and the Department of Political Science in the Faculty of Social Sciences is a master's degree in public policy,

with a specialization in government work. A committee made up of government officials will screen potential candidates and those accepted will combine their studies at the Faculty with placements at various government ministries.

Business Administration

In both the business and academic worlds, the past five years have been dominated by the Internet revolution. The Hebrew University's Jerusalem School of Business Administration is the first in Israel to offer an MBA with a specialization in Internet studies. Several of the School's researchers are already at the forefront of Internet research and have published in the field's leading journals. The purpose of the program, says the School's Dean Prof. Dan Galai, is multifold — to educate and nurture information systems administrators who are familiar with the latest technologies in the field; to provide product managers for technology companies; to provide theoretical and practical knowledge for marketing experts in technology companies; to forge fruitful ties with industry; and to cultivate a cadre of researchers in fields such as electronic commerce and game theory.

Social Work & Social Welfare

At the Baerwald School of Social Work and Social Welfare, the new Academic-Field Forum project comprises an ongoing series of workshops that bring together faculty members and various social service agencies in order to strengthen mutual relations for the benefit of the community. For example, says School Dean Prof. Gail Auslander, there have been workshops on the topics of health, employment and unemployment, and welfare. This project has been a great success, with a high demand for it to continue.

Students from the Baerwald School and the Institute of Biochemistry, Food Science and Nutrition at the Robert H. Smith Faculty of Agriculture, Food and Environment are involved in a new joint project in which, together with professional social workers and dietitians, they work with high-risk families with young children. Using food and meal preparation as an entry point to these troubled families, the participants carry out a series of group interventions with parents and children with the aim of improving family dynamics, improving communication in the family and promoting positive nutrition.

The Baerwald School has also opened a course for Arab women applying to the Schwartz Program in Early Childhood Studies who meet all admissions requirements except knowledge of English. The preparatory course provides one semester of English studies and skills in Hebrew reading and academic writing, with successful candidates then commencing the master's program. Last year, 15 out of 40 candidates were admitted to the preparatory course; 13 completed it successfully and they are now full-time students in the Schwartz Program.

Law

The Faculty of Law began its 60th anniversary celebrations with an uplifting reunion of the graduates of its first decade. The Faculty's Dean Prof. Barak Medina reports that

plans are under way for new programs for doctoral students. An eight-hour workshop for faculty members and doctoral students will include topics such as writing theses, academic mentoring and building academic careers. In addition, 10 workshops are being held on a bi-weekly basis, with faculty from Israel and abroad presenting their work and with follow-up discussions.

This summer, a group of students at the Faculty of Law will travel to Arusha in Tanzania to work with judges on the International Criminal Tribunal for Rwanda. In the upcoming autumn semester, the Faculty of Law will hold a workshop for faculty, students and the Tribunal judges.

Science

The Faculty of Science is now offering its first undergraduate degree in applied physics with a specialization in opto-micro electronics; studies in applied physics previously began at master's degree level. This is just one of several new programs reports Faculty Dean Prof. Gad Marom, which include a master's program in nanoscience and nanotechnology with students able to specialize in chemistry, physics or applied physics and a joint MBA/computer science program. A new, weekly tutorial in brain studies for doctoral students provides ongoing research guidance. A new undergraduate program in computer engineering and design has been established by the Selim and Rachel Benin School of Engineering and Computer Science and the Bezalel Academy of Art and Design.

Medicine

A significant addition to the Faculty of Medicine is the new Military Medicine program headed by Prof. Shmuel Shapira, and which has enabled the Faculty to expand and to train an additional 50 students — over and above the 100 medical students admitted annually — to become medical doctors. Beyond the standard requirements, reports Faculty Dean Prof. Eran Leitersdorf, the program's admissions process requirements focus on qualities such as leadership and provides its students with supplementary studies relevant to their planned role. The program addresses the severe dearth of military doctors as well as the growing need for more excellent physicians.

Dental Medicine

The graduate program for master's and doctoral students at the Faculty of Dental Medicine has recently gone through several changes. The program's name has been changed to encompass the full range of basic clinical and applied research conducted in the Faculty, reports Faculty Dean Prof. Adam Stabholz. Other changes include a seminar where doctoral students present their research to faculty and an annual research day devoted to showcasing Faculty research and a social activity. This year, 18 master's students and seven doctoral students enrolled in this program. The diversity of their research is reflected in their original fields of study, which include biology, medicine, chemistry, pharmacy and biotechnology. Three new courses have been added to the program's curriculum.

The D. Walter Cohen, DDS, Middle East Center for Dental Education continues in its mission to encourage and create bridges to peace using the common language of dentistry. Despite an academic boycott, the Center encourages the training of dentists from the Middle East at all levels through doctoral and master's student programs, clinical specializations and joint research programs. Four dentists from Al-Quds Dental School are currently doing clinical specializations at the Faculty of Dental Medicine. The D. Walter Cohen Center is also involved in ongoing research funded by Yad Hanadiv (the Rothschild Foundation), with researchers from Al-Quds University conducting a study on oral hygiene among Palestinian schoolchildren in collaboration with researchers from the Faculty of Dental Medicine.

Agriculture

Prof. Aharon Friedman, Dean of the Smith Faculty of Agriculture, Food and Environment, reports that efforts have been concentrated on several new research centers that are interdisciplinary in nature. The Research Center for Nutrigenomics and Functional Food, established two years ago, is carrying out research on nutrition that suits an individual's genetic make-up. The Research Center for Agriculture, Environment and Natural Resources, also in its second year, offers an open forum for grant applications for research projects that are interdisciplinary in approach, and provides fellowships for doctoral students and postdoctoral research. Two other research centers are in the final stages of planning: the Research Center for Animal Sciences and Veterinary Medicine and the Research Center for Plant Sciences and Genetics in Agriculture will both focus on interdisciplinary research and will welcome scientists from throughout the University.

Inter-faculty

The University actively harnesses its expertise in a broad scope of fields through innovative study programs and research centers that cross disciplinary borders.

During the 2009 Board of Governors meeting, the Hebrew University launched the Edmond and Lily Safra Center for Brain Sciences (ELSC). Acting Director of the Center Prof. Eilon Vaadia reports that the ELSC is developing rapidly, triggering new brain research at the University, enhancing collaboration among its scientists and cultivating close interaction with the community. The ELSC aims to place the Hebrew University at the forefront of brain research in the world.

Three faculties have joined forces for a new track in hydrology which is in the final stages of planning. In addition to the Faculty of Science, which is coordinating it, the track will combine teaching and knowledge from the Robert H. Smith Faculty of Agriculture, Food and Environment and the Faculty of Social Sciences.

The Martin Buber Society of Fellows in the Humanities, recently established at the Hebrew University by the German government, provides a multidisciplinary research framework for postdocs in the humanities and social sciences and is open to scholars from all

universities in both Germany and Israel. A first cohort of postdoctoral students has been selected and will commence next year, mentored by senior researchers from both countries.

[Rothberg International School](#)

The mission of the Rothberg International School (RIS) is to provide international students with an enriching, relevant Israel experience, coupled with a high-level academic experience. RIS Provost Prof. Yonata Levy reports on the following new academic initiatives: a short academic course on Trauma and Resilience: Theory and Practice from the Israeli Experience; a “Mishpatim” seminar in Jewish and international law; a track in colloquial Arabic; increased courses offered by Hebrew University departments that are taught in English; Dance Jerusalem; a track in the study of political violence and terrorism; and a master’s program in Jewish studies that focuses on culture.

STUDENT WELFARE

The wellbeing of students from all faculties and at all degree levels is the purview of the Office of the Dean of Students. This year, reports Dean of Students Prof. Esther Shohami, her office is focusing on projects aimed at ensuring equal opportunities for students with either learning or other types of disabilities, as well as for students from homes in the periphery, both Jews and Arabs.

The Unit for the Diagnosis and Support of Students with Learning Disabilities now offers a “package” that includes an assessment, recommended adjustments and a support program. As part of efforts to make the University staff more sensitive to those with special needs, sessions were held with teaching department secretariats to brief them on the subject. Several new services have been introduced for students with disabilities, ranging from tutors and help in planning schedules for those with psychological disabilities, to physical aids for the impaired.

A special program to assist Arab students provides personal, social and academic support to first-year Arab students who — given their younger age, different cultural background and native language, and learning skills — need special attention in order to succeed in their studies. Now in its third year, a follow-up study of the program shows that the drop-out rate has declined and that the students’ achievements have improved. A similar program, with some adjustments, recently began for Jewish students from the periphery who may also experience difficulties during their first year of studies. Last summer, a pilot English language “ulpan” for students from the periphery (Jews and Arabs) provided an intensive course in English that helped them towards obtaining their full exemptions from English, which is required by the end of their first year. This program was created based upon the findings of an earlier study, funded by the Arthur and Rosalinde Gilbert Foundation, which linked English language skills and student retention.



Students at the Rothberg International School

Hundreds of students are involved in various programs run by the Dean of Students' Unit for Social Involvement. In addition to their activities with high-school students from Jerusalem and its environs (including east Jerusalem) or in a specific neighborhood with needy populations, they participate in special workshops and meetings aimed towards their own empowerment.

Each of the University's four campuses operates a child-care facility for students with babies aged 2-10 months, as well as rooms for nursing mothers.



ISRAEL'S CONTINUED EXISTENCE DEPENDS
UPON OUR ABILITY TO MAINTAIN OUR
SCIENTIFIC AND TECHNOLOGICAL ADVANTAGE
COUPLED WITH OUR CONTINUED ADHERENCE
TO HUMAN VALUES.

FROM THE VICE-PRESIDENT FOR EXTERNAL RELATIONS CARMİ GİLLON

.....

A University is a place where the universality of the human spirit manifests itself. Sciences and investigation recognize as their aim the truth only. It is natural, therefore, that institutions which serve the interests of science should be a factor making for the union of nations and men.

— Albert Einstein, *The Mission of Our University*, 1925 —

The flourishing and achievements, beyond all expectations, of the Hebrew University of Jerusalem — ranked the leading university in Israel and among the top universities worldwide — can be credited not only to those who research, teach and study in its labs and classrooms but also to those who have supported it and labored on its behalf over the years and throughout the world. Together we have created a prestigious university which provides an excellent education to Israelis of all backgrounds regardless of their religion, ethnicity, or nationality — and, moreover, draws students from some 70 countries to its campuses.

Among its many programs, the Hebrew University is training future leaders of Israeli government and academia, of Jewish communal life worldwide, and of developing nations in Africa and Asia who come here to receive the tools and knowledge that help them address major challenges facing their nations such as hunger and illness. Among our faculty — and in disproportionate numbers — are Nobel Laureates and recipients of Israel, Wolf, Bruno and other prizes. Our breadth of research — from brain sciences to art history, nanotechnology to bible studies — is unsurpassed. Our young faculty are winning European research grants at the same rate as Oxford and second only to Cambridge, and our students are sought by preeminent overseas doctoral and postdoctoral programs. It is enough to make one's heart burst with pride.

We have much to be proud of — and we must continue our support to ensure that our University goes from strength to strength. Despite our achievements, we must ensure that the next generation of researchers is recruited; that our best and brightest students can focus on their studies regardless of their financial backgrounds; that facilities built decades

ago are modernized and new ones built alongside where needed; that equipment that did not even exist a decade ago, but which is essential for modern science, is obtained. Only thus can we be certain that, in future years, we and our children will take pride in its ongoing achievements — and know that we played a vital role in this great undertaking.

HIGHER EDUCATION FOR ISRAEL'S FUTURE

I am often asked why someone who has devoted most of his life to the security of the State of Israel is engaged in Israeli academia, traveling near and far trying to garner support for Israeli research and education. My answer is simple: Israel's continued existence depends upon our ability to maintain our scientific and technological advantage coupled with our continued adherence to human values. This is our advantage over those who would see the State of Israel and its people harmed. And this advantage is fueled by Israel's institutes of higher education, which are the hothouses of Israel's brightest minds — its creative and talented scientists, its future leaders, its great thinkers. Thus, alongside the IDF and the security forces at the front of Israel's survival, are the country's institutes of higher education, with the Hebrew University of Jerusalem at the helm.

THE CAMPAIGN: THEN & NOW

In the first years, funds had to be raised in order to turn the dream of a University of the Jewish people in Jerusalem into reality: to purchase land, to build buildings, to hire faculty, and more. Among the first to rise to the task of raising funds for the university that, he hoped, would “demonstrate with the greatest clearness the achievements of which the Jewish spirit is capable” while keeping “our people free from nationalistic obscurantism and aggressive intolerance” was Albert Einstein. While his 1921 fundraising trip to New York is well documented, we recently found evidence of his 1954 efforts to alleviate the “continued homelessness of the Hebrew University of Jerusalem” once Mount Scopus became inaccessible. In his letter (opposite) of September 16, he writes to Argentinean Mr. Curt Zacharias in New York inviting him to a meeting to discuss “how we in America can best participate in this rebirth of a great University”. This letter was only recently discovered by Curt Zacharias' son and sent to our Argentinean Friends. Einstein's description of the University, its mission, its accomplishments and its working conditions is nothing short of inspiring, and certainly has relevance even today. Indeed, the need to provide adequate modern teaching and research facilities for our impressive scholars, along with other needs of a modern university, continues to this day.

Today, the main framework for raising friends, awareness, and funds for the Hebrew University is the Campaign which is led by the Campaign Cabinet, chaired by Barbara Mandel and vice-chair George Schieren and made up of lay leaders of our worldwide network of Friends associations. Through the Campaign, the University determines

ALBERT EINSTEIN
12, MERCEY STREET
PRINCETON,
NEW JERSEY, U.S.A.

September 16, 1954

Mr. Curt Zacharias
Hotel Barbizon Plaza
New York, New York

Dear Mr. Zacharias:

May I invite you cordially to join me at a conference here in Princeton to discuss a subject extremely important in the life of Israel and the Jewish people -- the continued homelessness of the Hebrew University of Jerusalem and the efforts now being made to end its exile.

As you may know, the Hebrew University has been very close to my heart for many years. As the one institution of higher learning in the entire State of Israel, it occupies a position of great responsibility to future generations. When Israel becomes a fully independent state one day -- independent economically as well as in the political sense -- it will be the scientists and scholars of the University, in very large measure, who will have made it possible.

During the thirty years of its existence, it has compiled a magnificent record of achievement in every field of knowledge. But since 1948, when it lost the use of its buildings on Mount Scopus, its accomplishments have been little short of miraculous. Despite the use of crowded, grossly inadequate facilities, its students and faculty have done outstanding work. We may all be proud of them.

It is unthinkable that scholars of such high standards should be forced to continue teaching and studying in such unsuitable surroundings, and the University has therefore begun the construction of new quarters, with new laboratories and new classrooms.

It is to discuss how we in America can best participate in this rebirth of a great University that I am inviting you, together with a selected group of Jewish leaders, to be my guests at a luncheon planning conference which will take place on Sunday, September 19, at the Nassau Tavern. At that time we shall also have the opportunity to meet with a scientist of genuine stature, Professor Michael Evenari, the Vice-President of the Hebrew University.

I do hope you will be with us.

Sincerely yours,

A. Einstein

its most pressing needs. The University Administration and Friends associations work together to raise funds for these priorities, as well as for other projects within the University's wide variety of activities. Since the start of this Campaign in October 2006 through December 2009, close to \$312 million has been raised, with some \$89 million raised in 2009. The major University funding needs today are outlined below.

[Fighting the Brain Drain: Recruiting Young Faculty](#)

Like all world-class universities, the Hebrew University seeks to recruit the most promising new faculty. Attracting top minds is a foremost objective of the University's leadership. However, along with our fellow institutes in Israel, we often lose out to competition from abroad. This brain drain is a threat to the country's very future and the ability to provide academic careers in Israel for our brightest minds is frequently discussed as a national priority. While young scholars may be willing to compromise on salaries, they are not willing to compromise on their scholarship. Thus it is crucial to provide young researchers with the necessary labs, scientific equipment, access to research funds, well-published colleagues with whom they can collaborate, and a setting which fosters and encourages cutting-edge, multidisciplinary research in a wide variety of fields.

[Feeding the World through Sustainable Agriculture](#)

With the encouragement and support of the late University leader and former Chairman of the Board of Governors Robert H. Smith ז"ל, the Robert H. Smith Faculty of Agriculture, Food and Environment updated its vision. Based on the understanding that interdisciplinary research holds the key to future breakthroughs, the Smith Faculty has been undergoing a reorganization that will enable it to better serve its mission of helping to provide sufficient nourishing food to an increasing world population with minimal harm to the environment. This reorganization combines disparate departments and schools into four central institutes bolstered by four interdisciplinary research centers. It also requires new construction as well as renovations of existing facilities, increased funding for faculty recruitment, scientific equipment, research, and more.

[Healing the World through Medical Research](#)

The complex nature of modern disease requires equally complex approaches to developing cures. Thus the Faculty of Medicine's fledgling Institute for Medical Research Israel-Canada is facilitating a multidisciplinary approach to biomedical research. Not only does this approach enable new directions in basic research as the first step towards treatment and prevention, but the influx of young talent and the bolstering of the research infrastructure — equipment and laboratory space — will further assist researchers in their mission to uncover innovative solutions to today's most pressing human health concerns.

[Understanding the World through Excellence in the Humanities](#)

Studies in the humanities are also undergoing a revolution as the walls between disparate subjects are breached to enable innovative and increasingly comprehensive approaches to teaching and research. In recognition of this new reality, the Faculty of Humanities, which



At the launch of the Edmond and Lily Safra Center for Brain Sciences in June 2009, Lily Safra met with incoming University President Prof. Menahem Ben-Sasson (left) and outgoing President Prof. Menachem Magidor

comprises numerous world-renowned experts and is ranked a top faculty in Israel, has been undergoing reorganization. This includes adding Gateway classes for all entering students, combining many departments into five major schools and establishing a new graduate Center of Excellence in the Humanities, slated to attract brilliant students and leading young scholars from around the world. The Faculty also seeks to provide the most outstanding students with sufficient funding to allow them to focus fully on their studies, a situation largely unheard of at the graduate and postdoctoral levels in Israel today.

[Understanding the Mind: Leading in Brain Sciences](#)

An international committee of experts including two Nobel Laureates determined that the Hebrew University neuroscience community was so impressive that, with proper investment, it could become one of the top five neuroscience centers in the world. A lead gift from the Edmond J. Safra Philanthropic Foundation enabled the University to launch its prestigious Edmond and Lily Safra Center for Brain Sciences (ELSC) in June 2009, which calls for a new state-of-the-art facility with fully equipped labs to house some 25 top researchers including already renowned faculty as well as new young faculty. The Center also offers a selective postdoctoral program to prepare the next generation of leaders for Israeli neuroscience. Additional funding is needed to make ELSC a reality and embark on its mission to better understand the human brain.

[Student Welfare](#)

Housing: The new Scopus Student Village has provided much-needed affordable, modern

dormitory housing to students since its opening in 2007. Its various buildings, wings, apartments and rooms offer naming opportunities that give a tangible reflection of donors' ongoing commitment to student welfare. However, funds are still needed to cover the costs of these dormitory buildings.

Scholarships: Why are scholarships crucial? Firstly, because brilliance can be found throughout Israel — in a remote development town or in the new-immigrant child — and while not everyone can afford the cost of a University education, the State of Israel cannot afford to allow bright minds to be wasted. In addition, Israeli graduate students are older than their international peers. This means that they must support themselves during their studies and only substantial scholarships will enable them to devote themselves fully to their studies and research.

In addition, the University is committed to raising funds to complete the Rothberg Family Complex which will provide a new home for the Selim and Rachel Benin School of Engineering and Computer Science. Researchers at the School are responsible for incredible innovations, ranging from sensors which prevent car accidents to the transmission of medical data via cell phones. Another top University priority is the Harvey M. Krueger Family Center for Nanoscience and Nanotechnology, which has been acknowledged as Israel's top center for nano research. The University continues to seek support for vital programs in law, social sciences, business and social work as well as for the Rothberg International School; for classroom and laboratory renovations across our campuses; and for much-needed library acquisitions.

OUR FRIENDS AROUND THE WORLD

Raising the funds needed by the University is only possible with the partnership, support, and endeavors of our Friends worldwide.

[United States](#)

The American Friends of the Hebrew University (AFHU) is committed to completing its campaign to support the Robert H. Smith Faculty of Agriculture, Food and Environment. In this spirit, four members of the Smith Faculty joined AFHU staff in New York in February for an intensive immersion in agriculture and environment in order to increase staff capacity to raise funds for this crucial project and to plan how best to move forward. In addition, AFHU contracted with the National Executive Service Corps (NESC) to create a five-year business plan in order to position AFHU to raise increased funds for the University and to identify and take advantage of new opportunities. As this plan will be developed jointly with the University, the process began with a fact-finding mission to Israel in April. As always, events were held throughout the year to raise friends and funds for the University, including Sustaining the World and Healing the World seminars which each attracted over 100 participants, the Annual Leadership

Education Forum (ALEF) held in Los Angeles, the National Scopus award dinners in Los Angeles, Palm Beach and the Midwest, and Torch of Learning Award events in New York and Washington, D.C.

Canada

The Canadian Friends of the Hebrew University (CFHU) is moving forward with its \$50 million campaign for the Institute for Medical Research Israel-Canada (IMRIC). Highlights of the campaign's progress include the gala dedication of IMRIC at last year's Board of Governor's meeting in the presence of Canadian Ambassador to Israel Jon Allen and several Canadian journalist missions to Israel which have resulted in much positive exposure in the Jewish and general Canadian press. Several fundraising events around collaborative research projects between Israel and Canada are planned for 2010-2011 in the areas of spinal cord research, HIV, diabetes, and cancer. CFHU recently engaged a marketing firm to look into potential target audiences and appropriate messaging and issues with plans also under way to increase social media efforts. Overall, the Canadian Friends' IMRIC campaign is steadily gaining momentum, with the University, Israel and the world poised to reap the benefits for years to come.

Europe

The European Friends of the Hebrew University continued together with members of the Brain Circle in Europe to move forward with its brain campaign to raise funds for the new Edmond and Lily Safra Center for Brain Sciences (ELSC). The European Friends is also poised to raise funds to support environmental sciences at the University. Flagship events in Europe this year included a gala concert for peace featuring the London Philharmonia Orchestra conducted by Lorin Maazel in Monaco which raised funds for scholarships for Arab and Jewish students and projects promoting peace; a Scopus Award dinner and concert coupled with a colloquium on brain research in Paris in December which drew over 900 guests and raised over \$600,000 for scholarships; a Brain Circle event in Gstaad; and the bi-annual conference entitled The World at a Cultural Crossroad in Madrid which attracted over 200 guests. The recent Brain Forum in Rome drew 300 attendees as well as over 2,500 on-line observers who submitted some 1,500 messages in real time to the presenters. The event received unprecedented media coverage, and two dinners attended by 200 guests introduced new supporters to the University.

United Kingdom

Now in its 84th year, the British Friends of the Hebrew University is undergoing a major restructuring of its professional team which, along with a new chairman and lay leadership, bodes well for the future. Relationships are being renewed with longstanding supporters and new supporters are being enlisted, including a young lawyers group which attracted an audience of 150 to its inaugural event with Lord David Neuberger. Various groups reviving their activities include the Legal, Women's, Legacy and Alumni groups as well as new regional activities outside London. Parlor meetings in private homes have proved successful in attracting a new cadre of supporters.



At the December 2009 groundbreaking ceremony for the new entrance to the Robert H. Smith Faculty of Agriculture, Food and Environment were (from left) Michelle Smith, Michael Smith Liss, Clarice Smith, University President Prof. Menahem Ben-Sasson and the late Robert H. Smith

Latin America

Much activity to support the University took place throughout Latin America. The Mexican Friends hosted the annual Three Women, Three Expressions program, as well as a Mekler Prize ceremony in Israel. A new campaign for brain sciences is planned for this year. Brazil is a promising source of support for the University; the Brazilian Friends sent a group of journalists to Israel, and is also looking into establishing an alumni organization. In addition, the University's leaders met with Brazilian President Luiz Ignacio Lula da Silva during his state visit to Israel and discussed strengthening his country's scientific ties with the University. Prof. Robert Aumann's visit to Brazil and Argentina was widely covered in the media, academic circles, and Jewish community. Argentinean Friends' events included its annual summer seminar in Punta del Este, an Innovation seminar and gala dinner, and the continuation of its campaign for the Argentina Building in the Scopus Student Village. New Friends' boards are being organized in Chile and in Uruguay.

Australia

Campaign events in Australia included a series of speaking engagements in Sydney and Melbourne for the University's Prof. Shalom Sabar. The annual NSW Women's Committee for Student Support dinner included live and silent auctions which raised funds for student scholarships. The NSW Honors Club for retirees continued to hold monthly meetings, and over 60 students attended the Hebrew University's Mishpatim and Conflict Resolution program, which included a reunion in Melbourne for the 2009 participants. Lectures continued in the South Australian and Western Australian branches. The main income from Australia continues to come from estates, with over AU \$16.5 million transferred

over the past financial year. University President Prof. Menahem Ben-Sasson's visit was an outstanding success and included events and meetings in Perth, Melbourne, and Sydney.

South Africa

South African Friends of the Hebrew University President Prof. Michael Katz hosted Nobel Laureate Prof. Robert Aumann in Johannesburg at a luncheon for distinguished businessmen, academics, and alumni. Prof. Aumann spoke on game theory and described how the unique environment at the Hebrew University facilitated his work.

Russia

The Russian Friends of the Hebrew University held its annual Tolerance award ceremony at St. Petersburg University in November, to coincide with the International Day of Tolerance. Grants for academic research were awarded to two professors of philosophy at St. Petersburg University to pursue their research at the Hebrew University.

Israel

The Israeli Friends is in the process of reorganization having moved its headquarters to the University. The Israeli Friends hosted visits of two of Israel's largest corporations: the IDB group, which supports students from Northern border areas and research in cancer; and the Allied group, which supports graduate students. The Jerusalem chapter's annual bilingual seminar on Myths drew some 200 participants.

IN ISRAEL

Israel is the hub where crucial activities to support fundraising take place alongside research and teaching. These activities cover a broad scope: fundraising within Israel; organizing and hosting missions and visits of donors and friends from around the world; generating and publicizing information about the University among Friends and donors; organizing on-campus ceremonies and recognition events for donors reaching major milestones; providing basic information or proposals about projects in need of funds, and follow-up reports once they are funded. Activities also include ensuring that funds are designated to where they are most needed and will best be used. Highlights of some of these activities are outlined below.

Missions & Visits

Several journalist missions from across Latin America and Canada visited the University. These missions are an important channel for those who shape public opinion to learn firsthand about Israel and publicize the work of the University more widely.

The Latin America, Spain and Portugal section of the Division for Development and Public Relations hosted 42 delegations and visitors during the year. The English-speaking and European desks hosted a number of missions from Canada and the US (east and west

coasts), as well as many individual overseas visitors who included the University in their itineraries. The British Friends took advantage of the Passover vacation to offer tourists a one-day visit to the Robert H. Smith Faculty. The University also hosted several academic delegations, including from Wayne State, Drexel, and Heidelberg universities and the École Polytechnique Fédérale de Lausanne, as well as courses for senior administration members from African, Asian and East European universities and colleges.

Ceremonies & Events

The University hosts ceremonies and events throughout the year, beginning with the Board of Governors meeting each June. In June 2009, memorable ceremonies and events included a special tribute to outgoing President Menachem Magidor; dedications of inscriptions on the Wall of Benefactors, Wall of Life, and Wall of Trustees; dedications of the Birk Prizes, the Victor Plaza, the Teresa y Leon Kovalivker Wing, and the Wilbush Patient-Centered Medical Forum; the conferment of honorary doctorates and fellows; and the inauguration of the Lerner Family Indoor Sports Complex (Stage 2) and of the Institute for Medical Research Israel-Canada (IMRIC). On the eve of the Board of Governors, a special dinner hosted by Lily Safra launched the Edmond and Lily Safra Center for Brain Sciences (ELSC), and events and lectures throughout the week celebrated the new Center.

Additional ceremonies throughout the year included the presentation of the Robert H. Smith Prizes for Excellence in Agriculture in June; the inauguration of the Ariane de Rothschild Women Doctoral Program in July; the Federmann scholarships award ceremony in December; the inauguration of the Martin Buber Society in February; and in March, the Golda Meir Fellowship awards ceremony, the Rabin Memorial Scholarship awards ceremony, the Gutwirth Foundation ceremony and the dedication of the Sam and Jean Rothberg Floor of the Octav and Marcela Botnar Medical Research Building.

Social Media & Communication

Communication is changing and traditional methods of sharing information — printed newspapers, magazines and journals — are being replaced by electronic media which is speedier, able to reach wider audiences more easily, and much less costly. Efforts have been made to intelligently adapt these newer frameworks in order to share the news and achievements of the University. Last summer the University launched itself on Twitter, followed by a Facebook page. As of April 2010, the University had 1,475 followers on Twitter and 6,814 fans on Facebook.

One popular initiative is our Expert on the Spot series on Facebook, through which short film clips allow faculty, students or staff to introduce a specialist topic and invite questions which are subsequently responded to in a second clip. An “Ask Einstein” initiative in honor of Albert Einstein’s birthday featured Prof. Hanoch Gutfreund and drew questions from over 300 people from countries as diverse as Iraq, Germany, Syria, Italy, Japan, the US, Canada, England, France and Egypt — “making for the union of nations and men”, just as Einstein envisioned in 1925.



Attending the March 2010 dedication of the Sam and Jean Rothberg Floor in the Octav and Marcela Botnar Medical Research Building were Heidi Rothberg (left) and Kathy Rothberg Barnett

We are taking similar advantage of other new technologies. A Hebrew University YouTube channel makes films easily accessible while e-newsletters enable the University to better communicate with members of its Board of Governors and Friends throughout the year. Our upgraded Web site will interact with other social media channels and further showcase University achievements, news, and support needs, as well as provide an on-line giving option. We are also working on developing appropriate frameworks for increased online communication among University lay leaders and board members. Communication between professional staff worldwide has increased through both our bi-monthly e-newsletters which share information and best practices and our on-line Catalog of Opportunities, which enables instant access for fundraisers to priority giving opportunities, proposals, and promotional materials. We are committed to continuing to develop these and other tools to enable effective communication that will further enhance friends, awareness and fund raising for the University.

LOOKING FORWARD

The University goes from strength to strength, and we are proud of the success of our faculty and students. While the University has progressed far beyond what our founders could have ever imagined, our potential is greater yet. We look forward to seeing what we can do — together — in the coming years as we work to ensure that faculty and students have the resources and conditions to reach new frontiers in knowledge and achievement.



THE UNIVERSITY'S FOUNDING FATHERS
WELL UNDERSTOOD THAT ACADEMIC
ACTIVITY REQUIRES FULL COOPERATION
AND SUPPORT FROM ADMINISTRATION.

FROM THE DIRECTOR-GENERAL BILLY SHAPIRA

.....

“Ongoing renewal and change from within, advancing the arena of higher education in Israel with creativity and innovation, increasing our international visibility in the field of higher education.” This vision for the Hebrew University was presented before the University’s Executive Committee in October 2009 following my appointment as Director-General. Reconciling vision with reality — and, moreover, implementing it — is dependent on full cooperation with the University’s administrative management, on effective fundraising from diverse sources and on the allocation of funds in accordance with academic and administrative priorities. I am pleased to present a summary of activity for 2009/2010 from the context of our illustrious past, through the present and toward a wonderful future.

GENESIS

The cornerstones of the Hebrew University were laid in 1918, marking a key event in the creation of the Jewish national home. At the ceremony, Dr Chaim Weizmann emphasized the dual purpose of the University: a magnet for outstanding young people who would ensure the nation-in-formation’s advancement and the renewal of Jerusalem.

The creation and establishment of a university required heightened administrative activity: fundraising, the purchase of land, the acquisition of building permits, a building program based on academic needs, the preparation of budgets and more. As early as 1918, the renowned civic planner Patrick Geddes was commissioned to design the Mount Scopus campus, a process that served to define the principles upon which the University was to be established. These principles included the need to ensure high academic standards and, of course, to provide high-level scientific and educational training for the prospective students.

This plan was approved in July 1920 at the London Conference and a program was developed for immediate implementation. Budgetary and funding issues were paramount then as they are today, with fundraising required for construction of the University. Chaim Weizmann and Albert Einstein rose to the challenge, and Friends



The 1918 ceremony marking the laying of the cornerstones of the Hebrew University

organizations were established in Israel and among Jewish communities abroad to raise funds for the fledgling University. Resources for the purchase of land and equipment, for construction and for faculty recruitment were extremely limited. Moreover, when a terrible earthquake severely damaged the existing buildings in 1927, additional construction was required.

The University's founding fathers well understood that academic activity requires full cooperation and support from administration. Throughout the early years, attention focused mainly on building the "home". The University administrative management dealt with buildings and also provided support for academic activities as they were affected by surrounding changes at the social and political levels.

In 1948, with the founding of the State of Israel and the War of Independence, the Mount Scopus campus was cut off from the Jewish residents of Jerusalem, presenting a grave challenge to the nascent state. The fledgling government issued a confirmation of the historic commitment of the Jewish People to the Hebrew University of Jerusalem: "...in the future, as in the past, the city of Jerusalem shall be the religious, cultural and scientific center of the entire country and of the Jewish People... and it is incumbent upon the Hebrew University to continue its activities and to develop them in Jerusalem, as a central scientific institution of Palestine and the State of Israel." During the years that followed, the University continued its academic activities in various premises across Jerusalem.

By the mid 1950s, the University was able to accommodate half of its total student body (numbering 4,000) on the newly constructed campus at Givat Ram. During those same



During the years when Mount Scopus was inaccessible, University activities continued in premises across Jerusalem

years, construction began for a new location for the Faculty of Medicine at Ein Kerem as well as the Faculty of Agriculture in Rehovot.

After regaining access to Mount Scopus in 1967, the University administration decided to return the Faculty of Law, Faculty of Social Sciences and Faculty of Humanities to the original campus on Mount Scopus, leaving the Faculty of Science at the Givat Ram campus.

TODAY

The fact that our campuses are spread over a number of sites across the city and country has significant ramifications: budgetary, social, and academic. On the positive side, this broad spread gives the University high visibility throughout Jerusalem — the Mount Scopus campus in the northeast, the Ein Kerem campus in the west, and the Edmond J. Safra Campus in Givat Ram in the center, while the campus in Rehovot provides additional national exposure. However, our placement across multiple sites has also meant a sharp rise in the provision of infrastructure over the years, given the construction, security, transportation, and student housing needs of each campus.

Having numerous campuses has also led to a separation of the experimental and non-experimental sciences. While one can assume that our predecessors felt that concentrating the sciences in a location apart from the other faculties would help researchers, today's world of science has changed. Contemporary academia is increasingly interdisciplinary, meaning that we increasingly find ourselves with duplicate activities on the different campuses. This geographic spread may also have delayed the convergence of interdisciplinary fields which began in the 1990s. Undoubtedly, today's multi- and interdisciplinary research centers and research infrastructure would be easier to operate, both academically and economically, if the University were on one campus.

The president and University leadership have together faced a number of complex issues and, as reported below, we have already made some progress toward finding and implementing solutions.

Administration

The University has some 1,000 senior academic staff, 2,000 junior academic staff and 2,200 administrative employees. With an average age of 50 and above this means that, unless we take measures now, we will face a severe staffing problem in 10-15 years. Clearly, we must prepare a cadre of future leaders who will guide and manage the University with wisdom and perspective in the years to come.

a) Over the last few months I have worked with the administrative staff union to prepare a staff efficiency program that is already being implemented. The program offers older employees the opportunity to take early retirement, thus opening up permanent positions for promising younger employees. This program is part of the multi-year recovery plan now being developed.

b) A new management training program for administrative and academic staff members aims to prepare the next generation of administrative and academic unit directors. Approximately 30 employees, half from each sector, will participate in the inaugural session. The program will familiarize the participants with the overall structure of the University and the main challenges in budget and personnel management, as well as ways to develop facilities to absorb young researchers and more.

c) In order to best prepare for the future, each unit director has been asked to present a multi-year work plan that reflects academic and administrative needs, including a vision for their unit, infrastructure and construction requirements, staffing, and operational budgets. Last fall, each director was asked to submit his or her plans for the 2009/2010 academic year. Based on these plans, we began to address several urgent issues:

- * Introduction of computerized teaching equipment in large classrooms throughout faculties
- * Redesign of teaching halls for Internet/electronic communication
- * Installation of air-conditioning in classrooms and research rooms
- * Renovation and upgrade of student lounge areas.



Construction of the new main entrance to the Mount Scopus campus

d) I believe in decentralized administration; the decision-making process should be transferred to the unit where the decision is needed. Concurrently, we are developing a better follow-up system for ongoing work. A unit for this purpose will examine and assist in the implementation of Administration decisions; will ensure that decisions are taken and implemented on a real needs basis; and will supervise processes and facilitate intervention as necessary. Projects will be conducted based on available budgets and, in the case of a budget shortfall, a solution will be sought in real time.

[The Public Face of the University](#)

In addition to the University's high profile in Jerusalem and Israel, we also seek high visibility internationally. Given my previous role as head of the Student Authority, I am fully aware that we must present the University consistently and with a "unified language". The branding process currently under way is a response to both the internal needs of the University, and those of our overseas Friends organizations. Similarly, the University's on-line presence must also be boosted in order to ensure that we recruit the best students, convey our scientific strengths clearly, use consistent symbols that highlight our unique aspects, and offer a unified institutional web presence.

To this end, we have already introduced "virtual tours" of our campuses; translated admissions criteria and information on disciplinary fields and research at the University into six languages; enhanced registration and admissions procedures; and created thorough material on scholarship opportunities. With 23,000 students at the Hebrew University today, we must continue to make every effort to ensure that the best and brightest students come to the Hebrew University of Jerusalem.

Budget

The current budgetary challenges that we face partly stem from the ongoing cuts in government funds, but are also reflective of the cumulative effect of long-term budgetary problems. Such challenges include the budgetary pension, the ongoing budget deficit, shrinking assets, and reductions in donations.

Following my appointment, lengthy meetings were held with the Planning and Budgeting Committee (PBC), with the University budget unit, and with the University President in order to ensure that the school year and, subsequently, the second semester, could commence despite budget shortfalls. Negotiations with academic union staff resulted in their agreeing to donate part of their salaries (totaling some NIS 16 million). Recently completed negotiations with administrative staff resulted in their contribution of some NIS 1 million in exchange for improving the rights of non-permanent staff employed for over 10 years, as well as other issues. Despite good-faith negotiations with junior faculty, they went on strike for a short time toward the beginning of the second semester. They subsequently agreed to resume talks, which are now under way.

Parallel to our internal talks, we are in negotiations with the Ministry of Finance concerning the long-term salary conditions of administrative and academic employees. Of course, these negotiations will impact on the government's role in taking responsibility for our budgetary pension. Together with University President Prof. Ben-Sasson, we are negotiating with relevant government ministries, the PBC and, of course, our own personnel in the Finance Division and the Division for Human Resources. We aim to reach a position where the budget allocation we receive from the PBC will free up further funding for teaching and research activities.

During this process it also became clear that it was necessary to make changes to the University's budgetary model in order to ensure a more viable division of allocations which give individual faculties more control and flexibility while also encouraging interdisciplinary programs. In light of our limited funding, we have prepared a review of academic needs versus existing resources; we hope to present the revised model towards the beginning of the new academic year (2010-2011).

Our location across several campuses — and the tragic terror incident which occurred on the Mount Scopus campus in 2002 — is the source of an additional budgetary challenge not faced by any other university in Israel: security costs. We allocate some NIS 30 million annually to security, compared to other universities which allocate NIS 3-7 million. While neither the PBC nor the Ministry of Finance acknowledges these costs and their impact, we highlight them in every appropriate forum with the prime minister, ministers of defense and education, Ministry of Finance personnel and the PBC. These costs are a continuing burden on our ongoing work as a research university.



Construction of the Octav and Marcela Botnar Medical Research Building, Ein Kerem campus

[New & Existing Physical Infrastructure](#)

Our experience of the horrific 1927 earthquake which caused severe damage to Mount Scopus, along with the increased occurrence of earthquakes in the region in recent years and predictions of further earthquakes in coming years, obligates us to be fortified against the threat of such incidents in the future. Meanwhile, the ongoing development of new fields of knowledge necessitates the renovation and adaptation of existing facilities, as well as the construction of new buildings.

[Existing Facilities](#)

A new committee has been formed which includes the University's chief engineer and the director of the Division for Construction and Infrastructure. They are reviewing geological reports and also checking which buildings require reinforcing in the event of future natural disasters. This is a significant investment to which the University is duty-bound. In addition to reinforcing buildings on the Mount Scopus and the Edmond J. Safra campuses (at the latter, the biology and chemistry laboratories are of serious concern, as is the National Library of Israel building with the Ardon Windows), we are also working on an overall building renovation program.

Given that most of the buildings on Mount Scopus were built in the 1970s and those on the Edmond J. Safra Campus and the Ein Kerem medical campus in the 1950s, these

campuses require much attention. Most buildings were built without air-conditioning, the electrical wiring is fragile, brass water pipes are crumbling, furniture is worn out and the computer infrastructure requires updating. In line with new teaching methods, and based on academic development plans, a preliminary program for the renovation of both the Faculty of Humanities on Mount Scopus and the Edmond J. Safra Campus has been formulated. Upon submission of the University units' multi-year plans in the fall of 2011, we will begin a broad renovation program, including the modernization of lecture halls and classrooms to meet current teaching methods.

New & Renovated Facilities

Rehovot: The implementation of the physical aspects of the new vision for the Robert H. Smith Faculty of Agriculture, Food and Environment is under way, with the guiding principle that each building must have a budget, and the work schedule must match cash flow. We will shortly complete construction of the new teaching laboratories building, while the renovation of the Ariowitsch Building — home of the Department of Animal Sciences — and the addition of two new floors to the building housing the Koret School of Veterinary Medicine have been completed.



Rendering of the new entrance to the Robert H. Smith Faculty of Agriculture, Food and Environment

In line with the Smith Faculty's broadened vision, a new entrance to the Faculty now under construction replaces its steel fence with a glass exterior that enables passers-by to see the campus.

The vision and generosity of the late Robert H. Smith z”l, together with his family’s ongoing support as well as contributions from the University’s Friends in the United States and around the world, will enable the Faculty to fulfill its mission of discovering new ways to provide enough healthy food for the world’s growing population while sustaining the environment.

At the Veterinary Hospital in nearby Beit Dagan a small renovation project is under way that addresses various building problems and will provide new classrooms to accommodate the increased number of students of veterinary medicine.

Ein Kerem: The creation of state-of-the-art facilities for the Institute of Medical Research Israel-Canada (IMRIC) — including construction of the Octav and Marcela Botnar Medical Research Building, the renovation of existing laboratories and new parking areas — is advancing well, thanks to good friends in Canada and the world over. Here, the rate of donations impacts directly on the pace of development — we are certain that the determination and generosity of those involved will guarantee our continued progress.

Edmond J. Safra Campus: During the upcoming Board of Governors meeting we will be dedicating the Berel and Agnes Ginges – Australia Library Information Centre for the Sciences in the Avraham Harman Science Library, which will be equipped with dozens of computer stations.

Construction of the Rothberg Family Complex, which will provide new facilities for the Selim and Rachel Benin School of Engineering and Computer Science, is well under way and we hope to complete this project on schedule. We will then be able to turn toward renovating other buildings on the campus, thereby increasing our ability to implement new programs and absorb new researchers.

A home for the new Edmond and Lily Safra Center for Brain Sciences is now in the final stages of planning.

As the National Library of Israel (JNUL) site will eventually be vacant due to a government decision to allocate an off-campus site for a new home for this national treasure, the president has appointed a committee to examine future uses for this building.

Mount Scopus: Construction of a new main entrance, a gift of the former chairman of the Board of Governors, the late Alex Grass z”l, is near completion.

Donations

Many of the University’s projects require further funding. The ongoing PBC budgetary cuts and our traditional approach to construction do not allow us to provide adequate responses to the University’s academic and teaching needs, nor to the needs of our



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

students. We currently provide dormitory facilities for some 5,500 students within Jerusalem, the majority in the Scopus Student Village adjacent to the Mount Scopus campus. Older dormitory facilities need renovating. While we are in negotiations with the appropriate authorities to lower the costs involved, ongoing fundraising for the Student Village is absolutely essential, especially since the cost of rentals in Jerusalem remains among the highest in Israel. Clearly, we must lower costs by providing sufficient dormitory accommodation, with the required necessary study facilities, at lower rates.

Scholarship support for outstanding students ensures that the country's finest young minds can study at the finest university in Israel — and is of particular importance for those from disadvantaged backgrounds. Funding scholarships is a double mitzvah, a boon both to science and to the student recipient. My experience in student recruitment has taught me that scholarships are critical for maintaining high academic standards.

Donations for purchasing state-of-the-art research equipment for teaching and research laboratories are vital. Today's teaching and study methods require increased investment by the University in the provision of electronic infrastructure. This year we invested heavily in such infrastructure. However, we need further funds to ensure that we are

fully operational. A research or teaching laboratory is incomplete if it is under-equipped. Donations for laboratory and research equipment are similarly crucial for the absorption of new researchers. Setting up a dry laboratory can currently cost some \$70,000, while a wet laboratory can cost up to \$1.5 million.

LOOKING AHEAD

The task of director-general entails providing support for the president as he seeks to actualize the vision of creating a “home” for the University community — its academic and administrative staffs, its students and alumni, and its many friends around the world who have been an essential part of the University story since 1918.

As the first decade of the 21st century comes to a close, the University is busier than ever. We are developing new fields of knowledge, working to improve student and staff welfare, renovating and adapting laboratories and buildings for new research, and disseminating the new knowledge — at the research, practical and administrative levels — being created on our campuses.

The University is evolving all the time, honing its mission and placing increased emphasis on creativity and originality through the development of innovative fields such as brain science, interdisciplinary approaches in the humanities, and nanotechnology.

In this review, I have outlined the challenges facing the Hebrew University and the measures that must be taken in response — and with full transparency. The tasks before us require the full cooperation of the entire University community and the combined efforts of Administration and staff, of our Friends organizations and our alumni, and of the municipal authorities and the State.

The University’s contribution to Israel and the world will be measured by our ability to enrich human knowledge, to find cures for the world’s illnesses and ensure food resources for the hungry. We must ensure that the University not only maintains its position as Israel’s leading university, but also propels its advancement.

The world does not stand still, nor shall we; we must ensure an even brighter future for the Hebrew University of Jerusalem.



THE PHENOMENAL SUCCESS OF HEBREW UNIVERSITY FACULTY MEMBERS IN THE PRESTIGIOUS EUROPEAN RESEARCH COUNCIL PROGRAM, AN INTERNATIONALLY RECOGNIZED BENCHMARK OF EXCELLENCE, CONTINUED THIS YEAR.

FROM THE CHAIRMAN OF THE AUTHORITY FOR RESEARCH & DEVELOPMENT PROF. ISAIAH (SHY) ARKIN

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Since this is my first year as Chairman of the Authority for Research and Development at the Hebrew University, I feel particularly proud to present this brief report of our achievements. The Hebrew University continues its tradition of being first and foremost a research university. It is on the basis of our research expertise that we can bestow upon our students the most up-to-date knowledge. All of this impressive research, a small fraction of which is detailed here, has been achieved despite the University's uncertain financial situation. One can only imagine what would happen if researchers had sufficient resources at their disposal.

While it is always difficult to measure scientific advances quantitatively, some metrics do exist, such as publications, citations, grants and prizes. The table overleaf, based on data from the ISI Web of Knowledge (Thomson Reuters), shows total publication output of Hebrew University faculty members over recent years. As can be seen, there has been an upward trend over the past decade.

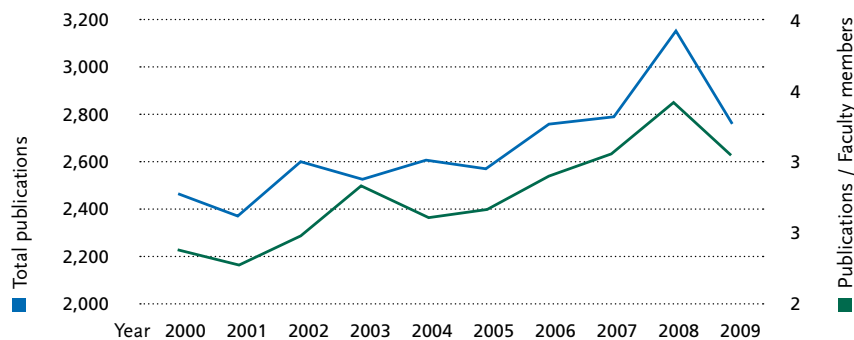
RESEARCH HIGHLIGHTS

Perhaps the best way to illustrate the scientific advances taking place is by showcasing a few key examples of the outstanding research being done at the Hebrew University.

[Prof. Edit Tshuva, Institute of Chemistry, Faculty of Science](#)

A powerful drug given to destroy cancer cells is the chemotherapeutic agent known as cisplatin, which is based on a platinum core. However, its severe side effects and limited effectiveness have prompted a search for other related compounds. Complexes of titanium show substantially reduced side effects and even destroy cisplatin-resistant cancers. Prof. Tshuva's team specializes in studying these biologically active inorganic chemicals that are centered on metal atoms. She has shown that newly designed compounds structured around titanium are not only potent as anti-tumor agents, but also exhibit high stability in water which is normally a limiting factor. Her research has also provided an important and original insight into the biological mechanism involved in this form of chemotherapy. The family of bioinorganic compounds she studies comes

Publications by Hebrew University Faculty*



*ISI Web of Knowledge (Thomson Reuters)

in two forms, or enantiomers, which have structures that are mirror images of each other. Tshuva's laboratory was the first to establish that the two enantiomers have different levels of cytotoxicity, thereby revealing the importance of this activity in the biological system. Prof. Tshuva is a recipient of a prestigious European Research Council (ERC) Starting Grant.

Prof. Eran Sharon, Racah Institute of Physics, Faculty of Science

Tear a plastic garbage bag and its frilled edge closely resembles the sort of rippling you find on the edge of a daffodil trumpet or a kale cabbage leaf. For physicist Prof. Eran Sharon, the Siegfried Samuel Wolf Senior Lecturer in Nuclear Physics, this is not a similarity to ignore. He and his team have found that it reveals much about the underlying forces which determine how the complex patterns we see in biology develop. They have developed a theoretical framework which has been tested experimentally by programming sheets of a responsive gel to undergo different shape transformations, thereby elucidating how apparent complexity of form results from very simple deformations of sheets and cylinders without the need for developing highly complex equations. In Sharon's words, "Physics and biology meet at the rippled edges of leaves and flowers to provide one of these rare tractable problems." Prof. Sharon is a recipient of a prestigious ERC Starting Grant.

Dr Raanan Fattal, Selim and Rachel Benin School of Engineering and Computer Science, Faculty of Science

Imagine a landscape shrouded in mist where mountains, trees and buildings look little more than hazy outlines. A photograph, or satellite image, of such a scene might look romantic but it won't provide the essential details of a clear picture. Dr Fattal and his colleagues have succeeded in developing a method of "dehazing" these images so that the image can be recovered haze-free and can even be refocused to gain additional clarity in

different parts of the field. The method involves constructing new mathematical models for this longstanding problem. In another recent project, Dr Fattal's group developed a new family of second-generation wavelets that produce multi-resolution analyses with low inter-scale correlation that achieve high-quality results through efficient computation of various image-processing applications, such as sharpening, dynamic-range compression, and scattered-data interpolation.

[Prof. Ofer Mandelboim, Institute for Medical Research Israel-Canada, Faculty of Medicine](#)

Ofer Mandelboim, the Dr Edward Crown Professor of General and Tumor Immunology, studies NK cells (so-called "natural killers") which are found throughout the tissues of the body but mainly in the blood; they are known to eliminate virus-infected cells and also target certain tumor cells. The action of NKs is known to be mediated through specific receptors on their surface, some of which inhibit the action of the NK and therefore prevent it from eliminating healthy cells; other receptors are responsible for activating the NKs and inducing them to kill infected or cancerous cells. Focusing specifically on the role of the receptor Nkp46, Mandelboim's team has demonstrated that it has an important function in tumor eradication within a living organism and is, moreover, involved in type I diabetes. These findings point to novel approaches in the development of treatments for cancer and type I diabetes patients.

[Prof. Ron Shahar, Koret School of Veterinary Medicine, Robert H. Smith Faculty of Agriculture, Food and Environment](#)

The complex structure of bone has evolved over hundreds of millions of years, providing it with a diverse range of mechanical and non-mechanical properties. Among his studies of the relationship between bone structure and function and, particularly, its mechanical protective function, Prof. Shahar has studied turtle shells, which offer a unique example of a bony structure believed to have existed for over 200 million years. Working with colleagues at the Smith Faculty's Institute of Biochemistry, Food Science and Nutrition and at the Max Planck Institute in Germany, Shahar has found that the turtle shell includes a complex structure of soft sutures which connect the bony plates of the shell. The researchers used advanced technologies to produce a detailed functional and structural analysis of this unique structure. They have shown that it is a composite material with interlocking elements that provides the turtle shell with a range of mechanical properties that enable locomotion, ventilation and protection.

[Prof. Boaz Yuval, Robert H. Smith Faculty of Agriculture, Food and Environment](#)

Bacteria are found in the digestive systems of all animals, including insects. While some of these bacteria can cause disease, there are others which play an essential role in the process of digestion itself. Boaz Yuval, the Morris and Helen Mauerberger Professor of Agricultural Entomology, has made detailed studies of the bacterial profile in the gut of the Mediterranean fruit fly, a devastating pest that causes wide-scale damage to fruit trees. His more recent study of the olive fruit fly, a pest of olives, has revealed the importance

of bacteria in enhancing fly reproduction by building protein from the food ingested by the fly. These studies on how bacteria impact on the fly's fitness can lead to improving existing schemes of control and help develop innovative ways of eliminating these pests.

Prof. Yuval Shany, Faculty of Law

A research group headed by Yuval Shany, the Hersch Lauterpacht Professor of Public International Law, has developed a model for analyzing the effectiveness of international courts that is an adaptation of a similar model used in the field of sociology for assessing effectiveness of public organizations. Prof. Shany's model focuses on the degree to which international courts have attained external goals set by their mandate providers through the assessment of aspects such as outcomes, structures and processes. To date, the group has completed mapping the goals of two sets of international courts and is now working on regional courts in Europe. They have also begun to collect empirical data on court performance in order to facilitate qualitative assessments of international courts. It is envisaged that the study will provide practical information that will inform decision makers and facilitate future reforms. Prof. Shany is a recipient of the prestigious ERC Starting Grant.

Prof. Bianca Kühnel, Faculty of Humanities

Bianca Kühnel, the Jack Cotton Professor of Architecture and Fine Art, is looking at Jerusalem's image in her new study entitled *Projections of Jerusalem in Europe: A Monumental Network*. Visual evidence attesting to Jerusalem as a constant presence in the Christian Europe psyche is largely under-represented as a primary source in historical and cultural studies. Prof. Kühnel is seeking to redress this as she works to document sites that represent monumental, multimedia projections of Jerusalem in Europe and have had, and continue to have, an immense impact on the imagination of those seeing them. More than a listing, she hopes to create new insights both by conducting comparative studies of sites and by developing a unifying concept. Her work promises to provide invaluable material for a wide range of fields, in particular art history and history but also cultural geography and the social sciences.

Prof. Baruch Schwarz, School of Education, Faculty of Humanities

Professor Baruch Schwarz has conducted extensive studies of the relationship between argumentation, learning and cognitive development in classroom settings. In particular, he studies conditions that favor productive argumentation. With his colleague Reuma De-Groot, and in association with the University's NCJW Research Institute for Innovation in Education, he founded the Kishurim Group which is dedicated to dialogic and critical thinking in classrooms. The group has cooperated with several European research institutes to develop, implement and investigate the use of computerized systems for supporting high quality discussions. To date, it has been awarded European Community grants as scientific leader and coordinator of five projects. These include ARGUNAUT which developed special tools to facilitate parallel e-discussions, with teachers being trained to assume the novel role of moderator. It has also led to the new METAFORA



Continuing the tradition of being first and foremost a research university

research program, in which online discussants use graphical language to monitor and regulate their argumentative and collaborative moves.

[Dr Ariel Knafo, Department of Psychology, Faculty of Social Sciences](#)

Dr Knafo's research focuses on children's behavior and how it is shaped by the interaction between the environment they experience and their genetic makeup. Recent research, in collaboration with scientists in the US, focused on the degree of empathy shown by children exposed to an adult who pretended to be in pain. This study, which followed over 300 pairs of twins for several years, produced fascinating insights into the development of empathy in children including the fact that empathy increases from 14 to 36 months, with genetic effects first emerging between 20 and 24 months of age and continuing to increase during the next year of the child's life. A new line of research addresses the way parents modify their parenting behavior in reaction to children's genetically influenced behavior, and how children in turn are affected by changes in parenting. Dr Knafo is a recipient of a prestigious ERC Starting Grant.

[Prof. Howard Litwin, Paul Baerwald School of Social Work and Social Welfare](#)

The unprecedented ageing of populations throughout the world is one of today's most pressing challenges. To better understand ageing processes, the Israel Gerontological Data Center (IGDC) at the Baerwald School, under the leadership of Prof. Howard Litwin, follows Israeli adults aged 50 years and over as part of the Survey of Health,



Research expertise translates into up-to-date knowledge for students

Ageing and Retirement in Europe (SHARE). The project gathers information on the social, medical and economic status of over 2,500 respondents in a representative national sample. This year, the IGDC won a competitive grant of \$1 million from the US National Institutes of Health to extend the longitudinal survey and a major grant from the Ministry for Senior Citizens to expand the infrastructure for the study of ageing and its concomitants. Scientific analyses by IGDC researchers based upon the first wave of SHARE data have been published recently in the leading international journals in the field. The IGDC, which is a web-based facility, receives an average of 150 visits a day from over 30 countries.

FUNDING & GRANTS

Hebrew University researchers tirelessly continue to seek funding resources. As can be seen from Table 4 on page 60 of the Financial Report, grant income reached an all-time high of nearly \$110 million in 2009. This represents a 3.6% increase from 2008 and follows a pattern of a steady increase in annual research funding over the past decade. It is noteworthy that the University has experienced a 14% drop in the number of faculty members in the last 10 years and hence the actual rise is close to 55%.

Funding is derived from intramural and extramural sources. The former represents funding from University resources such as donations, while the latter comprises competitive

grants. During the last year, against the background of the worldwide financial crisis and loss of revenue from investments, intramural grants from donations were at a complete standstill relative to the previous year. However, extramural funding increased by 8%.

Below is a brief assessment of our funding by region:

Israel Desk: This year, the largest funding division at the Authority for Research and Development allocated more than \$45 million from Israeli sources and submitted 468 proposals. The Israel Science Foundation (ISF) continues to be the major funding source with more than \$19 million in grants, which includes the Morasha and Bikura programs. The ISF provided funding for three centers of excellence in medicine, archaeology and Islamic studies. The Ministry of Defense allocated \$2.3 million for research in the fields of chemistry, physics, computer science and brain studies.

US Desk: During the 2008/2009 academic year, Hebrew University researchers were awarded nearly \$12 million in new grants from US granting agencies, both federal and private. Hebrew University scientists continued to collaborate with their US colleagues on grants supported by the National Institutes of Health, the Department of Defense, the United States Agency for International Development's Middle East Regional Cooperation (USAID MERC) program and, of course, the US-Israel Binational Science Foundation (27 new projects) and Binational Agricultural Foundation (10 new projects).

Two new MERC grants were awarded: one involves collaboration between Prof. Ilan Sela of the Robert H. Smith Faculty of Agriculture, Food and Environment and a colleague in Jordan on the global problem of honey bee colony collapse; in the other, Profs. Gad Baneth of the Koret School of Veterinary Medicine and Charles Jaffe of the Faculty of Medicine are collaborating with scientists in Tunisia and the Palestinian Authority to explore ways to control visceral leishmaniasis. Prof. Shlomo Bentin of the Faculty of Social Sciences was awarded an NIH grant, in collaboration with the University of California, Berkeley, on face recognition.

Despite the tremendous pressure on private foundations caused by the 2008 financial crisis, our researchers were awarded an impressive number of grants by the Israel Cancer Research Fund and the Human Frontiers in Science program. We also received our first grant from the prestigious Michael J. Fox Foundation. And the new academic year began with the award of nearly \$5 million to Prof. Alon Warburg of the Faculty of Medicine and Prof. Gad Baneth of the Koret School of Veterinary Medicine for the study of leishmaniasis in Ethiopia, funded by the Bill and Melinda Gates Foundation. The partners from Addis Ababa University, Charles University in Prague and others in Israel will be working on this disease which has been associated with AIDS patients in both Ethiopia and Sudan. This is the second Gates grant to be awarded to researchers at the Kuvim Center for the Study of Infectious and Tropical Diseases of the Faculty of Medicine.

European Desk: During 2008/2009, the European Desk was the source of \$13 million, mainly from the European Union's Seventh Framework Research Programme (FP7). University faculty members continue to submit proposals to FP7 (2007-2013) and, to date, nearly 100 grants have been approved at a total of €63.5 million.

The phenomenal success of Hebrew University faculty members in the prestigious European Research Council (ERC) program, an internationally recognized benchmark of excellence, continued this year.

Five promising young scientists were awarded ERC Starting Grants totaling almost \$8.7 million, which are intended to provide significant support and encouragement for young researchers: Dr Noam Berger of the Einstein Institute of Mathematics, Dr Ariel Knafo of the Department of Psychology, Dr Yaakov Nahmias of the Center for Bioengineering in the Service of Humanity at the Rachel and Selim Benin School of Computer Science and Engineering, Prof. Eran Sharon of the Racah Institute of Physics, and Prof. Edit Tshuva of the Institute of Chemistry. The outstanding success in the ERC Starting Grants places the Hebrew University in joint second place with Oxford among all universities in Europe and Israel, preceded only by Cambridge University.

Six senior researchers were awarded almost \$14 million in five-year individual grants from the ERC Advanced Programme which encourages and supports excellent, innovative research projects: Prof. Uri Banin of the Institute of Chemistry and the Founding Director of the Harvey M. Krueger Family Center for Nanoscience and Nanotechnology; Prof. Sergiu Hart of the Center for the Study of Rationality; Prof. David Kazhdan and Prof. Aner Shalev, both of the Einstein Institute of Mathematics; Prof. Bianca Kühnel of the Department of the History of Art and Director of the European Forum; and Prof. Alex Levitzki of the Silberman Institute of Life Sciences.

German-Speaking Countries Desk: In 2008/2009, 190 research proposals were submitted, of which 31 received funding with 60 still pending. In 2008/2009 the desk handled a total of 200 active research projects, with a total annual budget of \$7.95 million. Among the main sources of funding are the German-Israeli Foundation for Research and Development (GIF), the Minerva Foundation, the bilateral and trilateral DFG programs, as well as the Deutsche Forschungsgemeinschaft (DFG) German-Israeli cooperation project, the Hebrew University-Niedersachsen cooperation project and the Thyssen Foundation.

During 2009, the Einstein Foundation to promote research in Berlin was established in conjunction with Berlin's four universities and the Berlin institutes of the four research associations: Fraunhofer, Helmholtz, Leibniz and Max Planck. The Hebrew University is considered equal with the Berlin institutions.

In addition to maintaining its significant and long-term contacts in Germany, the desk



Research at the Harvey M. Krueger Family Center for Nanoscience and Nanotechnology

has also initiated intensified and expanded ties with Austria and Switzerland. The Hebrew University received a scientific and cultural delegation from Austria during the state visit of President Dr Heinz Fischer in December 2008. It also hosted the Senior Advisor for Strategy and Coordination in International Relations in the Austrian Federal Ministry of Science Mag. Barbara Weitgruber, and the Head of the Cultural Policy Section in the Austrian Ministry of European and International Affairs Ambassador Dr Emil Brix, on several occasions to discuss future avenues of research cooperation. A group of Hebrew University researchers was subsequently invited to Vienna by the Austrian Ministry of Science in December 2008 to advance collaboration with Austrian partners.

In September 2009, the Swiss ambassador to Israel Ambassador Walter Haffner visited the Hebrew University to view and learn about the many active and planned collaborative projects with Swiss scientists and research institutions. This is regarded as an important step in establishing relations with Swiss foundations and funding agencies.

Internal Funds Desk: Of the \$26 million allocated from internal sources, \$1 million was budgeted for areas earmarked by donors, including the Lejwa Trust for Biochemical Research, the Ring Family Foundation for Atmospheric and Global Change Studies, the Julius Oppenheimer Fund for Applied Sciences, the Robert Szold Institute for Applied Research and the Sidney Edelstein Funds. The Wolfson Family Charitable Trust

provided £675,000 for two projects: quantum information science and equipment for energy research.

A total of \$950,000 was allocated to applied research at early stages of development. The Johnson & Johnson Corporate Office of Science and Technology provided generous funds, with matching grants from internal funds, for innovative and breakthrough scientific research. A grant of \$625,000 was allocated to several interdisciplinary centers, including the Center for the Study of Rationality; the Interdisciplinary Center for Representations of Groups in Mathematics; the Louis Frieberg Center for East Asian Studies; the Center for the Study of Philanthropy in Israel; the Gilo Center for the Study of Democracy, Citizenship and Civic Education; the Nehemia Levtzion Center for Islamic Studies; the Fishman-J.E.C. Center for Finance, Entrepreneurship and Real Estate; the new Law and Economics Center; and the Center for the Study of Capital Markets and Financial Institutions.

YISSUM

Yissum, the Technology Transfer Company of the Hebrew University of Jerusalem, is responsible for the protection and commercialization of the university's intellectual property. In 2009, Yissum received 125 new invention disclosures and filed 132 new patent applications.

Commercially, about 440 projects were available for licensing at the end of 2009. Over 530 agreements were signed in 2009, including 41 license agreements that included memoranda of understanding, and 103 sponsored research and scientific service agreements.

Among the main agreements signed this year were:

- *A long-term multi-project research and license collaboration with Roche in the fields of stem cells, biomarkers, and novel molecules for the treatment of metabolic diseases.
- *A license agreement with Z-Cube, the corporate venture arm of Zambon Company S.p.A, to develop and commercialize an innovative nanotechnology drug delivery system for the treatment of pain. The technology was invented by Prof. Elka Touitou of the School of Pharmacy.
- *A research and development agreement between Merck and Yissum spin-off QLight Nanotech Ltd., for the joint development of a novel semiconductor nanoparticle technology for a novel display application invented by Prof. Uri Banin of the Institute of Chemistry and the Harvey M. Krueger Family Center for Nanoscience and Nanotechnology.

Yissum also signed agreements with Teva Pharmaceutical Industries Ltd., Makhteshim Agan Group, the Coca Cola Company and many other leading corporations.



Research at the Robert H. Smith Faculty of Agriculture, Food and Environment

SOURCES OF PRIDE

The Hebrew University continues to be a first-rate research institute. The sampling of research achievements presented above is important on two levels: First, it represents the excellence of our researchers who compete and participate in the highest realms of the international scientific arena. Second, it exemplifies the extraordinary scope of subjects studied by our faculty members, an aspect which is of particular importance since any first-rate university must be able to offer its students a full range of fields of study.

It is impossible not to reiterate the unprecedented success of our young faculty members in Europe's most prestigious scientific grants competition, the ERC's Starting Grants program. Such resounding success obligates the University and its management to ensure that its young faculty members, having been recognized as among the best in Europe, are allowed to reach their full potential.

ROUNDTABLE

FULLY IMMERSED IN INTERNATIONAL SCIENCE, WHOLLY ENGAGED IN ISRAELI SOCIETY

.....



Prof. Shlomo Avineri
Moderator

Prof. Sarah Stroumsa
Rector

Prof. Menahem Ben-Sasson
President

Almost 100 years after the cornerstones for the Hebrew University of Jerusalem were laid, has the University achieved the vision of its founders? Do today's University leaders see things differently? And how do they combine the University's position as an institution of significant academic weight internationally with the role of the University of the Jewish people? In April 2010, the Hebrew University's leadership gathered to examine these questions with Prof. Shlomo Avineri as moderator.



Michael I. Federmann
Chairman,
Board of Governors

Billy Shapira
Director-General

Carmi Gillon
Vice-President for
External Relations

Prof. Isaiah (Shy) Arkin
Chairman, Authority for
Research and Development

Every university has science and research at the core of its mission. But the Hebrew University is not just ‘another university’; it was founded as part of a national project. What does this mean about its role in Israeli society?

Prof. Shlomo Avineri challenged that the University has not been sufficiently active in the Israeli public arena. He called for “public intellectuals,” people who voice their opinions on public affairs from their perspective as academics, as well as for research projects that are particularly meaningful to Israeli society — for instance, examining how the million immigrants from the FSU have been assimilated into Israeli society, the status of Arabs in Israel, or the significance of national education in a Jewish and democratic state. True, individual University scholars may research these issues, but the University has not created comprehensive projects including scholars from various disciplines: sociology, political science, economics, history.

“Hebrew University scholars are at the frontiers of research and determine the international science agenda. However, until now, we haven’t organized enough University think tanks to tackle such issues — their human, societal, and public aspects,” acknowledged University President Prof. Menahem Ben-Sasson. “We have a school of public policy, but clearly the profile of a scholar in our school is different from that of the theoretical scientist in England. Our scholar must be fully immersed in international science but also have both feet firmly planted in the Israeli arena.”

“We cannot ignore the vital role of Israeli higher education in securing Israel’s future,” added Vice-President Carmi Gillon. “Not only because we are training our future leadership in all realms of society, but also because our scientific and academic abilities — coupled with our human values — are what give us a strategic advantage. That is another important aspect of our relevance but we must do a better job of ensuring that the Israeli and Diaspora publics are aware of this.”

Does increased engagement within Israel contradict the University’s aspiration for international recognition? Would it be indicative of provinciality? Conversely, is this drive towards internationalism liable to harm our attempts to constitute a real presence in Israeli society?

Rector Prof. Sarah Stroumsa: “Because of the language issue, these dilemmas were the topic of extensive deliberations at the Faculty of Humanities. How much should a researcher at the Hebrew University write in Hebrew at any stage in their academic career? English is the lingua franca of academic discourse, but Hebrew is the vehicle for reaching out to Israeli society. The need to balance these two is just one example of the need to balance our international profile with our obligation to Israeli society. It’s a pendulum that’s always swinging; the University oscillates between Hebrew and English, between academic specialization and reaching out.”

[Prof. Ben-Sasson](#) emphasized the University perspective on internationalism, a perspective reflected in the branding process: “A university must speak an international language and our faculties speak the best international language of all, competing on the top playing fields in such diverse areas as mathematics, Jewish studies, brain sciences and environmental sciences. But it certainly is a problem that in some areas we have become international and yet in others too exclusively local.”

[Director-General Billy Shapira](#): “We are strong in our Faculty of Humanities and in particular in Jewish studies, and we have good social sciences. Many of our scholars publish in Hebrew, but in doing so they don’t reach the student population that we could attract. If we want to establish an international presence, then we must offer more courses taught in English. Many potential students in Europe would love to study here but our classes are in Hebrew, which makes it difficult for them. We could also approach the Diaspora Jewish community and say: ‘Before you send your son to the University of Heidelberg, consider sending him to us. We can provide him with knowledge, he can study in English — and we’ll also teach him Hebrew.’”

Beyond Excellence

[Prof. Avineri](#) challenged: “What does it mean to be cutting-edge? We often use the term ‘excellence’ but this is a quantitative term: a grade of 95-100 is an ‘excellent’ grade. We cannot settle for ‘excellence’ alone, we must strive for originality, innovation, creativity.

“Today’s faculty members may be wonderful ‘professionals’ in their very specific fields, but the international community does not always acknowledge them.” How do they compare to members of the ‘founding generation’ — luminaries such as Talmon, Praver, Katz and Eisenstadt, who inspired reverence all over the world?

[Prof. Ben-Sasson](#): “I don’t agree that the first generation were angels and that we are mere mortals — not, heaven forbid, out of pride, but because we have raised a generation of young scholars committed to research who have found positions at leading institutions all over the world, in fields that are far from provincial, in the humanities as well as in the experimental sciences. We have no better proof of this than the European research prizes recently awarded to our young faculty. Our researchers won because of the daring nature of their research and the judges’ recognition that there are fields in which Hebrew University scientists can lead.”

[Chairman of the Board of Governors Michael Federmann](#) suggested that definitions are relative and dependent upon time and place: “The founding generation was truly inspirational, legends in their fields, and therefore treated with great awe.

They were revered by their students and, to a great extent, within the international academic community. But the world has changed, and the country has changed, and things have become much more specialized. Prof. Avineri spoke of ‘professionals’; I would speak of ‘specialists’. Those of the first generation were trailblazers; it isn’t easy to do this again. In some exceptional instances, a giant may arise in a particular field and utterly change it. But how often does an Einstein come along?”

Prof. Shy Arkin, Chair of the Authority for Research and Development: “I think you’re absolutely right as far as natural sciences and physics are concerned, but not life sciences. There are still an enormous amount of open questions in this field.”

“What you say may be true for genetics,” **Michael Federmann** responded, “but the gap between universalism and specialization exists, and it’s growing. The solution may be interdisciplinary — bringing specialists from different fields to cover a broader area and to make it more universal. This perhaps should be our direction. The Weizmann Institute of Science has already made this move — they promoted it and have achieved significant interdepartmental interaction and reciprocal cross-fertilization.”

Prof. Ben-Sasson added: We are trying to translate this policy into action -- the University has even changed its budgetary model to encourage this type of comprehensive interaction. We have also created Cornerstones courses, which have made the University cross- and inter-disciplinary, allowing students to learn about other fields beyond their own. There are reciprocal visits among faculties’ lecturers and they are increasingly exposed to each other’s cultures.”

Is it possible to have a steady state of excellence?

Prof. Stroumsa described the tension between two different approaches: “On the one hand, we are building a large entity — and the University is today a very large entity indeed — and thus we need to create order, to set rules, ‘to institutionalize’. On the other hand, we must strive to go beyond what is perceived as excellence at any given moment. When we achieve a level of excellence, we want to hold on to it and stabilize it. But excellence is never static. There must be constant movement — toward innovation, creativity, ingenuity. This is the necessary tension between stability and established tradition and the effervescent motion of ideas.

“In some fields, we had a ‘founders generation’ followed by a ‘stabilizer generation’, who Prof. Avineri described as ‘professionals.’ And now there is a third, younger generation, standing head and shoulders above the crowd, who may be above the generation before it and even beyond the generation who taught their teachers. This fluctuation will certainly continue. This dynamic — this constant effervescence — is, in my opinion, how to consider the University’s vision.”

“Some University departments are sinking, others are on the rise. We didn’t anticipate the development of some areas that have become central. On the other hand, what was once considered the forefront of science may no longer be so, and thus there is a decline. Fields change. This dynamic is always at work, and it stems from the creativity that is a natural component of an entity such as ours. We can rein it in or we can urge it on, but it is always there.

“How should we envision the Hebrew University? I think of the University like the ‘Raggedy Ann’ doll: when you want to make the doll stand up, you grasp its head and pull it up by the hair. The way to make the University stand higher is to constantly pull upwards.”

Billy Shapira: “The word excellence is worn out. In the course of the University branding process, we tried to sharpen, polish and put the finishing touches to the product that is called ‘the Hebrew University’. We tried to find a good alternative to ‘excellence’. We decided to use words like originality and innovation.”

Prof. Arkin remarked: “I know that ‘excellence’ is hackneyed, but unfortunately it is the only word we can use. It may be very hard to define, it but easy to identify.

“When I participate in a scientific symposium, I distinguish between three types of presentations. I react to the first type by saying, ‘That’s a nice idea, I’d like to do those experiments if I had a little time.’ I react to a better presentation by thinking, ‘How did I not think of that?’ And my reaction to the best research presentation is: ‘I could never have thought of that! Even if I were placed right in front of it, it never would have crossed my mind!’ “Bring the best young people and their ideas, and they will reach that top level of achievement. I see an amazing future for us — I just don’t know in what!”

Prof. Arkin agreed with some of the others that “We did have a generation of giants. I see this in my field of biochemistry. But I also see wonderful youngsters. The specificity in science today is simply a result of our inability to cope with the enormous research groups [at competing institutions] with 10 times the funding that our researchers enjoy. That is a problem. Happily, research programs have opened in which everyone is equal, and suddenly Israelis are being told: just tell us if you have anything interesting and we’ll give you lots of money. Suddenly we sparkle.”

Prof. Ben-Sasson: “Individual achievement doesn’t free us from the obligation to strengthen our institutional spirit of achievement and excellence. In the initial days of the University, we were the one and only — today we compete with other institutions. Yes, in today’s competitive world, personal excellence and being ‘first’ is the way to maintain leadership in academia. Everyone can say that they are

excellent, but it is important that we be the example that comes to mind when they are saying it.”

The University Community

Prof. Stroumsa: “A few months ago I talked to the president of an American university who told me that his school had a custom called a ‘town meeting’. Once a month people gathered and talked. I asked him who organized it, and he replied that nobody did: ‘Sometimes I make the opening remarks, sometimes its one of the deans. It’s run like a town meeting, and I don’t set the topics in advance’. When I asked him how many people showed up, he said it depended: ‘If it rains or snows, only 300.’ When I first heard this, I thought it could only be a dream for us. However, today I think it’s not a dream, we simply haven’t learned how to make it work. I occasionally invite faculty members together for a cup of coffee, not so that I will meet them, but more importantly so that they will meet each other.”

Vision and Economic Reality

“Despite the great difficulties, we have managed to balance the budget. We must try to do everything we’ve discussed from a position of maximum economic independence,” stated **Prof. Ben-Sasson**. “We cannot engage in science from a position of economic handicap. I don’t like to speak about vision in terms of shekels or dollars, but sufficient funding is virtually a prerequisite for any kind of breakthrough. We cannot absorb brilliant candidates and we cannot disseminate knowledge unless we are economically independent.”

Prof. Arkin: “If asked how I would ensure the future of the Department of Philosophy, I would say: ‘Provide a tenured position in the School of Pharmacy.’ And if we want to ensure egyptology, I would say: ‘Give another tenured position to pharmacy.’ I fear that funding from the government and from donors is limited; it may even decline. If we ask how is it that ‘that institute between Jerusalem and Tel Aviv’ [Weizmann] is so successful, the answer is not due to the government or even donors, but due to the revenue generated from sales of its products, its technology, each year.’

The meeting did not end with any conclusions. “Finished but not done with,” the moderator noted. But perhaps there is closure in the words of the Chairman of the Board, the Vice-President and the President when asked what expectations the community-at-large has of the University: “What is expected of us? Of the Hebrew University?”

Carmi Gillon: I find that most donors and lay leaders are interested in supporting the University because they see it as strengthening Israel and providing for its future. They also want to see us engaging in ‘tikkun olam’ [repairing the world].

Be it through our brain research, our agricultural innovation or our medical breakthroughs, they want to know that we are healing the world.

Michael Federmann: “I suppose that what all of us want is for the University to be relevant, so that whoever supports the University can feel that he is supporting a significant undertaking. I am being very general on purpose. I don’t want to mention three important things and overlook two others. I feel that I would like to be identified with a significant endeavor, a breakthrough. Something that will leave an impression. Something that has an impact.”

Prof. Ben-Sasson: “I would like to place the question in a larger context. We must speak not only of ‘what’ is expected of us, but of ‘who’ is expecting of us. This includes leaders in research, in government, and of the world Jewish communities as well as Israeli citizens, alumni, and students. We are speaking of another perspective — with expectations of responsibility, of leadership, of originality and of creativity.”

FINANCIAL REPORT

2008/2009

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The Hebrew University ended the 2008/2009 fiscal year with a \$30 million deficit in its operational budget. This was caused by several factors: a shortfall of \$8 million in the Planning and Budgeting Committee's (PBC) agreed contribution to coverage of the budgetary pension; the non-realization of the sale of assets in the amount of \$14 million (the sale of the building on Rehov Keren Hayesod in Jerusalem will be included in the budget for 2009/2010); a \$17 million drop in income from the Friends organizations; and a decrease of \$4 million in income — compared with the amount originally budgeted — from the Endowment Funds. It should be noted that significant reductions in expenditures were implemented to limit the deficit.

These losses in income were aggravated by the impact of the ongoing cuts in income for higher education from the PBC which have seen an almost 30% reduction in government funding for the Hebrew University since 2002, when the first cuts were implemented. As a result, the University has had to take various emergency cost-saving measures over the years, including staff cuts and reductions in expenses. Each year, however, the damage caused by such measures becomes increasingly evident in both the levels of academic and administrative

services provided to students and faculty members as well as in the maintenance of the campuses and physical infrastructure. The most significant impact is on the University's ability to offer student support and provide the basic equipment and infrastructure that are crucial to maintaining high research standards.

While in previous years proceeds from the sale of University-owned real estate were used to offset potential budget deficits, this was not viable during the 2008/2009 fiscal year and thus meant a lower income than that projected. The non-sale of these assets was due to the extended duration of the official procedures involved and, as a result, the non-completion of transactions before the end of the fiscal year.

The drop in income from the University's Endowment Funds resulted from the reduced value of some of the funds and, therefore, their earnings and a reduction in the spending rule. Moreover, the drop in the capital market caused some of the American Friends' funds to be underwater, meaning that their market value dropped to below the original gift amount and the transfer of their proceeds was thus prohibited by law.

The aforementioned factors explain the deficit in the 2008/2009 operational budget.

Higher education in Israel is undoubtedly at crisis point and its future is far from certain. The Hebrew University's position is further aggravated by its budgetary pension commitment of some \$130 million per year, part of which is covered by the government but with the greater part derived from the University's regular budget. It is clear that this cannot continue.

We are now working closely both with the PBC at the administrative level and with the Ministry of Finance and Knesset members in the government and political arenas to resolve this situation and to resume implementation of the currently stymied Shochat Committee recommendations. The new personnel running the PBC and the Ministry of Finance are fully aware of our situation and have shown great willingness to find an equitable solution. Indeed, it is of prime importance that the University's administration gathers the relevant

data and develops potential solutions to the budgetary pension burden. Discussions have also been held with the Ministry of Finance to create a multi-year budget for higher education that will include additional budgetary sources. The University's administration hopes that these efforts will bear fruit.

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.

UNIVERSITY BUDGETS 2006/2007–2008/2009

The tables on these pages (all figures are in US \$) cover financial operations in 2008/2009, in comparison with the previous two years.

Tables 1 and 2 cover overall operations in expenditure and income for the 2006/2007–2008/2009 period, showing the division of financial operations between various budgets. In 2008/2009, 66% of all financial operations were within the regular budget (Table 2), 14% within closed and special budgets, 16% within the research budget, and 4% within the development budget.

It should be noted that in 2008/2009, 59% 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 29% on other expenditures such as maintenance and utilities.

Of the University's overall income in 2008/2009, 45% came from government funding through the PBC; 10% from tuition fees; 10% from the Friends organizations; 1% from Endowment Funds; and 34% from other sources (approximately 17% of which came from research-funding agencies).

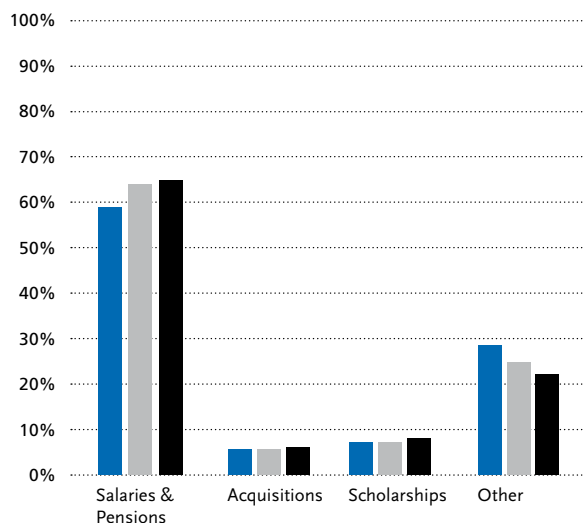
TABLE 1 Expenditure & Income 2006/2007-2008/2009 (in US \$ millions)

Expenditure	2008/2009	2007/2008	2006/2007
Salaries & Pensions	400 (59%)	433 (63%)	367 (64%)
Acquisitions	36 (5%)	37 (5%)	32 (6%)
Scholarships	48 (7%)	52 (7%)	44 (8%)
Other	196 (29%)	173 (25%)	126 (22%)
Total Expenditure*	680 (100%)	695 (100%)	569 (100%)
Income			
Government (PBC)	285 (45%)	287 (44%)	249 (43%)
Tuition Fees	61 (10%)	66 (10%)	62 (11%)
Friends of HU**	65 (10%)	93 (14%)	88 (15%)
Endowment Funds	5 (1%)	13 (2%)	12 (2%)
Other	217 (34%)	196 (30%)	166 (29%)
Total Income	633 (100%)	655 (100%)	577 (100%)

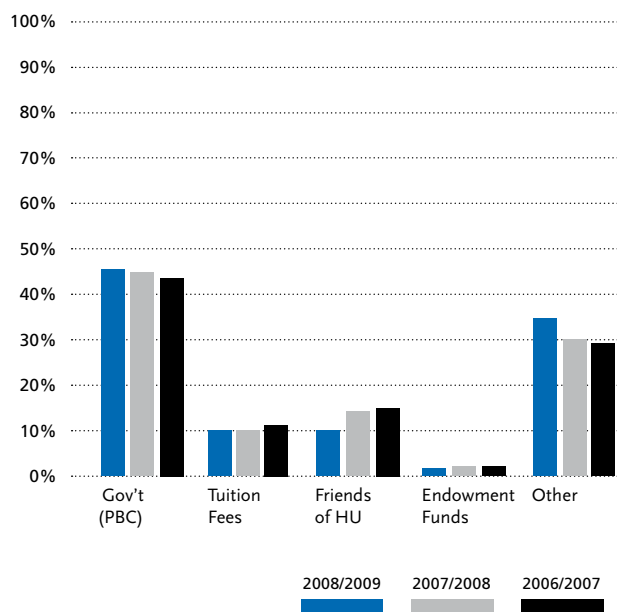
*This figure for 2008/09 includes \$11.1 million of revaluation of balance sheet items that are not included in the current activity of the University whereas the figure for 2007/08 includes revaluation of (-)\$10.9 million. The main cause of the changes between the years is explained by the increase of 9.85% in the dollar exchange rate between 30.9.08 (3.421) and 30.9.09 (3.758).

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

UNIVERSITY EXPENDITURE
2005/2006-2007/2008



UNIVERSITY INCOME
2005/2006-2007/2008



2008/2009 2007/2008 2006/2007

TABLE 2 Allocation of Overall Budgetary Expenditure & Income 2006/2007-2008/2009 (in US \$ millions)

Expenditure	2008/2009	2007/2008	2006/2007	
Regular Budget*	451 (66%)	462 (66%)	380 (67%)	
Closed & Special Budgets	92 (14%)	98 (14%)	78 (13%)	
Research Budget	110 (16%)	110 (16%)	91 (16%)	
Development Budget	27 (4%)	25 (4%)	20 (4%)	
Total Expenditure	680 (100%)	695 (100%)	569 (100%)	
Income				
Regular Budget*	409 (65%)	433 (66%)	381 (66%)	*This figure for 2008/09 includes \$11.1 million of revaluation of balance sheet items that are not included in the current activity of the University whereas the figure for 2007/08 includes revaluation of (-)\$10.9 million. The main cause of the changes between the years is explained by the increase of 9.85% in the dollar exchange rate between 30.9.08 (3.421) and 30.9.09 (3.758).
Closed & Special Budgets	100 (16%)	90 (14%)	84 (15%)	
Research Budget	110 (17%)	112 (17%)	95 (16%)	
Development Budget	14 (2%)	20 (3%)	17 (3%)	
Total Income	633 (100%)	655 (100%)	577 (100%)	

TABLE 3 Implementation of Regular Budget, 2008/2009 (in US \$ millions)

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

TABLE 3A Overall Expenditure

Expenditure	Non-Experimental Units	Experimental Units	Academic Support Units	Central Costs & Administrative Units*	Total Implementation
Salaries	68.2	93.2	11.0	36.0	208.4
Pensions & Severance Payments	—	—	—	121.0	121.0
Acquisitions	0.4	3.4	—	1.8	5.6
Scholarships	2.3	2.8	1.0	1.4	7.5
Other	2.9	6.1	14.8	85.3	109.1
Total	73.8	105.5	26.8	245.5	451.6
Percentage of Total Expenditure	16%	24%	6%	54%	100%

*Including central expenses such as pension costs and maintenance

TABLE 3B Experimental Units

Expenditure	Sciences*	Agriculture	Medicine	Pharmacy	Dental Medicine	Total
Salaries	47.2	20.3	17.9	4.9	2.9	93.2
Acquisitions	2.3	0.3	0.6	0.1	0.1	3.4
Scholarships	0.8	0.2	1.2	0.4	0.2	2.8
Other	1.2	2.7	1.7	0.2	0.3	6.1
Total	51.5	23.5	21.4	5.6	3.5	105.5

*Including the School of Engineering & Computer Science

TABLE 3C Non-Experimental Units

Expenditure	Humanities	Social Sciences	Education	Law	Social Work	Total
Salaries	28.3	24.5	5.7	5.5	4.2	68.2
Acquisitions	0.1	0.3	—	—	—	0.4
Scholarships	1.4	0.5	0.2	0.2	—	2.3
Other	0.6	1.6	0.3	0.2	0.2	2.9
Total	30.4	26.9	6.2	5.9	4.4	73.8

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

	2008/2009	2007/2008	2006/2007	2005/2006	2004/2005
Group 1: Faculty of Science, School of Engineering & Computer Science	44,859	41,447	39,560	37,781	32,796
Group 2: Faculty of Medicine, School of Pharmacy, Faculty of Dental Medicine	27,987	29,733	31,665	27,427	23,470
Group 3: Faculty of Humanities, School of Education, School of Business Administration	12,626	12,192	11,859	13,553	11,072
Group 4: Faculty of Agriculture, Food & Environment	13,153	13,564	14,360	12,731	11,158
Group 5: Faculty of Social Sciences, School of Social Work & Social Welfare	7,897	7,741	7,600	7,525	6,900
Group 6: Faculty of Law**	1,699	1,239	1,875	809	2,998
Total	108,221	105,916	106,919	99,826	88,394

*Based on signed research grants; figures calculated at rate of exchange on September 30, 2009

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

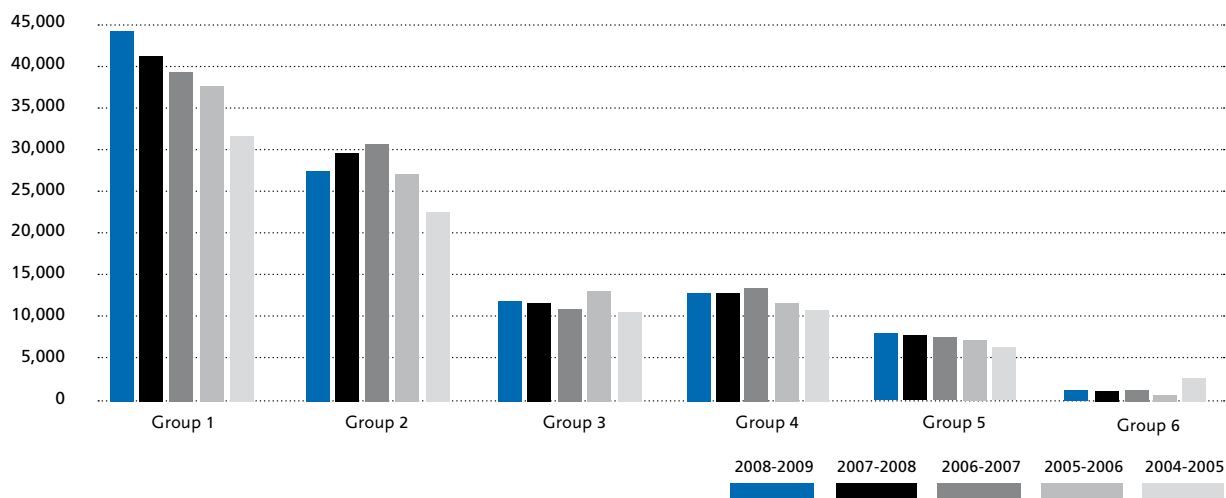


TABLE 5 University Endowment Funds, Growth and Income (in US \$ millions)

From 1998/1999 until today, the assets of the University's Endowment Funds have grown by \$111.7 million, from \$279.0 million at the end of 1998/1999 to \$390.7 million at the end of 2008/2009, with an average growth of \$11.2 million per year. During 2008/2009, Endowment Funds' assets decreased by \$0.5 million. Net profit from Endowment Funds during 2008/2009 amounted to \$16.4 million, a positive yield of nearly 4.2%. The substantial profit shown in the financial statements for 2008/2009 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 2008/2009 were calculated according to the rate of exchange on 30 September 2009. It should be noted that due to the rise of the dollar exchange of approximately 10%, 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 %)
1998/1999	279.0	13.8	4.9
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

TABLE 6 Amounts Received from Friends Organizations 2008/2009 (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	8,528	21,916	4,044	15	34,503	47.8%
Australia	1,132	2,303	303	10,321	14,059	19.5%
Europe	455	4,740	—	968	6,163	8.5%
UK	260	5,312	—	—	5,572	7.7%
Israel	540	3,805	—	1,056	5,401	7.5%
Canada	2,328	2,712	44	8	5,092	7.1%
Other Countries	112	1,168	64	2	1,346	1.9%
Total	13,355	41,956	4,455	12,370	72,136	100%
Total 2005/2006					87,589	
Total 2004/2005					87,644	

*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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Prof. Sarah Stroumsa

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Director-General

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