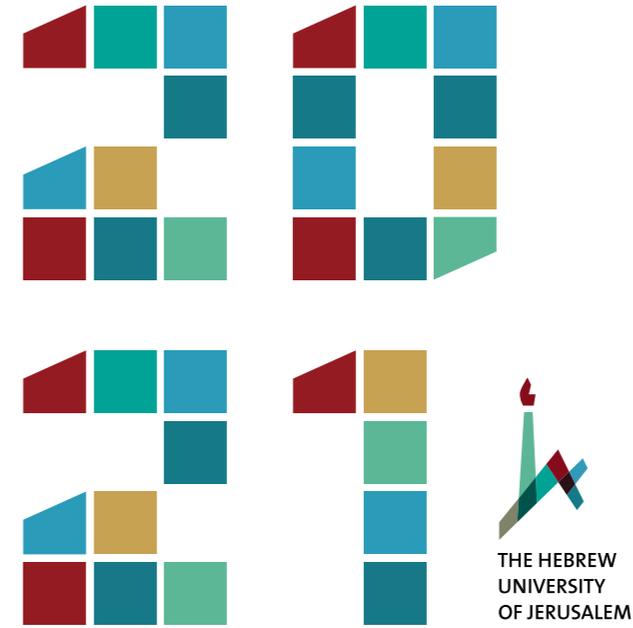




THE HEBREW
UNIVERSITY
OF JERUSALEM

The President's Report | 2021





The President's Report | 2021

From the President
Professor Asher Cohen



Dear
Governors
and
Friends,

As the 2020/21 academic year draws to a close, it also marks the conclusion of my first term as President of the Hebrew University. This was a year filled with uncertainty, due to the ongoing coronavirus pandemic, but also a year with cause for hope.

I am truly proud of the manner by which we maintained our University's activities during the pandemic. We faced a myriad of problems and overcame them – to the highest degree possible. The numbers tell the story: The proportion of students who completed these semesters is no smaller, and in fact appears to be a bit higher, than the semesters prior to the pandemic. Our academic and administrative faculty and staff did an absolutely marvelous job enabling us to continue teaching and conducting cutting-edge research.

Another important aspect I am pleased to highlight is the Hebrew University's social impact, both in and out of the classroom, in line with the United Nations' Sustainable Development Goals. Our University is committed to pursuing solutions to current and future global challenges, while educating the next generation of leaders to engender sustainable, social change. One way we are accomplishing this is by engaging with our incredible alumni as they strive to better the world in a multitude of ways.

I was humbled and honored to be re-elected as president in April of 2021. As we embark on my second term, I'm pleased to lay out my vision for the future, while also celebrating the past four years. At the onset of my first term as president, we developed a detailed ten-year research and teaching plan fitting for a top-notch university. We are constantly working to maintain the highest level of excellence, while simultaneously ensuring that no one gets left behind.

In the following pages, I am pleased and excited to share with you our vision and goals for the Hebrew University in the years ahead.



New Faculty

One of the University's most important goals is to bring in talented new faculty members. However, hiring people is not enough. It's crucial to provide these researchers and scientists with the facilities and conditions for their groundbreaking research. Each year, we invest approximately 25 million dollars in new labs, state-of-the-art equipment, and more. As science advances, this annual expense will likely increase – but we are fully committed to remaining at the cutting-edge of human knowledge.



Centers of Collaboration

We have found that a winning recipe is fostering collaboration across academic disciplines. To this end, we are encouraging our excellent faculty members and researchers to work together as much as possible. The first step in this process was identifying central, cross-discipline topics, and establishing collaborative and interdisciplinary research centers. The pages ahead feature some of our centers, which were, in major part, created through our successful capital campaign – *A Tradition of Innovation*.



Internationalization

Despite the pandemic posing challenges to air-travel, we are proud to have established several new international research collaborations with leading universities worldwide. We recently signed new agreements with the University of Toronto and the University of Illinois, specifically the DPI project. We are now working on new collaborations with the University of California, Los Angeles, the University of Miami, and the Technical University of Munich. In addition, taking advantage of the recent peace agreement, we are currently working on an exciting collaboration with the leading university in the United Arab Emirates. Over the last few years we have successfully built a very rich network of partnerships across the globe – spanning Europe, Asia, North and South America, and Australia. These collaborations have positively impacted our faculty and students alike.



Partnering with Industry

We are tirelessly working to increase our involvement with industry – particularly with elite industries, high-tech, biotech, and nanotech. Our faculty regularly consult companies across fields, many of which are led by our alumni. At the same time, industry can trigger and inspire new research directions. To this end, we are now building a technology park on the Edmond J. Safra Campus. The first of four connecting buildings will open its doors in 2024. The entire park will be completed approximately three years later, spanning over 200,000 square meters (over two million square feet) and offering more than 10,000 jobs. Most importantly, it will create a vibrant ambience for reciprocal interactions between the University and the many park-based companies – creating unique employment and research opportunities for students and alumni.



Community Involvement

Hebrew University staff, faculty, and students are deeply involved in a wide range of community activities and voluntary work – manifesting our ethical commitment to *Tikun Olam* – making the world a better place by helping others and creating a more just and equitable society. Countless community initiatives have originated from within the University. Some are affiliated with academic programs, while others are organized by specific university units, among them the Authority for Community and Youth and the Dean of Students. Yet others have originated with the Student Union or even individual students or staff members. We hope our initiatives inspire and encourage others, from both inside and outside the University, to join us and help expand our voluntary work and impact upon Jerusalem, Israel, and the world.



Looking to the Future

- We will continue developing our cutting-edge research and teaching programs, while continuing to develop and build leading research centers.
- We will expand our partnerships with leading universities, while offering attractive exchange programs for incoming and outgoing students alike.
- We will expand our social commitment to diversity and social causes and will increase our relationships with elite industries.

These dreams, plans, and projects cannot be done without adequate funding. We are in the midst of an ambitious seven-year campaign, with the goal of raising one billion dollars. Despite the pandemic, our capital campaign is well on its way to meeting its goal.



Campaign – The Midterm Review

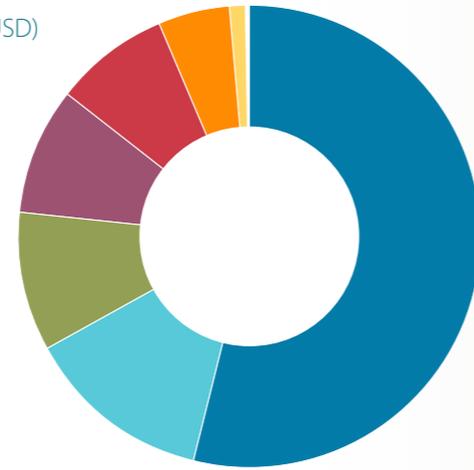
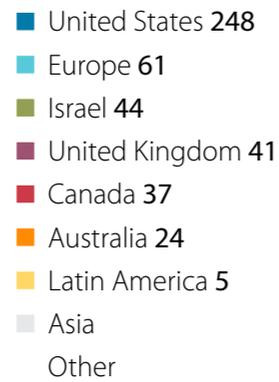
In July 2018 we marked the centennial of the laying of the Mount Scopus cornerstones. It is unlikely that 100 years ago, the Hebrew University's founders could have imagined the scope of the institution's future achievements – breakthroughs in feeding the world and curing disease, in-depth scholarship of all aspects of human civilization, advancing the frontiers of science, and educating generations of leaders in all fields. Indeed, today the Hebrew University is extremely proud to have earned its place among the top universities worldwide.

In 2025 we will mark the centennial of the University opening its doors, which will also mark the end of our seven-year, billion-dollar capital campaign. Today we are laying the foundations for the next century: ensuring that the Hebrew University community has the resources to continue engaging in cutting-edge scientific and academic discovery, educating the best and brightest students from Israel and abroad, fostering great scholars and leaders, and continuing our tradition of innovation.

As of March 2021, the halfway point in the **Tradition of Innovation** capital campaign, we have met 46% of our goal.

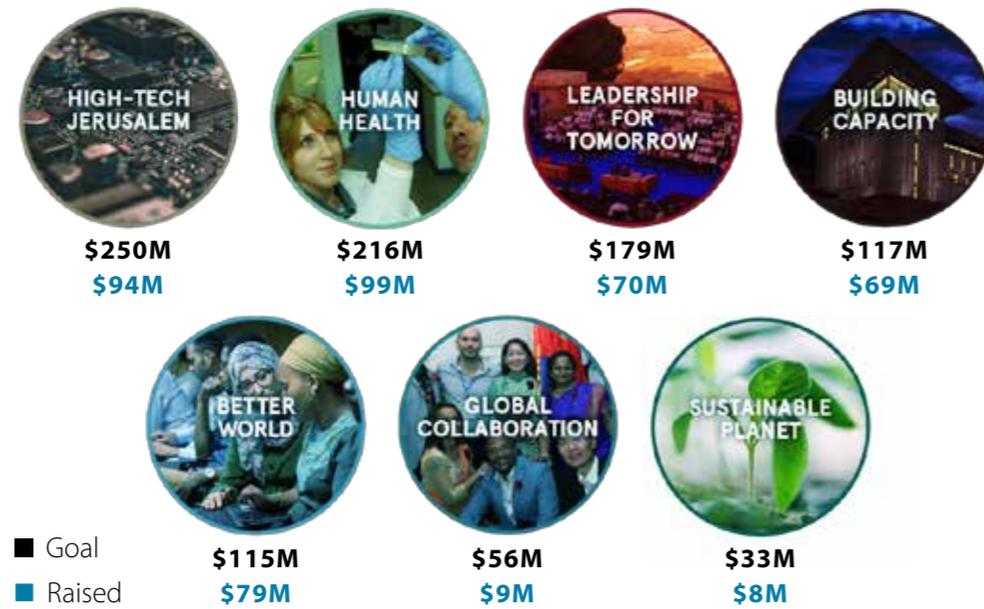
Campaign by Country 2018-2021 (Millions USD)

Halfway into our Campaign, we have raised 46% of our goal.



At the outset of the Tradition of Innovation campaign, the University identified seven strategic priority areas (SPA) – each encompassing academic programs, scholarships, construction projects, the hiring of new faculty, and more. Below is the breakdown of each SPA's fund-raising goal and the amount raised thus far.

Total Raised (2018-2021) \$460 Million



Please note that within our \$1B campaign goal, \$966M was allotted to specific SPAs, and the rest is being raised for other necessary programs. \$32M has already been allocated to other areas.

Education and Impact: How the Hebrew University is Contributing to the United Nations' Sustainable Development Goals (SDGs)

SUSTAINABLE DEVELOPMENT GOALS



The United Nations' Sustainable Development Goals (SDGs), adopted by all Member States in 2015, was an urgent, worldwide call for change – on both the local and global levels. The SDGs are relevant to all people everywhere, regardless of whether they live in a high- or low-income country, and can be implemented by governments, businesses, and third-sector organizations (NGOs). Specifically, institutions of higher learning play a crucial role in meeting these goals. The Hebrew University will contribute to implementing the SDGs through its core functions of education, research, and even our internal operations.

To this end, the Hebrew University is already taking the necessary steps to significantly contribute to sustainable development on a number of fronts.

The following are just a few ways the Hebrew University is working towards fulfilling the UN's Sustainable Development Goals and ensuring a better world for us all:



SDG 2: Zero Hunger

Our Campaign Priority: Sustainable Planet

Our Contribution: The **Robert H. Smith Faculty of Agriculture, Food and Environment**, with its vital research and teaching activities in the areas of knowledge-driven agriculture, nutrition, food security, and food safety, contributes to ensuring more, higher quality food for a growing world population with minimal harm to our natural resources.



SDG 3: Good Health and Well-Being

Our Campaign Priority: Human Health

Our Contribution: The Faculty of Medicine's **Center for Computational Medicine** seeks to harness the power of big data to provide personalized solutions to medical challenges. **The Hebrew University-Hadassah Braun School of Public Health and Community Medicine** has trained hundreds of students from developing countries to improve healthcare in their communities, and its experts were key in providing recommendations and advice to the Israeli public for safe behavior during the Coronavirus crisis.



SDG 10: Reduced Inequalities

Our Campaign Priority: Better World

Our Contribution: Education is considered a vital path to social mobility and to tackling inequalities. The Hebrew University strives to offer qualified young people from across Israel's diverse society a chance to earn a degree at Israel's leading university, opening up professional opportunities and enabling these students to serve as role models for their communities. Special programs encourage young people from communities traditionally underrepresented in higher education to attend university. Such efforts include community outreach, preparatory programs, scholarship support, and the provision of services ranging from tutoring to career guidance.



SDG 11: Sustainable Cities and Communities

Our Campaign Priorities: High-Tech Jerusalem and Better World

Our Contribution: The **Urban Clinic** strives to create more equitable cities by combining knowledge and practice to strengthen local community leadership and help rejuvenate neighborhoods. The **Glocal International Development** master's program trains leaders to generate holistic solutions to the chronic problems faced by the world's marginalized populations. The **Center for Urban Innovation** harnesses interdisciplinary research and development and utilizes advanced technologies towards creating just and sustainable urban environments for all residents.

The United Nations' Sustainable Development Goals are intentionally broad, enabling diverse institutions and organizations to engage and make an impact. The Hebrew University's contribution to making the world a better place, as outlined above, are crucial steps towards creating a shared, sustainable future for all humankind.



The Center for Sustainability: Our Responsibility towards the Future

The future is in our hands. Our present-day choices and actions will have long-term impacts on generations to come; by making ethical and sustainable choices today, we are creating a safe and livable tomorrow.

The Hebrew University understands this mission. Therefore we initiated the establishment of **The Center for Sustainability** – a university-wide umbrella to promote research, education, policy, and their implementation in Israel and around the world.

The Center for Sustainability is investigating pathways to embed sustainability in the research currently conducted at Hebrew University in a uniquely broad spectrum of disciplines, as well as promoting research initiatives and partnerships. As a first step, the Center has published a Call for Research to fund sustainability-related research, with an emphasis on interdisciplinary collaborations. Another key goal of the Center is to promote and advocate for sustainability beyond the University's boundaries – increasing cooperation with the public and the private sectors to stimulate sustainability awareness and activities.

In addition to the Center for Sustainability, the University announced plans to expand its Green Campus initiative, increasing the use of renewable energies and adhering to environmentally friendly building standards for all new campus buildings, among other changes.

As academic leaders in Israel and the international community, Hebrew University must act as a role model and innovator to usher in a more sustainable and healthy planet. We are committed to this issue with all the means at our disposal.



ASPER-HUJI Innovate: Innovation and Entrepreneurship

ASPER-HUJI Innovate – The Hebrew University's center for innovation and entrepreneurship, leverages the University's innovation potential to solve substantial problems through entrepreneurship. The center promotes the University as a supportive environment for entrepreneurship, cultivates an entrepreneurial mindset and skills among students, researchers and staff and serves as a catalyst for the development of startups and social enterprises.

At ASPER-HUJI Innovate entrepreneurship is a mindset, it is the ability to identify challenges and create solutions. Driven by the belief that everyone is born with the capability to become entrepreneurs and innovators and can generate new ideas to drive impact. The center operates in three parallel tracks: **INSPIRE:** promoting entrepreneurial culture and fostering community, while creating experience opportunities such as hackathons and competitions; **LEARN:** developing and running academic courses and programs; and **BUILD:** running acceleration programs to develop new business ventures and social enterprises. These activities create a nexus point between academia and the world of innovation and entrepreneurship while strengthening Hebrew University's internal ecosystem and building bridges to the city, the country, and the world.

ASPER-HUJI Innovate was made possible through the generous support of Gail Asper and the Asper Family Foundation as a part of the Tradition of Innovation campaign.



Computational Medicine: A Cutting-Edge Approach to Combatting Disease

Computational methodologies are having a growing impact on scientific investigation and research. Using increasing computing power, new computer algorithms and large amounts of clinical data we are now able to predict increasingly complex outcomes for patients – replacing the ‘one size fits all’ model of medical treatment with data-driven, personalized health solutions.

Hebrew University's new **Center for Computational Medicine** is at the forefront of this approach – bridging the gap between data science and patient care.

The Center, which will reside on the Ein Kerem medical campus, will focus on research and developing therapies pertaining to inflammatory and infectious diseases, cancer, metabolic diseases, and aging, aimed at replacing conventional models of medical treatment with accurate, predictive, data-driven, patient-oriented digital approaches. At the heart of this initiative will be a core team of leading scientists, clinicians, and clinician-researchers with expertise in computational approaches to biomedical research and clinical treatment.

Although work on the building has only just begun, the research and scientific advancement are well underway. A group of new recruits, researchers, and doctors are currently at work promoting these initiatives and have established the Jerusalem Unit for Computational Medicine – collecting data from the University, the army, and city health institutions.

With a powerful group of accomplished medical researchers and computer scientists, a specially designed facility, a new generation of computational-trained medical researchers, data banks, advanced equipment, and a drug modeling unit – all in close proximity to a major medical center, the Hebrew University's Center for Computational Medicine is sure to break new ground in harnessing the power of data to cure disease.

The Center for Computational Medicine was made possible through the generous support of the Adelis Foundation, The Orion Foundation, Sami Sagol, an anonymous bequest, and other donations from Israel and the United States in the amount of over 40 million USD as a part of the Tradition of Innovation campaign.



The Digital Humanities Lab: Living and Learning Digitally

Digital Humanities is rapidly changing the way students and scholars are approaching academia. By applying computational tools and methods to traditional humanities disciplines – such as literature, history, and philosophy – digital humanities provides innovative ways of researching past and present cultures and an expanded understanding of human culture in a digital world.

This data-driven, digital research approach is an ideal fit for the Hebrew University – specifically its internationally ranked Faculty of Humanities. Digital Humanities at Hebrew University (DH@HU) promises to strengthen the University's research prowess and advance its efforts to equip scholars with adaptable tools, contribute to the public discourse, and gain deeper insights into civilization's cultural heritage. From analyzing narrative schemes in recurring semantic patterns in thousands of Holocaust survivor testimonies, comparing discernible features in archaeological artifacts from diverse sites, to probing the entire body of ancient writings on medicine, digital humanities scholars are using these approaches to uncover new knowledge and offer fresh insights.

With the recent establishment of its inaugural Digital Humanities Lab, the Hebrew University has created a new research paradigm that cuts across faculties and provides scholars in the humanistic disciplines with novel research approaches at the forefront of academic scholarship. This first lab – **The Alfred Landecker Digital Humanities Lab**, headed by Dr. Renana Keydar – aims to harness new techniques and methods of text mining and analysis to explore the impact of testimonial narratives on ideas of justice in the legal system and broader culture.

The Digital Humanities Lab was made possible through the generous support of the Alfred Landecker Foundation in Germany as a part of the Tradition of Innovation campaign.



The Center for Urban Innovation: An Ancient City Leads into the 21st Century

As people worldwide continue to flock to cities and rapidly growing metro-regions environments have become complex hubs of work, education, culture, innovation, and creativity. In parallel, they are also places of aging infrastructure, transportation nightmares, environmental hazards, crime, inequality, and poverty.

The answer is right at our fingertips. A Smart City has the ability to harness information and communication technologies to enhance community-building, mobility, public services, healthcare, and the environment. Smart City applications range from air quality monitoring to street lighting, controlling or traffic management. The technological infrastructure is invisible but naturally has implications both on the city's development and on our behavior as individuals.

At the forefront of this technological application is Hebrew University, utilizing its multi-disciplinary expertise to meet the challenge of innovating modern cities. The Hebrew University's **Center for Urban Innovation** will operate in one of the most fascinating and challenging urban environments – the city of Jerusalem – which acts as a unique laboratory for research, teaching, and experimentation.

The Center for Urban Innovation will become an interdisciplinary center combining research in data science, geoinformatics, urban studies, sociology, political science, economics, computer science, and more. The Center will strengthen and expand existing activities in these departments and encourage collaboration between them, launch a new English-language graduate degree in Smart Cities and Urban Informatics, and host a range of public and academic courses and workshops devoted to innovative, agenda-setting topics.



Welcome to the New University Management

Prof. Mona Khoury-Kassabri
Vice President for Strategy and Diversity

Prof. Mona Khoury-Kassabri was appointed as Hebrew University's Vice President for Strategy and Diversity in April of 2021. She is a full professor and was formerly the Dean of the Paul Baerwald School of Social Work and Social Welfare at the Hebrew University of Jerusalem.

Prof. Khoury-Kassabri is an alumna of the Israel Young Academy and of the Global Young Academy. She holds the Frances and George Katz Family Chair at the Paul Baerwald School of Social Work and Social Welfare at the Hebrew University.

In 2021, Prof. Khoury-Kassabri won the Bruno Memorial Award, presented to young scholars by the Israel Institute for Advanced Studies. She was a 2002 Fulbright Postdoctoral Fellow at the University of Chicago, and a visiting professor at the Factor-Inwentash Faculty of Social Work University of Toronto for two, non-subsequent, academic years: 2011-12 and 2016-17.

Prof. Khoury-Kassabri's research revolves around issues related to child and youth welfare. It focuses on child and adolescents' deviant and delinquent behaviors in three particular areas: school violence, cyberbullying, and juvenile delinquency and political violence. Her research examines how sociopolitical context influences child and adolescent development and adjustment, both cross-culturally within Israel and in other societies, such as Canada and the United States (with a particular focus on immigrants and ethnic minorities). This research aims to expand the theoretical understanding of how children's behavior is the result of an interplay of contextual factors, including their own characteristics and dynamics, and those of their family, peers, teachers, and neighborhood, and their cultural affiliations. The results of her research have implications for the development of culture- and gender-specific intervention strategies targeted at deviance and delinquency among youth.



"I am deeply honored to be the first Arab to serve as a Hebrew University Vice President. I feel confident that my experience both inside the classroom and in senior roles at the University will serve me well in promoting the strategic goals and inclusionary values of this great institution.

My hope is that through our diversity activities and initiatives we will succeed in getting our student body to know each other better and not just study side by side."



Prof. Asher Ben-Arieh

Dean, The Paul Baerwald School of Social Work and Social Welfare



“When it comes to research and academia, the Paul Baerwald School of Social Work and Social Welfare is a leader both in Israel and abroad. In order to leverage this position, we plan to further emphasize professional education in the field of social work. By expanding the fields of study and training to cover additional social and welfare issues, increasing academic collaborations and research, and multi-professional training, the School will continue to shape social policy in Israel and have an impact around the world.”

A professor and the Haruv Chair for the Study of Child Maltreatment at the Hebrew University of Jerusalem, Prof. Asher Ben-Arieh is also the Director of the Haruv Institute in Jerusalem – an organization for training and engaging in research to help children suffering from abuse and neglect. He served for 20 years as the Associate Director of the Israel National Council for the Child and was the founding editor-in-chief of the Council’s annual report, the State of the Child in Israel. He has published extensively on children’s well-being and child maltreatment and is the founding editor-in-chief of the Child Indicators Research journal and the book series, Child Well Being: Indicators and Research.

Prof. Ben-Arieh is one of the leading international experts on social indicators, particularly as they relate to child well-being. He initiated and coordinated the international project, Measuring and Monitoring Children’s Well-Being, and was among the founding members and the first elected co-chair of the International Society for Child Indicators. He is currently one of the principal investigators of the International Survey of Children’s Well-Being research project.



“The Rachel and Selim Benin School of Computer Science and Engineering has gone through a rapid growth period, expanding both the student body and the variety of degree programs. As dean, my hope is to continue to invest in these, to retain their high quality and attractiveness, while also increasing the faculty size and infrastructure capabilities, to ensure sustainability.”

Prof. Sara Cohen

Dean, The Rachel and Selim Benin School of Computer Science & Engineering

Prof. Sara Cohen is a full professor at the Hebrew University of Jerusalem, where she also received her PhD in 2004. Prior to joining Hebrew University, she was a faculty member at the Technion – Israel Institute of Technology from 2004 to 2007.

Prof. Cohen’s research is focused on theoretical and practical issues in databases, in particular: query equivalence, enumeration of large query results, social networks, data summarization, and diversity and representativeness in data. She has served on the program committees of numerous database conferences, such as SIGMOD, VLDB, and PODS, and as an associate editor for the journal, IEEE Transactions on Knowledge and Data Engineering. Besides conducting research, Prof. Cohen enjoys teaching the next generation of computer scientists, and has won the Michael Milken prize for excellence in teaching.





Prof. Avraham Zini

Dean, Faculty of Dental Medicine

Prof. Avraham Zini earned his DMD in 1989, with a specialization in Public Health Dentistry, his MPH in 2006, and PhD in 2011 – all from the Hebrew University of Jerusalem. From 2000-2008 he was the Director of the Yad Sarah geriatric dental clinic that focuses on the oral health needs of geriatric communities. From 2016-2019, Prof. Zini was the head of the Community Dentistry Department in the Faculty of Dental Medicine.

Between 2015-2021, Prof. Zini served as the Associate Dean of the Faculty of Dental Medicine. During his term, he headed the Faculty's current accreditation process (CODA) an international dental education program with certification from the American Dental Association. Prof. Zini is also a researcher and lecturer in the Faculty and has published 140 peer reviewed articles, and is an editorial board member in many well-known journals. By emphasizing research, Prof. Zini raises awareness of the oral health dimension and the importance of its treatment among needy populations as well as among policy-makers to bring about an improvement in the quality of life of the population.



Prof. Nissim Otmazgin

Dean, Faculty of Humanities

Prof. Nissim Otmazgin currently heads the Institute of Asian and African Studies at the Hebrew University of Jerusalem. He formerly served as Chair of the Department of Asian Studies, Director of the Harry S. Truman Research Institute for the Advancement of Peace, and Chair of the Academic Committee of the Louis Frieberg Center for East Asian Studies.

Prof. Otmazgin's doctoral dissertation (Kyoto University, 2007) won the Iue Asia Pacific Research Prize in 2007. The thesis, which examined the export of Japanese popular culture to Asia, was based on extensive fieldwork conducted in Hong Kong, Singapore, Shanghai, Bangkok, and Seoul. Prof. Otmazgin's research interests include contemporary culture and regionalization in East and Southeast Asia, Japan-Southeast Asian relations, and cultural industry and cultural policy in Japan and South Korea.

Prof. Otmazgin has received several prestigious research grants, including from the Israel Science Foundation, a Marie Curie Grant from the European Union, and the Hebrew University's Ben-Porath Presidential Award for Outstanding Young Researcher in 2012. He is a founding member and has served as chair of the Israeli Association for Japanese Studies, was a member of the Israeli Young Academy (2015-2019), and a member of the Council for Higher Education's Planning and Budgeting Committee for the Advancement of Humanities (2018-2019).

“As I begin this exciting new chapter, my goals and objectives include: increased innovation, investment in our staff and students, and increasing the prestige of the Faculty as a leader in its field. However, just as important is the Faculty's aim to develop social responsibility and community consciousness among our dental students. The value of the Hebrew term “Tikun Olam” which literally means, “repairing the world” is an integral part of our teaching method and we hope this value is passed on to the next generation of our Faculty's future dental graduates.”

“I am excited to serve as the Dean of the Faculty of Humanities and continue its commitment to shed light on civilizations past and present. My goal is to enhance our position as a leading faculty for the study of Humanities, develop our international outreach, and increase our engagement with different communities within Israeli society.”

Financial Report 2019/20

The Hebrew University ended the 2019/2020 financial year with a surplus of NIS 26.1 million. The approved budget was balanced.

This surplus reflects the current year's operative activity and therefore expenditure does not include exchange rate variances or expenditure from previous years.

The surplus was accomplished as a result of several factors:

Income

1. Increased income from the PBC, student fees, and endowment funds - NIS 39 million
2. Income from Friends, Yisum, and the Einstein fund, overhead, rental income - under implementation of NIS 53 million
3. Others - under implementation of NIS 29 million
4. Secondary budget and independent profit center - increased deficit from NIS 25.6 million to NIS 44.4 million – leaving a net change of NIS 18.8 million

Total Deficit - NIS 62.2 million

Expenditure

The expenditure was under implementation in the following areas:

1. Salaries and Pension - NIS 5.7 million
2. Total Academic Activity - NIS 16.5 million
3. Working Budgets for Administrative Units - NIS 4.2 million
4. Services & Maintenance - NIS 54.5 million
5. Other Centralized Expenses - NIS 7.4 million

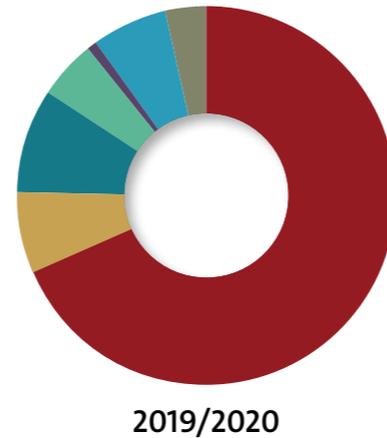
Total reduced expenditure - NIS 88.3 million

With the deficit of NIS 62.2 million and the reduced expenditure of NIS 88.3 million, there is a resulting surplus of NIS 26.1 million.

The following pages outline financial activity relating to the University's operating budgets. Tables 1 and 3 refer to the annual budgets comprising the regular budgets including the closed budgets of several specific operations such as the Rothberg International School and the Joseph Saltiel University Preparatory School. Additionally, Table 2 is comprised of the last two year's budgets including the research, development, and special budgets.

Table 1: Income & Expenditure 2018/19 - 2019/20 Regular & Closed Budget
(in US \$ millions)

Income	2019/2020		2018/2019	
■ Planning and Budgeting Committee (PBC)	444.1	68%	426.3	70%
■ Special Support PBC	39.5	6%	39.9	6%
■ Student Fees	62.8	10%	54.5	9%
■ Income From Friends	30.2	5%	29	5%
■ Endowment Funds	4.7	1%	4.1	1%
■ Overhead	41.8	6%	39.7	6%
■ Other Income	27.4	4%	18.6	3%
Total	650.5	100%	612.1	100%



Expenditure	2019/2020		2018/2019	
■ Salaries	255.6	40%	240.4	39%
■ Pension & Retirement Costs	195.2	30%	190.5	31%
■ Academic Activity	84.4	13%	79	13%
■ Working Budgets For Administrative Units	30.2	5%	25.1	4%
■ Acquisitions & Subsidies For Closed Budgets	12.8	2%	4.9	1%
■ Services & Maintenance	36.2	6%	40.4	7%
■ General Costs	28.8	4%	31.8	5%
Total	643.2	100%	612.1	100%

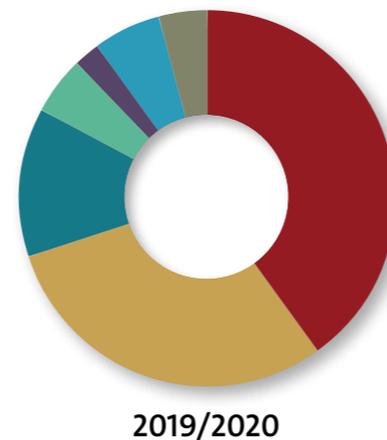
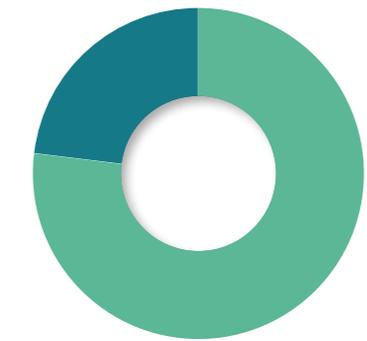
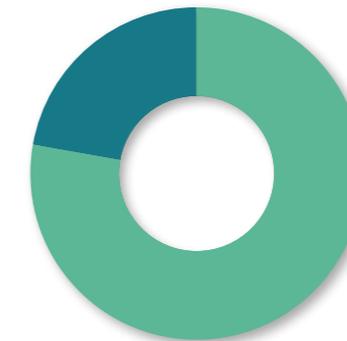


Table 2: Allocation of Overall Budgetary Expenditure & Income 2018/19 - 2019/20
(in US \$ millions)

Income	2019/2020		2018/2019	
■ Regular & Closed Budgets	650.6	78%	612.1	77%
■ Other Budgets	186.7	22%	185.1	23%
Total Income	837.3	100%	797.2	100%



Expenditure	2019/2020		2018/2019	
■ Regular & Closed Budgets	643.2	78%	612.1	77%
■ Other Budgets	186.7	22%	185.1	23%
Total Expenditure	829.9	100%	797.2	100%

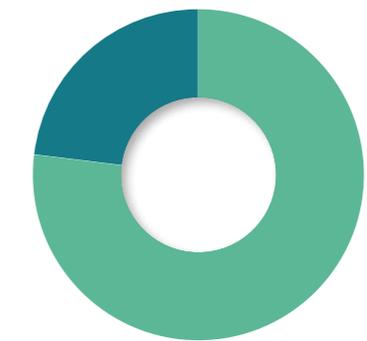
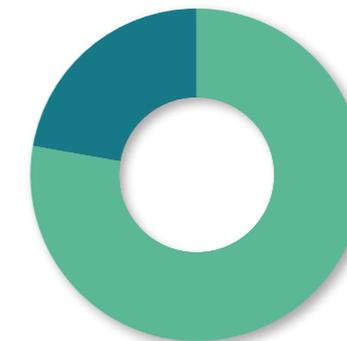


Table 3: Implementation of Regular & Closed Budgets 2019/20

Table 3a: OVERALL EXPENDITURES (in US \$ millions)

Regular Budgets & Closed Budgets

	Total Implementation	Non-Experimental Units	Experimental Units	Academic Support Units	Central Costs & Administrative Units*	Closed Budgets
Salaries	255.6	81.9	114.2	11.9	47.6	-
Pension & Retirement Costs	195.2	52.8	63.9	4.7	73.9	-
Academic Activity	84.4	20.6	45.5	12.3	5.9	-
Working Budgets for Administrative Units	30.2	0	0.1	1.6	28.4	-
Acquisitions & Subsidies for Closed Budgets	12.8	-	0	0	0	12.8
Services & Maintenance	36.2	1	2.8	1.8	30.5	-
General Costs	28.8	0	0	0.1	28.7	-
Total Expenditures	643.2	156.3	226.5	32.4	215	12.8
Percentage of Total Expenditures	100%	24%	35%	5%	34%	2%

*Including central expenses such as pension costs and maintenance and revaluation differences on liked balance sheet items

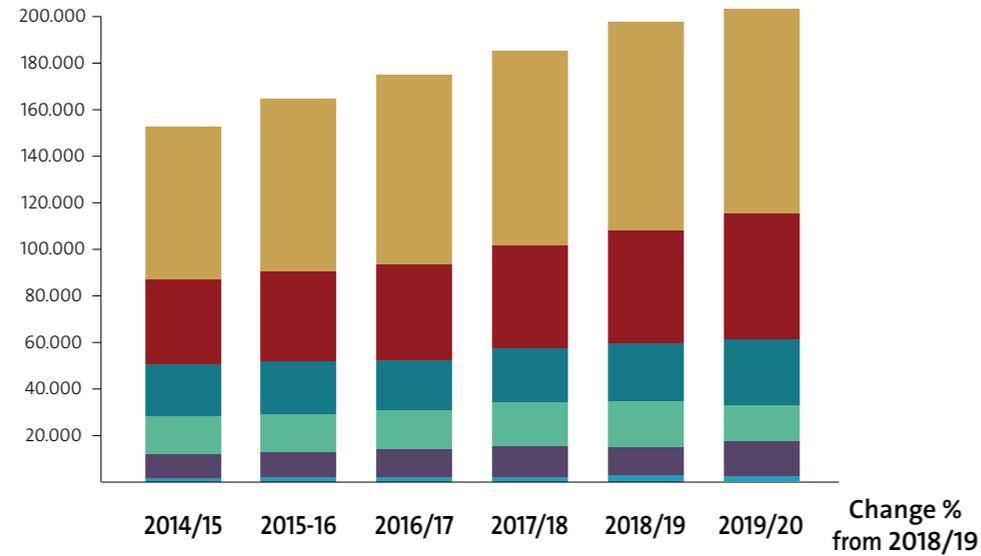
Table 3b: Non-Experimental Units (In US \$ Millions)

	Total	Humanities	Education	Social Work	School of Business Administration	Social Sciences	Law
Salaries	81.8	29.5	5.5	5.1	5.3	28.2	8.2
Pension & Retirement Costs	52.8	28.3	4.4	2.3	1.5	13.4	2.9
Academic Activity	20.6	5.2	2	2.5	2.1	6	2.8
Working Budgets for Administrative Units	0	0	0	0	0	0	0
Acquisitions & Subsidies for Closed Budgets	-	-	-	-	-	-	-
Services & Maintenance	1.1	0.3	0	0.2	0	0.4	0.2
Total Expenditures	156.3	63.3	11.9	10.1	8.9	48	14.1

Table 3c: Experimental Units (In US \$ Millions)

	Total	Medicine	Dental Medicine	Pharmacy	Computer Science & Engineering	Science	Agriculture	Neuroscience
Salaries	114.4	22.6	3.7	5.3	9.7	48.9	24.2	0
Pension & Retirement Costs	64	8.7	2.5	3.9	0.9	34.2	13.8	0
Academic Activity	45.4	10.7	1.9	3.2	4	15.4	10.1	0.1
Working Budgets for Administrative Units	0.1	0.1	0	0	0	0	0	0
Acquisitions & Subsidies for Closed Budgets	0	-	-	-	-	0	0	0
Services & Maintenance	2.9	0.4	0.2	0.1	0.1	1.5	0.6	0
Total Expenditures	226.8	42.5	8.3	12.5	14.7	100	48.7	0.1

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



	2014/15	2015-16	2016/17	2017/18	2018/19	2019/20	Change % from 2018/19
GROUP 1: Faculty of Science, School of Engineering & Computer Sciences	65.5	74	81.5	83.8	89.7	87.5	-2%
GROUP 2: Faculty of Medicine, School of Pharmacy, Faculty of Dental Medicine	36.4	38.8	41.2	44.1	48.4	53.6	11%
GROUP 3: Faculty of Agriculture, Food & Environment	22.4	22.7	21.4	23.2	25.2	28.3	13%
GROUP 4: Faculty of Humanities, School of Education, School of Business Administration	16.4	16.6	16.8	19	19.6	16.6	-16%
GROUP 5: Faculty of Social Sciences, School of Social Work & Social Welfare	10.2	10.6	12	13.2	11.8	15.1	28%
GROUP 6: Faculty of Law	1.5	1.6	1.9	2.2	2.9	2.3	-20%
Total	152.4	164.3	174.8	185.5	197.6	203.4	2%

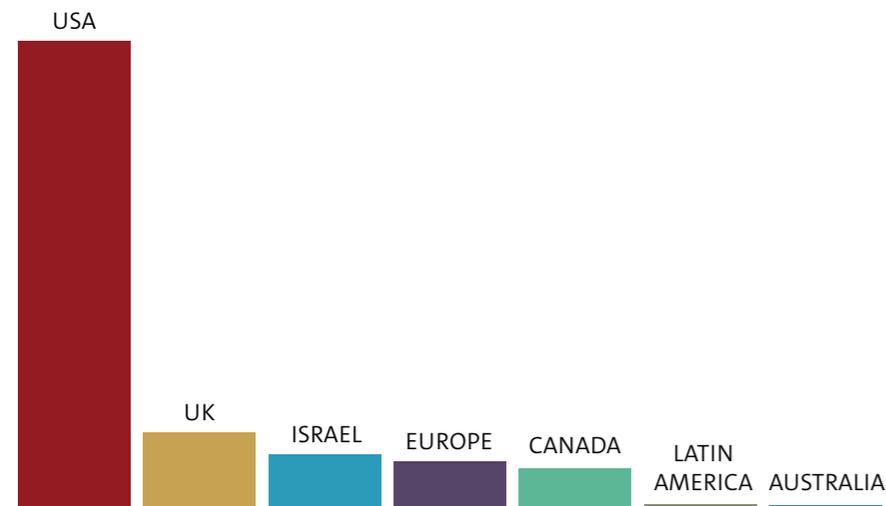
Table 5: University Endowment Funds, Growth, and Income (in US \$ millions)

Year	Total Assets of Endowment Funds	Net Profit	Net Profit (as %)
2003/2004	308.6	23.6	7.6%
2004/2005	328.0	26.6	8.1%
2005/2006	347.8	22.7	6.5%
2006/2007	394.3	32.9	8.4%
2007/2008	391.2	-37.2	-9.5%
2008/2009	390.7	16.5	4.2%
2009/2010	429.9	34.3	8.0%
2010/2011	410.1	-1.2	-0.3%
2011/2012	420.2	32.1	7.6%
2012/2013	476.3	39.5	8.3%
2013/2014	471.5	31.5	6.7%
2014/2015	440.2	8.9	2.0%
2015/2016	456.2	22.0	4.8%
2016/2017	510.6	31.7	6.2%
2017/2018	515.4	30.3	5.9%
2018/2019	562.6	26.3	4.7%
2019/2020	574.9	4.9	0.9%

From 2003/2004 until today, the assets of the University's Endowment Funds have grown by \$266 million, from \$308.6 million at the end of 2003/2004 to \$574.9 million at the end of 2019/2020, with an average growth of \$16.6 million per year. Net income from Endowment Funds during 2019/2020 amounted to \$4.9 million, a yield of nearly 0.9%. The income shown in the financial statements for 2019/2020 is due to profits from investments. In accordance with the policy of the Endowment Funds Committee, about 23% of the Funds' investments are linked to the US dollar and the remaining 77% are linked to the New Israeli Shekel. Starting in 2003/2004, Endowment Funds financial statements are prepared and presented in nominal shekels (NIS), instead of in dollars (US\$) as in previous years. The figures for 2019/2020 were calculated according to the exchange rate on September 30, 2020. The Funds' total assets are presented in dollar terms, rather than in shekels. Therefore, shifts are due not only to fluctuations in the Fund, but also to changing exchange rates. (The exchange rate decreased approximately 1% between September 30, 2019 and September 30, 2020).

Table 6: Amounts Received from Friends Organizations (in US \$ thousands)

Source of	Regular Budget	Special & Research	Development Budget	Endowment Funds	Year To Date All Categories	Percentage of Total
USA	16,718	32,640	14,260	11,752	75,370	66%
UK	1,710	10,414	316	10	12,450	11%
Israel	65	7,234	811	499	8,609	8%
Europe	1,624	3523	1897	935	7,979	7%
Canada	2,845	4,524	1		7,370	6%
Latin America	784	581	75	12	1,234	1%
Australia	463	228		20	711	0.8%
Others		248		9	257	0.2%
Total	24,209	59,392	17,360	13,237	113,980	100%



Total 2018/2019	112,213
Total 2017/2018	96,425
Total 2016/2017	118,774
Total 2015/2016	99,506
Total 2014/2015	106,803
Total 2013/2014	106,801

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