



The President's Report 2022



**The
President's
Report**
2022

01 | Dear Governors and Friends,

As another academic year comes to an end, it is time to reflect on what Hebrew University has accomplished over the last year. While 2020/21 was shaped, to a large extent, by the pandemic — shutdowns, remote learning, and shifting policies — thankfully 2021/22 was less tumultuous.



I am proud to report that the academic year went quite smoothly. The majority of classes met in person, and we developed flexible policies towards quarantined students and faculty to ensure that learning kept pace. We shifted to remote learning towards the end of the Fall semester, to minimize disruptions to exams, but the Spring semester resumed in person.

By now we are well into the second half of our seven-year, \$1 billion, fundraising campaign **A Tradition of Innovation**. We are grateful that together we've already raised \$590 million, which has made so much innovation, research, and learning possible, as well as an unprecedented flurry of construction which will ensure that all of our campuses can support research and teaching as we enter our second century. We are extremely thankful to our donors for choosing to support our University in a variety of ways.

We continue to expand the scope of our academic activity, further developing and advancing a number of new interdisciplinary research centers, from our Center for Urban Innovation, to our Center for Sustainability, to our newest addition, the Center for Human Evolution and Ancient DNA. You can read about the latter on page 8.

Another area in which we've invested significant efforts has been engaging with our alumni, friends, and Board of Governors members — here in Israel. This has taken a number of forms, including a groundbreaking study of how financial aid impacts students and alumni (see page 10), an increased emphasis on engaging leading alumni, and integrating new Israeli members of the Board of Governors in the Hebrew University community. The breadth of these activities is detailed on page 18.

We have also continued to physically develop our campuses. In late 2021 the University signed a significant real estate deal that will affect the Mt. Scopus and Edmond J. Safra campuses (see page 22), and this summer we will be dedicating or laying the cornerstones for buildings across all three Jerusalem campuses and Rehovot, spanning disciplines. More information can be found on pages 24.

For millennia, the Jewish people have concluded the Passover Seder with the words: Next Year in Jerusalem! During the last two years, these words have taken on an especially poignant significance, as we've been forced to hold our annual Board of Governors meetings online. Now, I am pleased to conclude this report with the blessing: This Year in Jerusalem!

– Professor Asher Cohen, President
The Hebrew University of Jerusalem



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REPORT WITH THE BLESSING: THIS YEAR
IN JERUSALEM!



02 | Year in Numbers

#1

RESEARCH OUTPUT
NATIONWIDE (20.3%)

1,000+

FACULTY MEMBERS

13,546

UNDERGRADUATE STUDENTS

5,822

MASTER STUDENTS

1,933

DOCTORAL STUDENTS

6,000+

COURSES TAUGHT

10

ERC GRANTS

3

EMET PRIZES

2

KRILL PRIZES

41

ISRAELI INNOVATION
AUTHORITY GRANTS
SINCE 2016



PHYSICS WORLD'S
2021 BREAKTHROUGH
OF THE YEAR AWARD
DR. SHLOMI KOTLER

GLOBAL RANKINGS



SHANGHAI RANKING 90TH
1ST IN ISRAEL

Math: 24th / Law: 30th
Communications: 25th
Public Administration: 45th
Economics: 51st-75th
Political Sciences: 51st-75th



NATURE INDEX 85TH
2ND IN ISRAEL



SCIENCE & NATURE 57TH
2ND IN ISRAEL

03 | The Center for Human Evolution and Ancient DNA

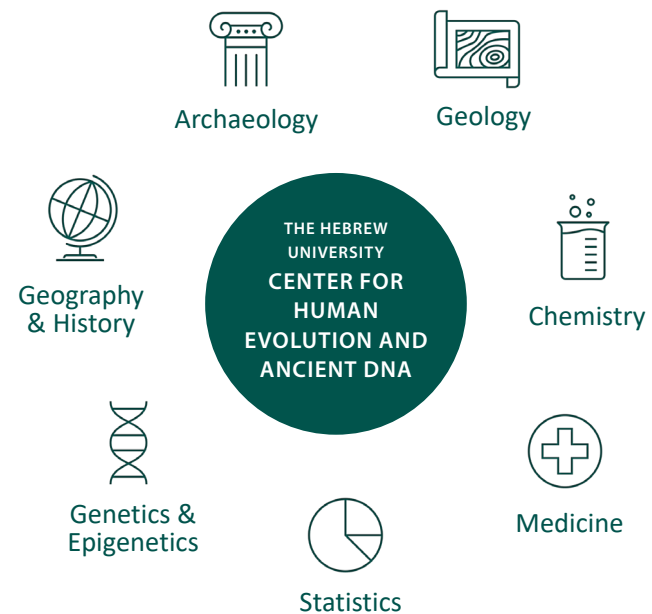
Unraveling the Mysteries of Our Past and Illuminating Our Future

It may sound like science fiction, or something straight out of Jurassic Park — but it's solid science. And it's happening at The Hebrew University of Jerusalem, which in recent years has positioned itself at the forefront of the study of human evolution and genetic history.

In 2014, Prof. Eran Meshorer and Prof. Liran Carmel developed a pioneering tool for studying ancient DNA extracted from prehistoric human remains, revealing how genes have changed over the millennia. Several years later, they used ancient DNA to reconstruct the full anatomical profile of a Denisovan teenager who lived 70,000 years ago. This achievement was recognized as one of the greatest scientific breakthroughs of the year.

In 2020 Prof. Liran Carmel used ancient DNA to profile the genetics of the Canaanites and analyze their genetic impact upon modern populations in the Levant. The following year, an archaeological team headed by Prof. Yossi Zaidner discovered a new prehistoric human species — Homo Neshet Ramla, which coexisted alongside Homo sapiens as recently as 120,000 years ago, sharing culture and technology.

These findings, which have been published in leading scientific journals, are just the beginning. To continue leading the study of human evolution and genetic history, the Hebrew University has established the new multidisciplinary **Center for Human Evolution and Ancient DNA**. The Center will encompass five research units and labs, enabling scientists



and researchers to gain an even deeper understanding of prehistory and the cultural evolution of man, ancient DNA, epigenetics, and proteomics.

Geographically, the Hebrew University is at the heart of the Levant, an area with rich history and abundant archaeological findings. As such, the Center for Human Evolution and Ancient DNA is optimally situated to study ancient hominins that roamed the area, including Homo sapiens, Neanderthals, and

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THE CENTER WILL
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PROTEOMICS.



Homo Neshet Ramla, as well as later human populations that shaped the demography of the region, such as the Canaanites and Israelites.

The Hebrew University's world-class researchers, along with new scientists who will join the Center, will continue to leverage the Hebrew University's expertise in human biological and cultural evolution and to integrate cutting-edge technology with groundbreaking archaeological discoveries to tackle central questions of human evolution, the genetic history of human populations, the development of culture, society, and behavior, and their implications for modern human genetics, traits, and illnesses.



04 | Measuring the Impact of Financial Aid

Every year, the Hebrew University's Dean of Students allocates need-based financial aid to 1,500-2,000 students. While many students and alumni have shared the significance of this aid in their lives, we have lacked, until now, data to quantify the social and financial impact of these scholarships. To this end, the University partnered with Social Finance Israel (SFI) to conduct a study to discover more about the measurable impact of such scholarships.

The Hebrew University is the first Israeli institution of higher education to carry out such a study. We now have data and numbers measuring and quantifying the impact of financial aid — providing additional proof of its importance.

The study drew upon two sources of information. First, University data of student demographic and background information, along with lists of who applied for, and received, financial aid, chosen fields of study, and graduation rates. The study tracked eight cohorts of incoming first year undergraduate students (2010-2017) over the course of five years each, totaling 25,089 students. The latter part of the study utilized an online survey distributed among alumni.

We are pleased to present the findings, which indicate that these scholarships are beneficial for all involved: the University, the students, their families, and the Israeli economy.

IS FINANCIAL AID REACHING THE RIGHT STUDENTS?

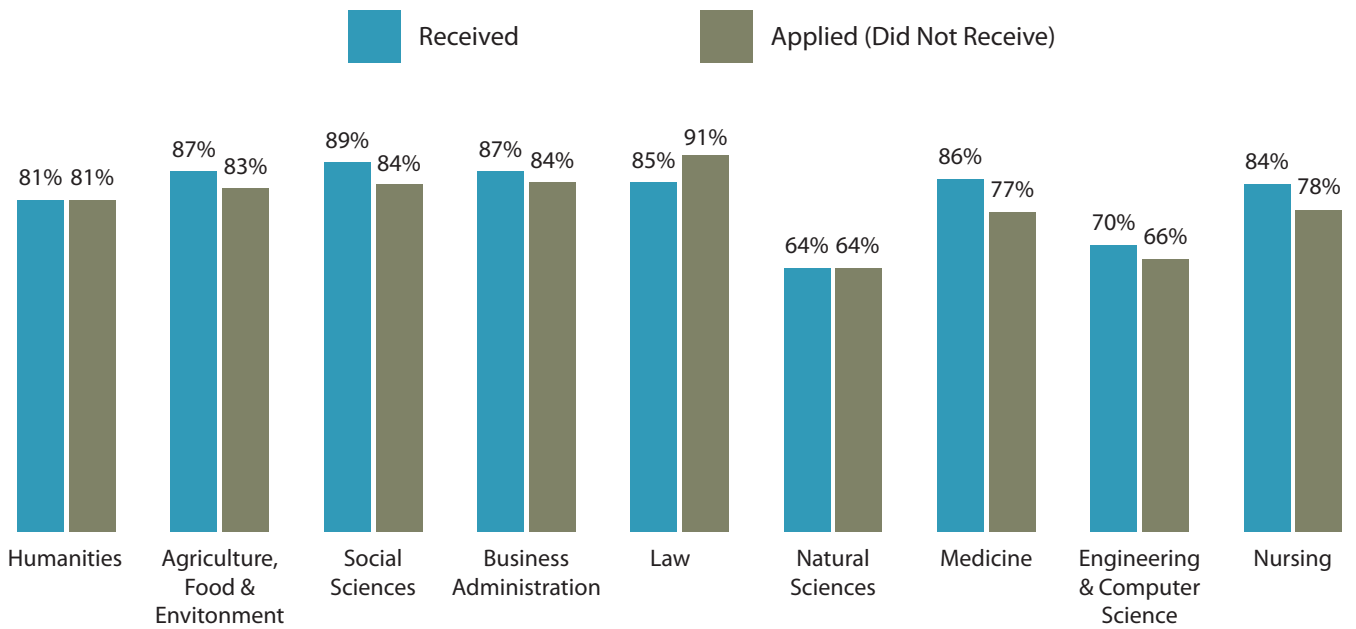
Records show that 23% of first-year students apply for financial aid. A demographic analysis reveals that the applicants are largely from Israel's geographic and social periphery. Over half of the applicants (56%) received funds, at least once. Those awarded scholarships have family incomes lower by 50-60% and lower entry scores (matriculation & psychometric) than applicants who did not receive aid.

Clearly, the answer to this first question is: Yes. Financial aid is, in fact, being distributed to the right group of students, those who most need it, thus lessening the burden of tuition on these students' families.

WHAT ARE THE ACADEMIC AND SOCIAL IMPACTS OF FINANCIAL AID?

Across fields, students who received financial aid finished their studies faster compared to their peers with similar incomes who applied but were not awarded aid. Needless to say, high graduation rates benefit both the students and the University.

A COMPARISON OF GRADUATION RATES BETWEEN STUDENTS WHO RECEIVED AID AND APPLICANTS WHO WERE NOT AWARDED AID (CONTROLLED FOR INCOME)

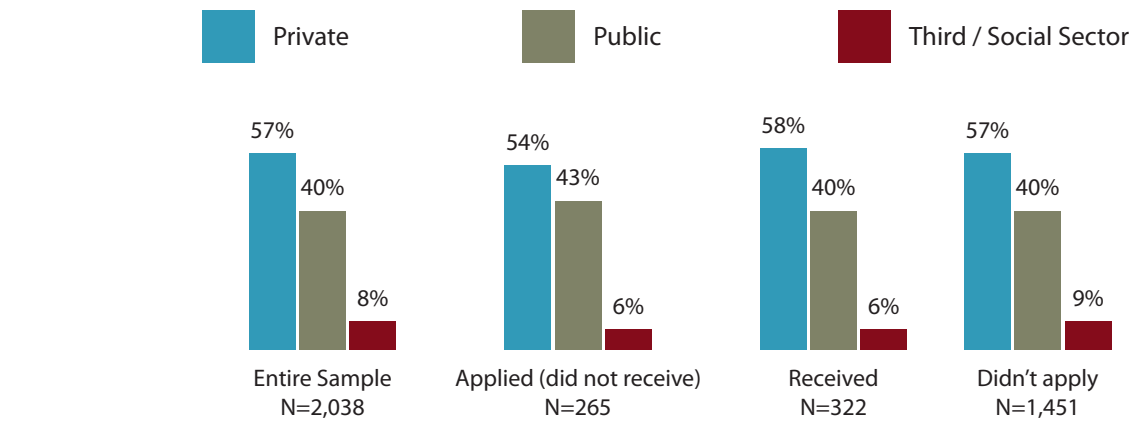


N Applied (and did not receive)	123	108	72	70	30	87	85	72	92
N Received Aid	526	366	226	233	94	241	241	143	344

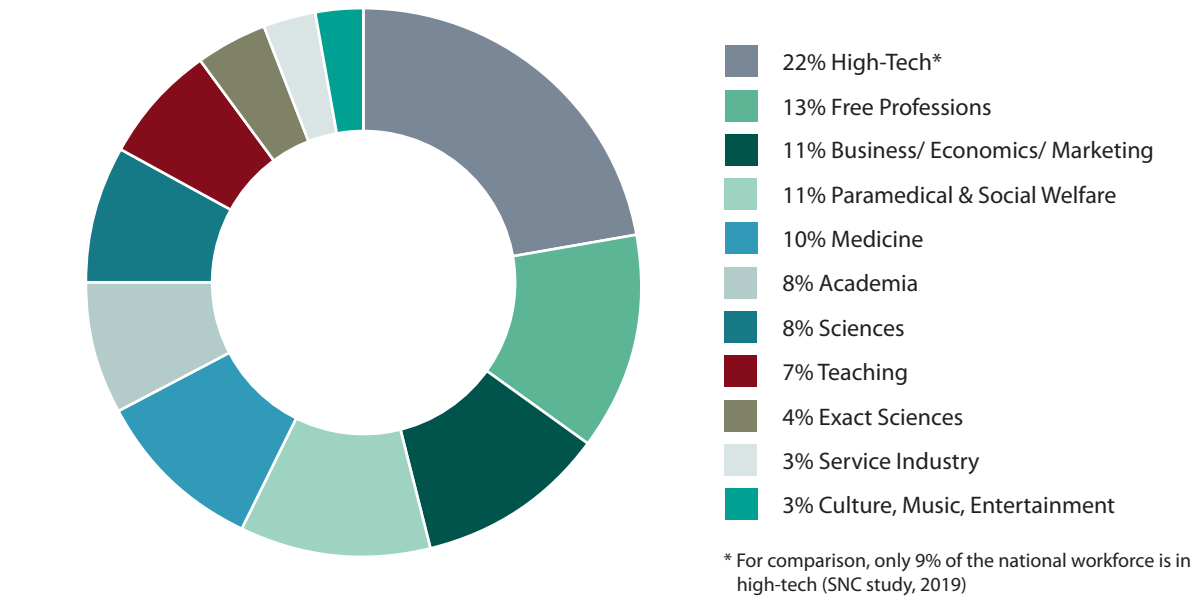
WHAT IS THE FINANCIAL IMPACT OF FINANCIAL AID?

In terms of employment, students’ financial aid status (whether requested, received, or not) had no bearing on the sector in which they found employment: private, public, or the third sector. In addition, 22% of the alumni reported finding employment in high-tech, including graduates from non-technological programs and faculties. This is impressive, given that only 9% of the jobs nation-wide are in high-tech. At the same time, scholarship recipients reported that their financial aid helped them academically.

DISTRIBUTION BETWEEN EMPLOYMENT SECTORS AMONG ALUMNI (THE SUM EXCEEDS 100%)



DISTRIBUTION OF SECTOR OF EMPLOYMENT N = 2,014



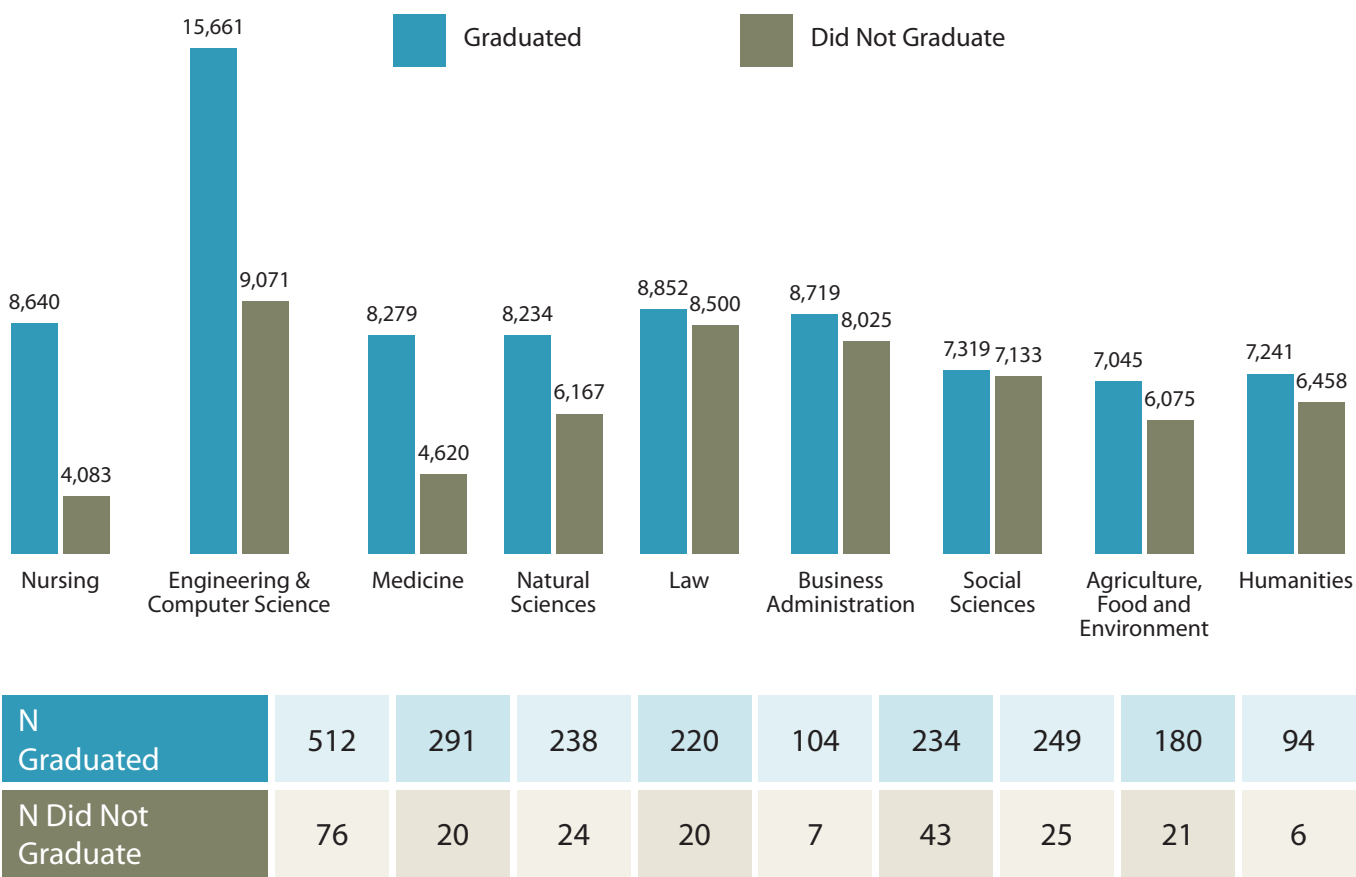
EMPLOYMENT SECTORS, BY FACULTY/AREA OF STUDY

STUDENTS FROM ACROSS DISCIPLINES ENTER HIGH-TECH*

		Faculties with Low Productivity				Faculties with High Productivity				
Faculty / Sector	Total	Humanities	Agriculture, Food, and Environment	Social Sciences	Law	Business Administration	Natural Sciences	Medicine	Engineering & Computer Science	Nursing
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
High-Tech	22%	18%	10%	23%	14%	22%	28%	4%	76%	4%
Free Professions	13%	13%	3%	16%	72%	26%	3%	1%	1%	0%
Business Admin. / Economics / Marketing	11%	4%	9%	24%	9%	38%	3%	1%	1%	2%
Paramedical / Social Welfare	11%	4%	15%	8%	0%	3%	3%	14%	0%	87%
Medicine	10%	1%	7%	2%	0%	0%	7%	67%	0%	4%
Academia	8%	22%	5%	12%	2%	5%	16%	4%	2%	1%
Natural Sciences	8%	0%	38%	1%	1%	0%	22%	3%	1%	0%
Teaching	7%	23%	4%	8%	2%	3%	9%	2%	2%	0%
Exact Sciences	4%	2%	2%	1%	1%	2%	8%	1%	16%	1%
Service Industry	3%	5%	5%	4%	1%	1%	1%	2%	0%	0%
Culture, Music, Entertainment	3%	9%	3%	3%	0%	0%	2%	1%	2%	0%
N	1963	169	221	264	128	231	213	224	166	93

Financial aid recipients were on par with their peers in terms of finding employment in their field. In fact, the study can serve a predictive purpose. Students who are debating between majors can now get a general idea how they will fare in the job market in terms of sector, earning, and career, following their graduation. For example, 70% students who studied a profession (e.g. law) found employment in their field, which is slightly higher than the general population, where only 66% of students reported working in their field. This begs a follow-up question: was the students’ earning power on par with their peers? Further analysis revealed that scholarship recipients who graduated earned significantly more than those who did not graduate.

INCOME FROM ALUMNI’S FIRST JOB, DIVIDED BY FACULTY OF STUDY

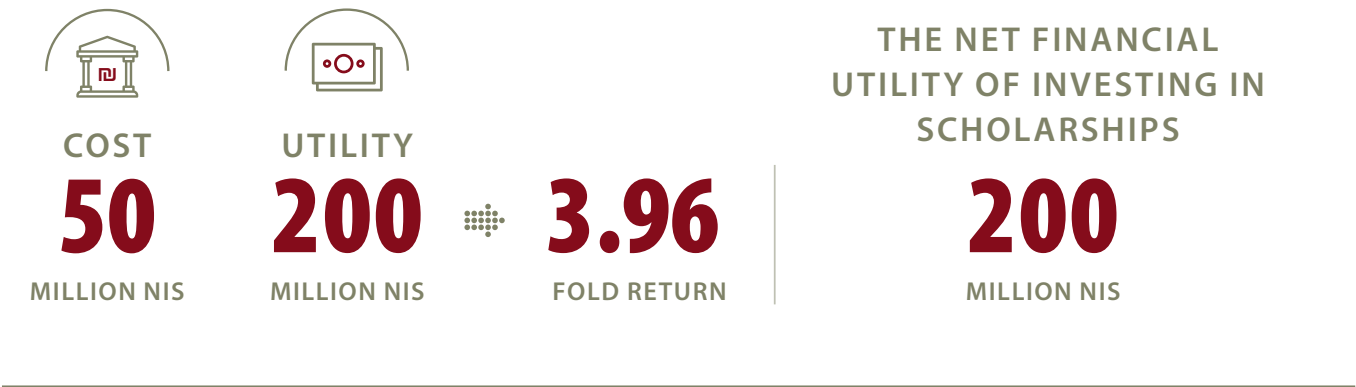
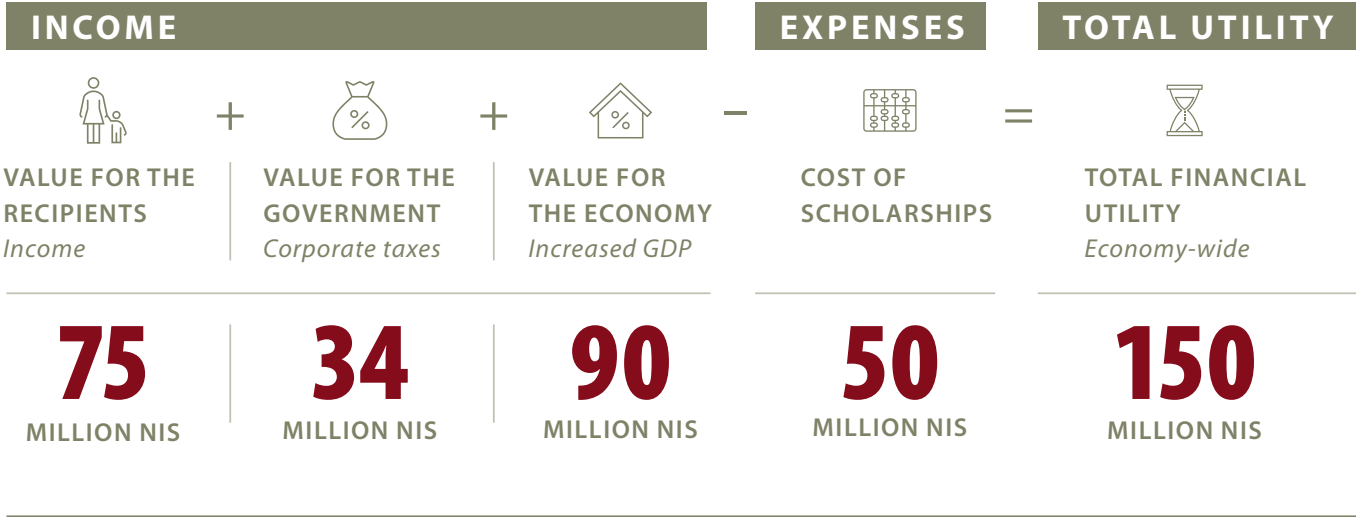


Receiving a scholarship did not directly affect one’s earning power, but rather increased their chances to earn higher wages – both immediately after graduation and over the course of their careers.

THE BOTTOM LINE: SCHOLARSHIPS MAKE FINANCIAL SENSE

While it makes sense that students who are helped to graduate will increase their income, pay more taxes, and increase GDP, this study provided, for the first time, numbers to back up this claim. While 50 million NIS went towards need-based scholarships, the potential value created during these years, based on the recipients predicted income, will be 200 million NIS – translating into a 3.96-fold return.

THE NET FINANCIAL UTILITY OF SCHOLARSHIPS



“MEDICAL STUDIES ARE VERY RIGOROUS AND DO NOT ALLOW ME TO WORK – A HUGE OBSTACLE TOWARDS ACHIEVING MY CHILDHOOD DREAM OF BECOMING A DOCTOR. HOWEVER, ALL THESE CONCERNS DISAPPEARED WHEN I LEARNED I WOULD RECEIVE A SCHOLARSHIP.

THIS GENEROSITY HAS INSPIRED ME TO HELP OTHERS AND GIVE BACK TO THE COMMUNITY, AND I BEGAN VOLUNTEERING IN A CORONAVIRUS TESTING LAB THAT WAS SUFFERING FROM A STAFFING SHORTAGE.”

—K, MEDICAL STUDENT

03 | Close to Home

Connecting with Israeli Alumni, Friends, and Board of Governors Members

THE HEBREW UNIVERSITY ALUMNI ASSOCIATION

The Association, which operates within the University, has been working tirelessly to reach out, connect, and engage with our alumni in myriad ways. The Association is working with dozens of Leading Alumni from all fields and professions, inviting them to engage around topics of interest to them — ranging from impact investing, digital health, cannabis research, NFTs, and more.

The Association uses online platforms such as Facebook, LinkedIn, a quarterly newsletter, and its website to reach tens of thousands of alumni on a regular basis. Communications include invitations to webinars and events, opportunities for continuing learning and career assistance, featured alumni profiles, and offers relating to the Hebrew University's alumni card and credit card.

To this end, the Association is making use of the most advanced technology: utilizing Salesforce, developing a very sophisticated crowdfunding platform, developing an advanced job board, and is in the process of conceptualizing a life-long learning portal with AI abilities.

Many of the Association's offers and opportunities are born out of collaborations within the University, including with the International Office, the Career Center, and ASPER-HUJI Innovate, to name a few. At the same time, the Association recently offered a course designed to help deans and administrators, across faculties, better understand the importance of maintaining ties with alumni, and the best practices for doing so. The Association also organizes and promotes alumni groups within different departments and academic units.

CONNECTING WITH GOVERNORS, DONORS, AND FRIENDS

We are pleased to welcome many new Israeli members to the Board of Governors, many of them Leading Alumni. One such new member is Mr. Moshe Bar Siman Tov, formerly the Director General of the Ministry of Health, currently the Deputy Director General of Clal Insurance Ltd., and, of course, a graduate of the Hebrew University. Additional Israeli members will be formally confirmed at the 2022 Board of Governors meeting.





We have also been working to connect Israeli members of the Board of Governors to core University activities. This includes meetings with senior University administration, a “speed dating” style event with the University’s top researchers, and an exclusive event at the home of Mr. Harel Beit-On, Chairman of the Board of Managers, and his wife Mrs. Tamar Beit-On. In addition, we established six working groups covering computational medicine, sustainability, social impact, nano-quantum science, the humanities, and diversity.

In March 2022, the Israeli Board of Governors members spent a wonderful Friday morning together. The fascinating program featured lectures by Hebrew University faculty members on art and the brain, ancient DNA, and innovations in sesame cultivation. The audience also heard from Hebrew University alumni who founded an alternative protein start-up and enjoyed a literary talk and performance by Hebrew University honorary doctorate laureates. After two long years

of a pandemic, it was wonderful to be able to meet up in person again! We hope to invite all our alumni to a large event in the future.

It is no surprise that whenever the local media publishes lists of prominent members of Israeli society, many are alumni of the Hebrew University. The University continues to reach out to these noteworthy alumni, aiming to increase our base of friends and supporters. Needless to say, our goal is to connect prominent alumni to the Hebrew University community.

Between major events and headlines, the University continues to foster and maintain relationships with donors, hold ceremonies honoring strategic donors of prizes and scholarships, foster partnerships between the Hebrew University and companies who support the University, and continue the lecture series program in Israeli senior homes.

“BACK WHEN I GRADUATED, HEBREW UNIVERSITY’S ALUMNI ASSOCIATION WASN’T AS INVOLVED AS IT IS TODAY. YOU GRADUATED AND MOVED ON. IN THE PAST FEW YEARS, THE HEBREW UNIVERSITY AND ITS ALUMNI ASSOCIATION – LEARNING A LOT FROM AMERICAN UNIVERSITIES – HAVE AIMED FOR A MORE HOLISTIC EXPERIENCE FOR STUDENTS, FROM THEIR FIRST DAY ON CAMPUS. THIS WAS A WELCOME CHANGE – AND TODAY I’M PROUD TO BE WORKING WITH THE ALUMNI ASSOCIATION ON FOSTERING A SENSE OF BELONGING TO THE HEBREW UNIVERSITY COMMUNITY THAT WILL LAST A LIFETIME – LONG AFTER GRADUATION.”

“

—YANIV RIVLIN, HEBREW UNIVERSITY LEADING ALUM & FOUNDER AND CEO OF BIRD ISRAEL

06 | Growing the Endowment & Building New Dormitories

THE DEAL, WHICH GUARANTEES THE UNIVERSITY A FAIR RETURN, WILL CONSIDERABLY STRENGTHEN THE UNIVERSITY'S RESILIENCE AND ECONOMIC STABILITY, AND WILL PROVIDE AN IMPORTANT FINANCIAL SOURCE FOR THE DEVELOPMENT OF OUR ACADEMIC ACTIVITIES.

“

Hebrew University and the Israel Land Authority have agreed to a significant deal for the development of University land. These areas (the majority of which are near the Mount Scopus campus, and the minority of which are near the Edmond J. Safra Campus on Givat Ram) will be developed for residential, employment, and commercial use.

The agreement, which was signed in November 2021, is expected to yield several benefits: the income from the sale will be transferred to the University's endowment, and the yield, worth tens of millions of NIS a year, will be used to fund an expansion of the University's research and teaching activities. Additionally, the deal is expected to lead to extensive development of the area near the Mount Scopus campus and to increase the supply of apartments in Jerusalem.

The deal calls for the development of a new dormitory complex of about 900 rooms on the Edmond J. Safra Campus, and about 400 new dormitories on the Ein Kerem campus. A staff housing complex with 90 apartments is also planned for the Edmond J. Safra Campus, for the use of the young faculty who will be recruited to the University in the coming years.



07 | New Buildings & Projects

We are thankful that our University continues to grow, expand, and develop to make cutting-edge teaching and research possible. A majority of the projects detailed below will be dedicated during the 2022 Board of Governors meeting.

The Barry Skolnick Biosafety Level 3 National Laboratory, and the Bradley & Sheryl Schwartz Live Tissue Wing of the Biosafety Level 3 Laboratory: This newly opened facility will enable critical research that involves direct contact with live viruses or with infected specimens, such as the SARS-CoV-2 coronavirus, while providing necessary safeguards and protection for researchers and the community. The BSL3 lab is the first of its kind in Israel for academic and civilian research.

The Moses and Barbara Levy Conference Hall at the Institute for Medical Research Israel-Canada (IMRIC): This is an integral part of the educational facilities at the Hebrew University's Faculty of Medicine. Students of medicine, medical researchers, nurses, and others enjoy studying in this state-of-the-art auditorium. Having such a facility at the Faculty of Medicine upgrades the learning experience to a very high degree, and the hall is also used for many medical conferences, both for local researchers and for international visitors.

The Mishael Cheshin Center for Advanced Legal Studies: Dedicated to cultivating and training the next generation of legal and academic leadership in Israel, the Cheshin Center will enable the Faculty of Law to provide honors graduate and postgraduate students with a supportive and nourishing

academic and social environment. The Center will be housed in two new floors constructed atop the Faculty of Law's Hirsch Building, made possible primarily thanks to the generosity of the Cheshin Family as well as other generous donors. The new facility features faculty and graduate student offices, classrooms, conference and board rooms, a student activity room, and a gorgeous terrace with an expansive view.

The James J. Shasha Complex for Psychological Sciences: Our University is making great strides in the study of psychology. This complex houses programs, faculty, and students in a spacious and inclusive environment, as they conduct cutting-edge research, advancing the science of psychology and training the next generation of psychologists. The complex also hosts public events. Made possible by a generous gift from the late Argentinian businessman and University leader and benefactor, James J. Shasha, the 2,016² meter (21,700² feet) complex was constructed as the top (fifth) floor, covering nearly half of the Faculty of Social Sciences building. Besides the University's Department of Psychology, the complex also houses GLOCAL, an innovative 18-month master's program in international development.

The Heidi Rothberg Imaging Center at the Koret School of Veterinary Medicine: This new imaging center, which will be built at the largest veterinary hospital of its kind in the Middle East, will house an MRI, a functional MRI, a new CT machine, an X-ray room for small animals, and an X-ray room for large animals. The Center will also include two ultrasound rooms

and a conference room that will serve students and the imaging department. A donation has also been made for the construction of an amphitheater and a lameness test-track for dogs and horses.

Kennedy Leigh Research Complex for Ecosystem Services in Agriculture: Given that more than 75% of crops worldwide rely, to a great extent, on pollination by insects and other animals, humankind's very existence on this planet relies on research and understanding of this delicately balanced ecosystem. The Complex will be a center of global scientific excellence at the service of humanity. This is the latest project supported by the Kennedy Leigh Charitable Trust at the Hebrew University.

ASPER-HUJI Innovate: Hebrew University's entrepreneurship center will leverage our potential to solve substantial

problems and benefit humankind through entrepreneurship. The Center's program will cultivate an entrepreneurial mindset among students, faculty, and staff — enabling them to identify challenges and develop solutions. The Center will work on three tracks: inspiring, learning, and building — creating a nexus between academia and innovation, while building bridges between Hebrew University and the city, country, and world.

The André Cohen Deloro Building for Computational Medicine: This specially designed facility, which is under construction on the Ein Kerem medical campus, will bring together medical researchers and data scientists, clinicians, databanks, advanced equipment, and a drug modeling unit. Combined, these will position Hebrew University at the forefront of computational medicine, developing innovative medical treatments that are data-driven and personalized.



WE ARE THANKFUL THAT OUR UNIVERSITY CONTINUES TO GROW, EXPAND, AND DEVELOP TO MAKE CUTTING-EDGE TEACHING AND RESEARCH POSSIBLE.



08 | Financial Report 2020/21

The Hebrew University ended the 2020/2021 financial year with a surplus of NIS 0.1 million. The approved budget was balanced.

This surplus reflects the current year's operative activity, and therefore doesn't include expenditure as exchange rate differences or expenditure that relate to previous years.

The surplus was accomplished as a result of several factors:

INCOME

1. Surplus from PBC, student fees & overhead – NIS 11 million
2. Income from Friends – under implementation of NIS 6.5 million
3. Income from Yisum, the Einstein fund, and rental income – under implementation of NIS 30.5 million
4. Others – under implementation of NIS 1.9 million
5. Secondary budget and independent profit center – the deficit increased from NIS 53.2 million to NIS 64.4 million – leaving a net change deficit of NIS 11.2 million

NIS 39.1 MILLION LESS THAN PROJECTED

EXPENDITURE

Actual expenditure was under implementation in the following categories:

- Salaries & Pensions – NIS 4 million
- Total Academic Activity – NIS 14.5 million
- Working Budget for Administrative Units – NIS 1.2 million
- Services & Maintenance – NIS 29.7 million

In parallel, expenditure exceeded the approved budget in other centralized expenses – NIS 10.2 million

TOTAL REDUCED EXPENDITURE - NIS 39.2 MILLION

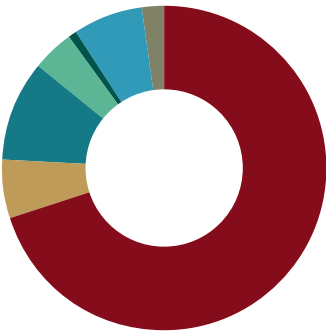
With NIS 39.1 million less than projected and the under implementation of NIS 39.2 million, there is a resulting surplus of NIS 0.1 million against the budget balance.

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 budget 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 research, development, and special budgets.

TABLE 1: EXPENDITURE & INCOME 2020/21 - 2019/20 REGULAR & CLOSED BUDGETS

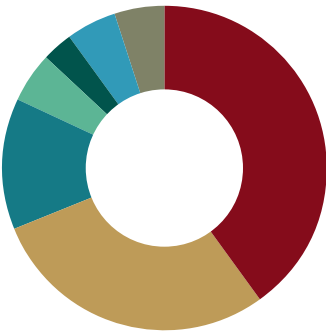
(IN US \$ MILLIONS)

Income	2020/21		2019/20	
Planning and Budgeting Committee	491.9	70%	444.1	68%
Special Support PBC	42.5	6%	39.5	6%
Student Fees	68.5	10%	62.8	10%
Income from Friends	25.3	4%	30.2	5%
Funds	4.7	1%	4.7	1%
Overhead	48.7	7%	41.8	6%
Total Other Income	18.8	2%	27.4	4%
Total	700.4	100%	650.5	100%



2020/21

Expenditure	2020/21		2019/20	
Salaries	281.7	40%	255.6	40%
Pension & Retirement Costs	202.9	29%	195.2	30%
Total Academic Activity	91.2	13%	84.4	13%
Working Budgets for Administrative Units	33.3	5%	30.2	5%
Acquisition & Subsidies for Closed Budgets	19.7	3%	12.8	2%
Services & Maintenance	37.7	5%	36.2	6%
Total General Expenses	34	5%	28.8	4%
Total	700.5	100%	643.2	100%



2020/21

TABLE 2: ALLOCATION OF OVERALL BUDGETARY EXPENDITURE & INCOME 2020/21 - 2019/20

(IN US \$ MILLIONS)

Income	2020/21		2019/20	
Regular & Closed Budgets	700.4	77%	650.6	78%
Other Budgets	213.9	23%	186.7	22%
Total Income	914.3	100%	837.3	100%



Expenditure	2020/21		2019/20	
Regular & Closed Budgets	700.4	77%	643.1	78%
Other Budgets	213.9	23%	186.7	22%
Total Expenditure	914.3	100%	829.8	100%



TABLE 3: IMPLEMENTATION OF REGULAR & CLOSED BUDGETS 2020/21

TABLE 3A: OVERALL EXPENDITURE (IN US \$ MILLIONS) / REGULAR BUDGETS & CLOSED BUDGETS

	Total Implementation	Central Costs & Administrative Units*	Experimental Units	Non-Experimental Units	Academic Support Units	Closed Budgets
Salaries	281.7	50.5	126.3	91.6	13.3	-
Pensions & Retirement Costs	202.9	201.1	1	0.8	0	-
Total Academic Activity	91.1	6.2	48.1	23.6	13.2	-
Services & Maintenance	37.7	34.2	1.6	0.9	1.1	-
Total General Expenses	34	33.6	-	-	0.4	-
Working Budgets for Administrative Units	33.3	31.5	0.1	0	1.7	-
Acquisitions & Subsidies for Closed Budgets	19.7	-	-	-	-	19.7
Total Expenditures	700.4	357.1	177.1	116.9	29.7	19.7
Percentage of Total Expenditures	100%	51%	25%	17%	4%	3%

*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)

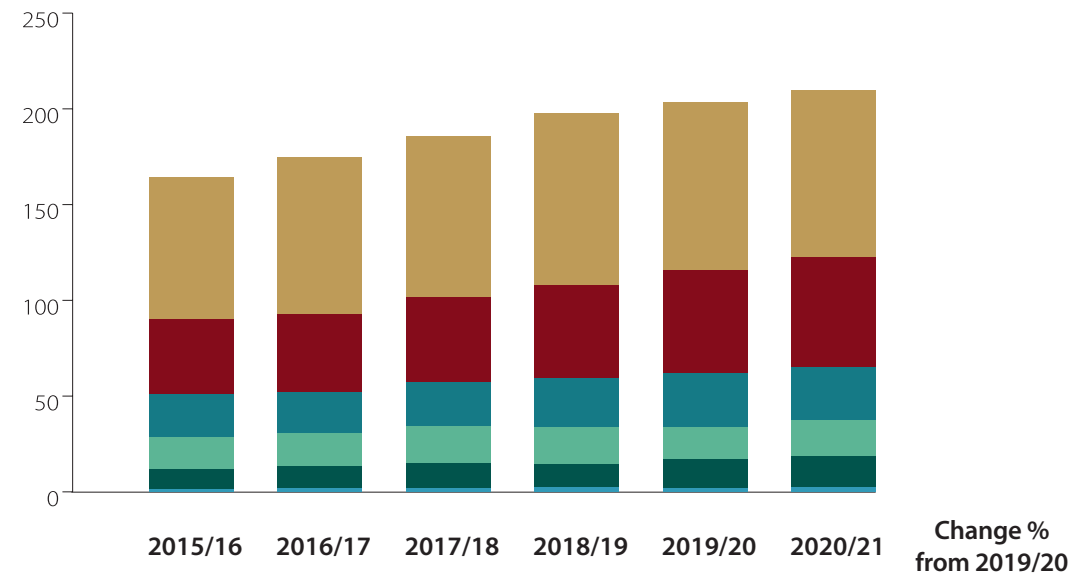
	Total	Humanities	Social Sciences	Law	Education	Social Work	School of Business Administration
Salaries	91.5	32.5	32	9.1	6.4	5.6	5.9
Total Academic Activity	23.7	6	6.7	3.3	2.3	2.8	2.6
Services & Maintenance	0.9	0.3	0.2	0	0.2	0.2	0
Pension & Retirement Costs	0.8	0.5	0.1	0.1	0.1	0	0
Total General Expenses	116.9	39.3	39	12.5	9	8.6	8.5

TABLE 3C: EXPERIMENTAL UNITS (IN US \$ MILLIONS)

	Total	Science	Agriculture	Medicine	Computer Science & Engineering	Pharmacy	Dental Medicine	Neuroscience
Salaries	126.3	53.7	27.1	25.2	10.5	5.6	4.2	0
Total Academic Activity	48.2	14.1	13.6	10.4	4.4	3.2	2	0.5
Services & Maintenance	1.5	0.7	0.2	0.6	0	0	0	0
Pension & Retirement Costs	0.9	0.4	0.2	0.2	0	0.1	0	0
Total General Expenses	177	68.9	41.1	36.5	14.9	8.9	6.2	0.5

TABLE 4: RESEARCH BUDGET ACCORDING TO GROUPS 2020/2021

(IN US \$ MILLIONS)



	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Change % from 2019/20
GROUP 1: Faculty of Science, School of Computer Science & Engineering	74	81.5	83.8	89.7	87.5	86.9	-0.7%
GROUP 2: Faculty of Medicine, School of Pharmacy, Faculty of Dental Medicine	38.8	41.2	44.1	48.4	53.6	57.2	6.7%
GROUP 3: Faculty of Agriculture, Food & Environment	22.7	21.4	23.2	25.2	28.3	27.9	-1.4%
GROUP 4: Faculty of Humanities, School of Education, School of Business Administration	16.6	16.8	19	19.6	16.6	18.5	11.4%
GROUP 5: Faculty of Social Sciences, School of Social Work & Social Welfare	10.6	12	13.2	11.8	15.1	16.5	9.3%
GROUP 6: Faculty of Law	1.6	1.9	2.2	2.9	2.3	2.5	8.7%
Total	164.3	174.8	185.5	197.6	203.4	209.5	3%

TABLE 5: UNIVERSITY ENDOWMENT FUNDS, GROWTH, AND INCOME

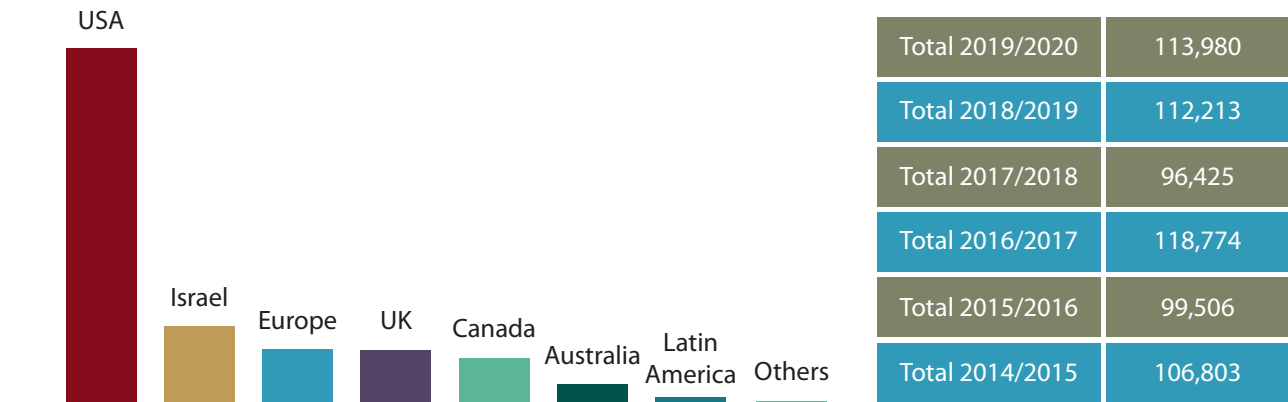
(IN US \$ MILLIONS)

Year	Total Assets of Endowment Funds	Net Profit	Net Profit (as %)
2003/04	308.6	23.6	7.60%
2004/05	328.0	26.6	8.10%
2005/06	347.8	22.7	6.50%
2006/07	394.3	32.9	8.40%
2007/08	391.2	-37.2	-9.50%
2008/09	390.7	16.5	4.20%
2009/10	429.9	34.3	8.00%
2010/11	410.1	-1.2	-0.30%
2011/12	420.2	32.1	7.60%
2012/13	476.3	39.5	8.30%
2013/14	471.5	31.5	6.70%
2014/15	440.2	8.9	2.00%
2015/16	456.2	22.0	4.80%
2016/17	510.6	31.7	6.20%
2017/18	515.4	30.3	5.90%
2018/19	562.6	26.3	4.70%
2019/20	574.9	4.9	0.90%
2020/21	686.4	89.5	13%

From 2003/2004 until today, the assets of the University's Endowment Funds have grown by \$377.8 million, from \$308.6 million at the end of 2003/2004 to \$686.4 million at the end of 2020/2021, with an average growth of \$22.2 million per year. Net income from Endowment Funds during 2020/2021 amounted to \$89.5 million, a yield of 13%. The income shown in the financial statements for 2020/2021 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 2020/2021 were calculated according to the exchange rate on September 30, 2021. 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 6.2% between September 30, 2020 and September 30, 2021).

TABLE 6: AMOUNTS RECEIVED FROM FRIENDS ORGANIZATIONS 2020/2021
(IN US \$ THOUSANDS)

Source	Regular Budget	Special & Research	Development Budget	Endowment Funds	Year To Date All Categories	Percentage of Total
USA	19,328	28,726	5,988	7,948	62,085	58.59%
Israel	108	9,390	2,692	990	13,373	12.62%
Europe	2,136	4,319	1,801	1,013	9,304	8.78%
UK	1,025	7,793	288	-	9,181	8.66%
Canada	2,626	4,213	915	-	7,782	7.34%
Australia	85	578	59	2,458	3,180	3.00%
Latin America	370	464	-	6	880	0.83%
Others	-	186	-	-	186	0.18%
Total	25,678	55,669	11,743	12,415	105,971	100%



Total 2019/2020	113,980
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

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