דו”ח הנשיא | עמוס شפירא

President’s Report
Amos Shapira
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From the President

Members of the Board of Governors, Faculty, Administrative Staff: and dear Students,

Yet another year has passed, and this is the fourth time I am reporting to you about the activities of our university. This report, however, is special for me. Considering that I am about to step down from my position, this detailed account will also sum up my period as president of the University of Haifa.

After almost four years in this role, I can truly say it has been a great honor to serve as the head of this wonderful university. As soon as I took over as president, I mentioned that I saw this role as a true calling, and that the University of Haifa has a strategically important role in its makeup of our student body and staff.

The first mission is connected with our location in northern Israel and our role as the largest research university in the area. The presence of strong institutions of higher education in the north of the country is one of the most important factors contributing to the continued success of this geographic and demographic region.

Our second mission, also connected with our location in northern Israel, focuses on the makeup of our student population and staff. More than any other educational institution in the country, our students and staff truly reflect the Israeli mosaic. We are the “most Israeli” institution in the country. We provide academic education to a wide range of students, including more IDF soldiers and members of the security forces than any other university; representatives of all sectors of Israeli society, as well as students from the Diaspora; and more Druze, Arab Moslem, and Arab Christian students than any other Israeli university. We are also very proud of the many foreign students who come to Haifa to study in our international programs.

In light of developments in Israel in recent years and in recent months in particular, I believe more than ever that the State itself has an obligation to create the necessary common denominator for every civil, democratic, and liberal society, regardless of the various religious beliefs and political worldviews of its citizens. This is a necessity for the continued secure existence and economic success of the State of Israel.

This belief serves as a basis for our activities at the University of Haifa.

Research

Promoting research and cultivating academic excellence at the University were the main areas in which I focused most of my efforts and attention. The quality of research at the University significantly influences our academic reputation, our capacity to recruit outstanding researchers and students, and the financial support we receive from donors, foundations, and government funding. In this sphere, we concentrated on several areas:

Recruiting outstanding faculty members – This has a dramatic effect on the future of research at the University. As a result, in recent years we have invested large quantities of administrative and infrastructure-related resources to attracting the best possible faculty members to our ranks.

Changing the Grant management process – Grant management is a complex, process.

Our investments in research infrastructures are also having a significant impact on research productivity. In this area as well, the University is in a period of development unmatched in previous years. Here are just a few examples: In the area of marine sciences, the University established a unique center for deep-sea research technologies at the Israel Oceanographic and Limnological Research Institute (IOLR). The center includes a lab for unmanned Autonomous Underwater Vehicles (AUVs) and many other marine labs.

These are the first labs in Israel that will work on developing, operating, and maintaining underwater robots, unmanned submarines, and advanced underwater sensing tools.

The University of Haifa recently acquired the country’s first AUV. This unique robot can carry out numerous deep-sea (up to 3,000 meters in depth) tasks independently, such as mapping the sea floor and detecting submerged objects, including sunken ships and airplanes that crashed in the open sea.
At a cost of NIS 2 million, we constructed a number of labs for the Faculty of Humanities, including for Dr. Danny Rosenberg and Prof. Guy Bar-Oz of the Department of Archaeology, Prof. Wendy Sandler of the Department of English Language and Literature, and Dr. Ruth Shahak-Gross and Dr. Dror Angel of the Department of Maritime Civilizations.

Following the University of Haifa’s selection to lead the Israeli Center of Research Excellence (0-CORE) in the area of education and the new information society, we established two laboratories in the Faculty of Education for the Learning In a Networked Society (LINKS) initiative.

We defined areas in which we have a relative advantage and fields upon which the University will focus greater attention, without neglecting other subjects. These areas include law and technology, gerontology, learning in a networked way, and society and the field of law and technology, and is considered one of the leading academic institutions in this area in the world. As a result, the Israeli National Cyber Bureau selected the University of Haifa to establish a center for the study of cyber-related law and policy.

Examples of our noteworthy research achievements in recent years:

- **Israel Prize awarded to Prof. Eviatar Nevo** - This month Prof. Eviatar Nevo won the Israel Prize for his contribution to life sciences research. The prize committee’s explanation noted that Prof. Nevo is one of the fathers of modern evolutionary biology and also cited his breakthrough studies focused on the evolution of biological species.

- **ERC Awards** - In the last three years, three of our researchers won ERC awards, the most prestigious research award granted by the European Union: Prof. Wendy Sandler of the Department of English Language and Literature; Prof. Guy Bar-Oz of the Department of Archaeology; and Prof. Tal Kristal of the Department of Sociology and Anthropology.

- **Last year, Prof. Miriam Ben-Petzal of the Faculty of Education was awarded the prestigious EMET Prize for Art, Science and Culture for her breakthrough research in the development of science education and the learning sciences.**

- **Law and Cyber** - The University of Haifa is a pioneer in Israel in developing academic research in the areas of Internet and society and the field of law and society and the field of law and technology.

- **Herta and Paul Amir’s generous contribution of $10 million will allow us to build an additional 3000 square meters (four additional floors) above the Faculty of Social Sciences building. This set a university record as the largest single donation given by a single donor earmarked for a specific purpose. The Amir’s contribution will enable the construction of additional labs and research space, thereby advancing the recruitment of additional faculty members.**

- **Collaboration with the ECNU of Shanghai** - As part of our efforts to bolster the University’s international research standing, last year we signed an academic collaboration agreement with the East China Normal University, the largest university in Shanghai. The collaboration will establish a research center jointly operated by both institutions in the areas of neurobiology, ecology, Big Data, and biomedicine.

- **Student Recruitment** - One of the additional signs of the University’s strong academic position and reputation is our ability to recruit students with suitable academic abilities. One of the greatest challenges the university will need to address in the near future is the changing demographics in the State of Israel. All the population growth in the country stems from two sectors of society – Arabs and ultra-orthodox Jews. I see these demographic changes as both a challenge and an opportunity for the University of Haifa, if we know how to address them. Over the past four years, the student body has grown from 17,000 to 18,000 students and that increase was achieved without compromising the quality of students admitted. Today, the University does not have in place an optimized student recruitment process that will allow us to compete successfully for highly qualified students in the future.

- **This year, we launched a significant project that will analyze the University’s current student admissions process, while formulating recommendations for improvements and enabling the university to monitor the entire process - from the moment potential students first express their interest in attending the University until the beginning of their academic life. The improved procedures will also provide administrative information gathered during the process about students we are interested in recruiting, but choose to study elsewhere, and the reasons for their decision. The expected outcome of this project is an improvement in our ability to recruit students that are qualified to study at a research university and gathering vital information to better understand emerging academic trends within higher education.**
I am deeply satisfied with the accelerated physical development at the University, and the number of construction projects we have begun or will begin in the near future. Following these developments, we have been able to make investments in infrastructure, laboratories, and new equipment purchasing. We have also launched several strategic projects, such as the new building for the Faculty of Social Welfare and Health Sciences, on which construction has already begun; the addition of four floors to the Faculty of Social Sciences building, which is currently undereway, thanks to the generous contribution of Herta and Paul Amir; a new building for the Faculty of Law, for which a significant portion of the funds needed has already been raised; the student dormitories project, which will add another 500 beds on campus; and significant investments in marine sciences.

**Resource Development from Business Investors**

One of the most significant developments in recent years is the growth of business investments in research being conducted at the University. These investments not only allow us to further develop our research; they also represent an expression of faith in the University and its research community. In the last four years, business investments secured by Carmel-Haifa University Economic Corporation Ltd. increased from a total of $1.1 million during the previous four years, to $9.1 million, an increase of 703%. The overall resource development (of both philanthropic contributions and business investments) increased by 43%, from $61.6 million to $88.2 million.

**For Our Students**

The main role of the University is to create outstanding research and learning. As I have already mentioned, the University has an additional objective - to allow our researchers to research and our students to excel at their studies.

I am happy and proud to note that, despite the external and internal tensions on the rise in recent years in Israel, and the stormy environment around the institution, the University of Haifa has managed to maintain a tranquil and productive academic environment.

**In Conclusion**

As far as our achievements in my period as president are concerned, I can only say that I did not accomplish all that I set out to do. And the goals that were achieved, are only thanks to members of our staff and the friends of the University. I did move processes forward in areas such as physical development and organizational culture, and in all matters connected to our reach for excellence.

But this is just the beginning. It is true that the University of Haifa in recent years has seen an acceleration of development and growth in research, but the greatest challenge of the University is to continue to cope with an environment that is becoming increasingly competitive.

I would like to take this opportunity to thank the members of the university administration, the deans, the division heads, the members of the Board of Governors led by Professor Fred Tauber, and the members of the Executive Committee, led by Ami Ayalon. Without your help, advice, and moral support, we would not have reached our current position.

I do not know if I justified your expectations of me. Regarding one thing, however, I have no doubt. I came to this position out of great love for the University, and I am finishing with even greater feelings of satisfaction, love, and appreciation than when I began.

Thank you all.
The University of Haifa views the fostering of academic excellence as its top priority and continues to invest in all areas of its academic programs. The University is promoting a growing number of centers of excellence where it holds a comparative advantage and proven leadership position. The University’s academic excellence is reflected, among other things, by many impressive achievements over the past year, including a growing number of publications by faculty members and the awarding of prestigious grants.

Recruiting New Faculty
Over the past year, the University continued its efforts to recruit the top young researchers in their fields. Twenty new researchers from the best universities in the world joined the University. Recruitment of faculty members is a meticulous process, involving identifying and selecting the most prominent young candidates. The process includes publishing staff tenders in Israel and worldwide, inviting researchers to lecture at the University, and assessing candidates using strict recruitment standards. Many of the new researchers, especially those from natural and marine sciences, require a comprehensive recruitment package involving financial support and extensive initial outlays for laboratory space and equipment.

Internationalization
Efforts to promote the position of the University internationally continued over the last year and included visits by 30 delegations from the US, China, and Africa. These visits led to the signing of 42 agreements with leading institutions around the world, including an agreement with the Erasmus Programme (European Region Action Scheme for the Mobility of University Students) and other cooperative academic agreements. In the framework of these agreements, 70 students from the University of Haifa took part in exchange programs in leading institutions around the world.

In addition, three new international graduate programs were launched: Prehistoric Archaeology, Child Development, and German and European Studies. Today, the University of Haifa is home to 17 international programs that are attended by 280 students.

The Shanghai-Haifa International Research Center
The University of Haifa is proud to be Israel’s first university to open an academic research center in Shanghai. The University of Haifa and the East China Normal University (ECNU) in Shanghai signed a memorandum of cooperation on the construction of the Research Center. Under this agreement, the two institutions agreed to establish a shared research center in China that will focus on fields including neuroscience, mathematics education and technology, computing, management data and environmental management. The collaboration between the universities will enable Israeli and Chinese researchers to submit research proposals to Chinese research funds.

Collaboration with Texas A&M University
The University of Haifa continued to strengthen its relationship with Texas A&M University, leading to the signing of a cooperation agreement between the two universities. As part of the agreement, and in partnership with the Leon H. Charney School of Marine Sciences, the universities will establish the Texas A&M – University of Haifa Eastern Mediterranean Observatory* (“THEMO”). THEMO will be the first Mediterranean observatory of its kind to be implemented in marine science research in Israel. The underwater system will comprise a shallow water system stationed within Israel’s territorial waters and a deep water system that will be stationed in Israel’s Exclusive Economic Zone (EEZ). They will provide researchers with information about the warming of the Mediterranean Sea, as well as biological and chemical information about water quality, land use, and sea pollution. The two systems will use sensors to gather information from up to 1.5 kilometers below the surface, and, for the first time, information that will provide a clearer picture of climate changes, man’s impact on the ecosystem and the jellyfish invasion. Data gathered from the underwater sensors will be used by researchers and students at both universities to advance research and learning. This collaboration will enable access to technical and engineering expertise of Texas researchers, as well as data they have collected from the Gulf of Mexico.
The Marketing and Student Recruitment Division

The Marketing and Student Recruitment Division concentrates under one roof all university activities related to marketing and recruiting students to the University of Haifa. This year, the Division organized two events, one for international programs, and an “Open House Week” designed to promote various departments, which resulted in the enrollment of 1,543 new students. In addition, the Division launched special digital media advertising campaigns in cooperation with the Customer Relationship Management Department (CRM) that attracted some 15,000 inquiries for further information. These activities resulted in the enrollment of 1,969 new students. The main goal in 2014/15 was to better understand the decision-making process in our target audiences and apply the knowledge to our University advertising activities.

The Unit for Computer-Aided Instruction

In the past year, the Unit for Computer-Aided Instruction continued to promote, expand and strengthen the University’s online instruction system with the assistance of the computer department and in cooperation with the University library. The Unit helped hundreds of faculty members improve and streamline their academic instruction and learning processes by integrating advanced computerized teaching methods, with significant savings in classrooms and material resources (such as photocopying and paper).

Learning and Teaching with the Moodle Platform

This year the University completely replaced the HighLearn System with the Moodle platform, which offers a number of innovations and improvements. Most of the university courses now feature a class website that includes a syllabus, learning materials, such as presentations, links to library reading materials, assessment tools, and communication tools, such as group forums and internal emails. We are happy to report an increase in the number of lecturers who incorporate advanced learning components in their teaching, such as interactive learning units, simulations, tests, reading and collaborative learning tools.

Video Recorded Lectures: The University recognizes the value of lecture recording in support of students’ learning. In 2014/15, we expanded the number of videotaped classroom lessons and thirty courses were fully recorded. This service helps a diverse student body, including immigrant students, graduates of high schools where the language of instruction is not Hebrew, students with special needs, students who were absent from classes due to illness or reserve duty, and students who wish to watch the lecture again.

Fully Online Courses (asynchronous): Online learning opportunities continued to gain momentum and have reached record highs. Last year, a total of 79 full Internet-based courses were offered, with an enrollment of 9,022 students.

Online Exams: There was an increase in demand for online exams, which are fully supervised in computer classrooms. The online exam system generates different versions of the test for each student, checks the tests, and allows the instructor to publish the results more quickly.

Reporting Grades: Together with the IT Department and the Student Administration, a system was developed that allows faculty members to download an Excel file in the appropriate format for reporting grades to the Student Administration. This process optimizes the reporting process and shortens the time required for grades to be released.

The Rector’s Reporting System: The system is used by faculty members to report on academic activities. The Report includes publications by faculty members, research grants, and details concerning research students. The system allows faculty members to submit information from any computer, monitors the submission process, and downloads and transfers information automatically to the Office of the Rector. This year the system was upgraded and translated into English. The Unit continued to develop an updated system which will replace the existing system.

The Academic Channel: The Academic Channel’s activities expanded during the year. In addition to recording lectures for fully online courses, the Channel hosted radio and television workshops for the Department of Communication and the Graduate Program for Culture and Film Studies. There was an increase in the number of professors who are recording enrichment material for their classes. This year, the Studio was equipped with new technology that enables recording from virtual locations and makes possible the recording of two lectures simultaneously. During 2016 an additional recording studio will be outfitted allowing us to engage in two recordings sessions simultaneously.

Overview of the Main Activities of University Faculties

Faculty of Social Sciences

New Programs:
- International MA Program in Applied Child Development
- Specialized Master’s Program in Behavioral Economics (in collaboration with the Faculty of Engineering and Management at the Technion-Israel Institute of Technology)

Graduate Program for Culture and Film Studies

New Programs:
- PhD Program, Cheryl Spencer Health Sciences
- Specialized MA Program in Physical Education

Faculty of Education

Faculty members continued to be involved in supporting the innovative educational program at the KIPP School. The pioneering program, which aims to prepare and empower students living in underserved communities, is a joint collaboration between the University, the Ministry of Education and the Leo Baect Education Center.

Faculty of Natural Sciences

New Programs:
- PhD Program in Human Biology
- PhD Program in Marine Biology

Winning Government Tenders:
- The Faculty was awarded a grant from the Yad Hanadiv Foundation for its initiative to establish a Center for the Study of the Mediterranean in the Premodern Era. The Center, to be established in the Department of History, will place the University at the forefront of international research in the study of the history of the Mediterranean.

University of Haifa Press

New Titles Published in 2015:
- Ilan Meshulam, Itzhak Harpaz, Human Resources Management: The Strategic Approach (with Yediot Books)
- Kobi Peled, Noura’s Dream: Historical Ethnography of a Galilee Bedouin Tribal Group (with Yediot Books)
- Uriel Abulof, Living on the Edge (with Yediot Books)

The 2014/15 Bahat Prize:
- This year’s prize winner is Prof. Michael Gluzman, Chair of the Literature Department at Tel Aviv University, for his manuscript, Poetry of the Drowned: Sovereignty and Melancholia.
- The Bahat Prize is granted by Prof. Yaakov Bahat, named after the founding faculty members of the Department of Comparative Hebrew Literature at the University of Haifa and the University of Haifa Press.
Research Authority

The Research Authority helps the University’s academic staff and researchers maximize their full research and scientific potential. Responsible for initiating and administering the University’s research, the Authority promotes high-quality research and provides faculty researchers with optimal support and encouragement by raising funds from Israeli and international research funding sources, and by developing the infrastructures necessary to advance their activities.

The University of Haifa continues to attract prominent young researchers who bring with them the international reputations and cutting-edge science they acquired during their post-doctoral periods at leading universities around the world. Over the past year, new faculty members were invited to present their plans and expectations to the Vice President and Dean of Research and to the Research Authority’s department heads, and to discuss the various ways in which the Authority can assist them in obtaining research funding. The growing number of faculty members who are actively applying to the EU’s Marie Curie Program (as part of the Horizon 2020 research framework) is a direct result of these meetings.

We are continuing our efforts to encourage the submission of proposals for research funding, and improve University researchers’ chances of winning grants offered by the EU’s Horizon 2020 research program, which offers individual grants as well as various funding schemes for groups of researchers (consortial), through the integration of University researchers in international programs fostering collaboration between researchers.

The overall efforts described below resulted in a continued increase of research income for the University at a rate of approximately 9% (in nominal dollar values), as reported for the University at a rate of approximately 9% (in nominal dollar values), as reported to the Planning and Budgeting Committee (PBC) of the Council for Higher Education.

The Kadas Green Roofs Ecology Research Center will be installing green roofs on the parliament as part of the Green Knesset project.

Changes in Research Management Processes

During the 2014/2015 academic year, the Research Authority began to implement changes to its research management processes, which will lead to improvements in both research quality and management procedures. The changes support the University of Haifa’s vision of becoming a leading research institution, a vision that requires raising research outputs to national standards and beyond. The processes that have been implemented optimize and improve the management of research without compromising either quality or quality control. The implementation of the changes is accompanied by resource allocation designed to upgrade the quality and manageability of services provided by the Research Authority, and allow for greater transparency of data and real-time status of researchers’ requests.

In addition, we recently launched a new research management system (SAP-GM), featuring a researchers’ computer interface (research portal). Over the course of the next few years, additional management tools will be made available to faculty members (such as research budget utilization notices and monitoring tools for university management).

Prof. Michal Yerushalmy
Vice President & Dean of Research

Grants for Innovative and Groundbreaking Research

Innovative and groundbreaking research, along with teams of active researchers with outstanding achievements, have been and continue to be decisively influential factors in the University’s research success. These factors were reflected in the 2014/2015 academic year through projects supported by the national Israel Science Foundation (ISF) and in the large number of research proposals submitted as part of the EU’s Horizon 2020 R&D program. Worthy of mention in this context is the awarding of the European Research Council (ERC) research grant to Prof. Guy Bar-Oz.

Groundbreaking Research

In 2014/2015, two new research centers were established at the University of Haifa: The Interdisciplinary Center for Poverty and Social Exclusion Studies and The Helmsley Charitable Trust Mediterranean Sea Research Center. The Research Authority’s work with the institutes and research centers is designed to increase the outputs of research activity, provide supervision, and ensure that researchers meet high standards of academic and research excellence.

Strengthening and Supporting Research Centers

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Prof. Shlomo Wagner with two graduate students. Maritime Archeology

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Israel Science Foundation (ISF)

Individual Research Grants
A number of University researchers received ISF awards during the academic year. Below are listed two noteworthy awards from the fields of information systems and life sciences:  
- Dr. Anna Zamansky, Department of Information Systems, received a grant of NIS 1,800,000 to fund a joint project with researchers from other universities. Project topic: Efficient reasoning with inconsistent information.
- Dr. Hanoch Kaphzan, Sagol Department of Neurobiology, received a NIS 1,328,000 award. Project topic: Efficient reasoning with researchers from other universities.

International Collaborations
In recent years, the National Science Foundation has promoted cooperation within the framework of international programs with countries like China, India, Canada and Singapore. The program awards a limited number of substantial grants and in 2015, University of Haifa researchers were among those whose work was recognized:
- Dr. Nicolas Waldman, Dr. Moses Strauss Department of Marine Geosciences, and his colleague from the Nanjing University in China, were awarded NIS 1,120,000. Project topic: Variability of Mg isotopes in dolomites at different scales: A new tool for understanding Mg global cycling and dolomitization (MgSCALE)
- Prof. Boris Katsnelson, Dr. Moses Strauss Department of Marine Geosciences, working in collaboration with a researcher from the Institute of Acoustics of the Chinese Academy of Sciences, was awarded NIS 1,328,000. Project topic: Sound propagation and acoustic monitoring of nonlinear internal waves in areas of the shelf break and underwater canyons.

Of special note, Dr. Shlomo Wagner, Sagol Department of Computer Science, was awarded a NIS 435,600 grant. Project topic: Learning and predicting time-series of big data using core-sets.

Fifteen University of Haifa researchers were awarded a number of prestigious ISF awards:
- As part of the Morasha Bio-Medicine Research Project, a NIS 941,580 grant. Project topic: Enhancing cognition and slowing deterioration of Alzheimer’s disease via inhibition of quinone reductase 2 (QR2).
- In collaboration with researchers from India, a NIS 1,050,000 grant. Project topic: The role and organization of regulating protein translation at the nano-level in synapses.
- In collaboration with Canadian researchers, a NIS 1,539,000 award. Project topic: Identify ways regulating mRNA translation by eIF2a determines the strength of memory formation.

Ministry of Science, Technology and Space
- Dr. Orr Dunkelman and Dr. Rita Osadchy, Computer Science Department, were awarded a NIS 967,717 grant. Project topic: Improving Data Security using Synthesized Realistic Facial Images.
- Prof. Kobi Rosenblum, Sagol Department of Neurobiology, was awarded a NIS 434,700 grant. Project topic: Improving cognitive function and slowing cognitive decline in old age through modulation of the eIF2a pathway.

MIT - Massachusetts Institute of Technology
Dr. Dan Feldman, Department of Computer Science, was awarded two grants totaling NIS 1,112,254. Project topic: Learning and predicting time-series of big data using core-sets.

Human Frontier Science Program
Dr. Shlomo Wagner, Sagol Department of Neurobiology and the Department of Biology, was awarded a NIS 435,600 for an international project: Exploring oxytocin in the brain and its effects on social behavior.

MIT - Massachusetts Institute of Technology
Dr. Dan Feldman, Department of Computer Science, was awarded two grants totaling NIS 1,112,254. Project topic: Learning and predicting time-series of big data using core-sets.

NSF-BSF – Cyber Security and Privacy
Dr. Dan Feldman, Department of Computer Science, together with research partners at MIT was awarded a NIS 851,175 grant. Project topic: Encrypted data and protection of privacy in cloud computing.

Expanding Activities with External Research Foundations
Collaboration with the European Union
Once again this year, the University of Haifa took an active role in “Researchers Night,” a program of the European Union, together with other institutions of higher learning in Israel. More than 5,000 visitors came to the campus from Haifa and the surrounding region to see, hear and watch scientific demonstrations, specifically related to brain research. The number of visitors at the event was 40% higher than last year. The event increased the University’s public visibility and showcased the University as a leading institution of higher learning and research with strong roots in the community.

The Head of the Archaeology Department, Professor Guy Bar-Oz, was awarded an ERC grant, the most prestigious scientific award presented by the European Union. Totaling $1.5 million over a period of five years, the grant will fund a bio-archaeological research project studying the reasons for the resilience and collapse of the Byzantine community in the Negev desert.

Prof. Ira Shlomshon, Department of Information Systems, is cooperating with a Technion-Israel Institute of Technology research consortium to create a software tool that will allow archaeologists and curators to recreate cultural artifacts.

Fifteen University of Haifa researchers were appointed as Israeli representatives at research conferences sponsored by the European Union (European Cooperation in Science and Technology - COST).

Researcher’s Night sponsored by the European Commission
The University administration is entrusted with providing services to the academic units and supporting research activities. Under the working assumption that there is a direct correlation between the level of service and the level of teaching and research, this year the University continued measuring and evaluating key performance indicators: level of service provided to students and researchers and the quality of the various units’ outputs, as well as their efficiency. The level of service is measured via satisfaction surveys distributed to members of the administrative staff, and/or period from the previous year. Comparisons of the 2014/15 satisfaction rates found that satisfaction rates on all questions compared with the corresponding month of the previous year. Monthly reporting from the unit directors to the Vice President for Administration continued this year, with the latter summarizing the results for the President of the University. Data collected refers to some 40 parameters which reflect desired objectives and trends chosen after consultation with unit directors. Monthly and periodic reports include an examination of performance against set objectives and compared with the corresponding month and/or period from the previous year.

Improvements in Satisfaction Levels
A comparison of the 2014/15 satisfaction survey with the survey from the previous year shows an improvement in every targeted category. As a result of the findings of this year’s survey, the administration decided to establish focus groups to improve the University’s image and to boost department pride within the University community. As per the decision of the University administration, seven focus groups worked during 2014/15 with an organizational consultant in identifying key issues deemed problematic from the perspective of academic faculty, administrative staff, adjunct faculty and students. The main findings and recommendations were presented to the administration.

The table to the right shows the satisfaction levels for 2014/15 compared to the previous two years and the targets set for 2015/16.

Improvements in Research Management
The University continued to put efforts in developing and integrating new computerized systems. In May, 2015 the Pre Award system went live and the Grant Management system was launched in September, 2015. The change was instituted in response to satisfaction survey feedback from researchers regarding the University’s research management system. The survey found that satisfaction rates on all questions increased from 3 to 3.5 (on a scale of 1 to 5). The overall trend in satisfaction rates was positive, ranging from an increase of 0.2 to 0.7, as compared to the first survey. A recently conducted survey indicated a continuing positive trend in satisfaction rates.

The Israeli newspaper Yedioth Ahronoth published a survey of university cafeterias in October 2015, ranking the University of Haifa first among other Israeli universities in terms of food quality, availability, cleanliness and affordability. Another poll published in Yedioth Ahronot ranked the University of Haifa first among other universities with respect to promptly responding to telephone calls at its general call center.

Examples of Improvements in Information Services for Student and Faculty:
- Computerization of Student Administration Services: Many processes that previously were done manually have been computerized and made electronically accessible to students - for example permits, credit card payments, and registration.
- Improving the Purchasing Process: Improvements were made to enable purchase orders to be sent to suppliers via email to streamline the purchasing process. This includes the purchase of computers, office equipment and computer paper.
- Computerization and Information Systems: Computer infrastructures were expanded to improve backup systems, the wireless network at the Port Campus, and access to Faculty International Activity Fund forms; a system allowing faculty to withdraw foreign currency at the airport was added. A mobile application is also being developed that will enable academic staff to access the Moodle as well as to log their hours and report absences.
- Teaching Aides: ‘Smart’ lecterns and wireless microphones were purchased for teachers and renovated classrooms and halls throughout the campus.
- Food and Shops: Three new “Caffiss” coffee shops opened, with items priced at NIS 5. Two new eateries opened in the food court - a fast food restaurant, with items priced at NIS 8, and a new bakery. Renovations were made to the cafeteria in the Faculty of Education Building, and an art supply store (“Arta”) opened in 2016.

<table>
<thead>
<tr>
<th>Parameters Surveyed</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of staff and students with cleanliness</td>
<td>3.50</td>
<td>3.39</td>
<td>3.50</td>
<td>3.70</td>
</tr>
<tr>
<td>Satisfaction of senior academic staff with the purchasing process</td>
<td>2.87</td>
<td>2.98</td>
<td>3.00</td>
<td>3.30</td>
</tr>
<tr>
<td>Satisfaction of students with library services</td>
<td>3.90</td>
<td>4.20</td>
<td>4.10</td>
<td>4.30</td>
</tr>
<tr>
<td>Satisfaction of students with student service dept.</td>
<td>3.46</td>
<td>3.63</td>
<td>3.60</td>
<td>3.80</td>
</tr>
</tbody>
</table>

Satisfaction is measured on a scale of 1 to 5. * Target for 2016
General Infrastructure:
- Construction of place of worship for Muslims in the Main Building on the 500 Floor.
- Continuation of the Accessibility Project for the physically disabled.
- Completion of the Fire Safety Project and building of buffer zones around the campus.
- Addition of resuscitation system equipment throughout the campus.
- Launching of a new library website in three languages: Hebrew, English and Arabic.
- Improved public transportation to the campus – New express bus lines were added, frequency of current lines were increased, and bus schedules were aligned with student class schedules.

Streamlining and Savings
A number of steps were taken during the year which led to increased efficiency, generating savings of NIS 7 million. A number of noteworthy activities included:

- Personnel: A savings of 6.6 administrative and 2.1 technical positions, resulting in savings of NIS 7 million. A number of noteworthy activities included:
- A savings of 6.6 administrative positions was made possible by not filling positions left vacant by retiring employees; administrative reorganization; and implementing a 10% reduction in temporary employees.
- Various Cost Savings: The Purchasing Department made an across-the-board cut of 10% in all units (a savings of NIS 600,000); savings in legal expenses; reductions in security expenses; (eliminating certain 24-hour guard shifts at the Hatter Student Building and the Port Campus (a savings of NIS 400,000); and a reduction in library hours.
- Energy Efficiency: We completed the installation of 600 new air conditioners in the dormitories at a cost of NIS 3.5 million. In December 2015, we completed the installations of heat pumps in the Felderman dorms at a cost of NIS 700,000, which is anticipated to result in energy savings.

Port Campus (a savings of NIS 400,000); and a reduction in library hours.
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Physical Development
The University continues to focus on improving its physical development, striving to find solutions to the acute lack of space on campus and meet the growing needs arising from the arrival of new researchers in need of lab space, an increasing number of graduate students, and the expansion of existing programs and addition of newly launched programs requiring labs and clinics.

Total outlays for physical development in 2014/15 was NIS 18.4 million, compared to NIS 25.5 million in 2013/14. The budget for physical development for 2015/16 is NIS 31 million. This budget includes the ongoing projects, matching portion of the budget for the construction of the new building for the Faculty of Social Welfare and Health Sciences and the Rabin Complex expansion.


Short-Term Planning
Physical Accessibility Project
In 2013, the University launched a project to make the campus accessible to all students, faculty members and visitors, including those with physical disabilities. The project, which received 75% financial support from the PBC, cost approximately NIS 7 million. A number of accessibility improvements were made to the campus including renovations to public bathrooms, adding lifts to stages in lecture halls, a walking path in the Multi-Purpose Building, improvements to the main bus/shopping area, installation of audio systems in lecture halls and classrooms, an elevator connecting the Kieper Café and Garden to the Hatter Student building, and more. In 2015, we conducted a survey to receive feedback on the changes made and will use the information collected to make further improvements. The overall project is scheduled to be completed in 2016.

Adding New Extensions to the Leon H. Charney School of Marine Sciences in the Israel Oceanographic and Limnological Research Institute and in Kibbutz Sdot Yam
As a result of the selection of the University to head the consortium for Mediterranean Sea Research, and thanks to a $7 million donation from the Helmsley Charitable Trust, the University is establishing two new extensions of the Charney School of Marine Sciences:

- The Israeli Oceanographic and Limnological Research Institute in Haifa: The University signed a 20 year cooperation agreement with the Institute which includes the establishment of an oceanographic workshop for deep sea research, at a total expenditure of NIS 6 million, and four laboratories that will serve the Hatter Department of Marine Technologies. The laboratories will be equipped with an Autonomous Underwater Vehicle (AUV) and a Remotely Operated Vehicle (ROV). The project is scheduled to be completed in June 2016.
- Kibbutz Sdot Yam: The University leased two buildings for a period of 15 years and one building has been renovated at a cost of NIS 1.7 million. The buildings will be allocated to the research station, which will engage in the study of Israel’s coastal marine environment. One building has been completed and is being used by researchers. Renovations for the second building are currently in the design stage.

Medium-Term Planning
Construction of the Faculty of Social Welfare and Health Sciences Building
The University received The Planning and Budgeting Committee (PBC) approval for funding of NIS 12.5 million for the construction of a building for the Faculty of Social Welfare and Health Sciences, out of a total of NIS 56 million. The new building, with a total area of 5,340 square meters, will be constructed next to the Faculty of Education building. The excavation permit has been obtained and excavations have begun in the area, as well as the construction of casing walls. The planning and design process is underway, including preparation of documentation for the tender process. We expect to receive the building permit in the upcoming year and begin construction. The project is expected to be completed in four years.

Rabin Building Addition - The Herta and Paul Amir Faculty of Social Sciences
A generous gift of NIS 40 million from Herta and Paul Amir was received this year, which will enable the addition of four floors to the Rabin Buildings. Two floors will be added to the Psychology Building, one floor will be added to the Economics and Statistics Building, and an additional floor to the Department of Geography will be added, for a total of 2,600 meters. The construction will allow the Faculty to open new programs including the Department of Cognition, Department of Information Systems, laboratories for new faculty members, and consolidation of social studies departments that are spread across the University's campus, including computer sciences and criminology. The consolidation will also free up space to allow other faculties to expand. The project is awaiting building permits. As part of the submission to the PBC, the project will include the construction of an animal research laboratory at a cost of NIS 17 million.

Student Dormitories
There is an acute shortage of student dormitories at the University. With the unreasonably low ratio of 1,100 beds for a student body of 18,000 students, last year the University received approval from the PBC for NIS 20 million for partial funding of the construction of new dormitories. An additional 500 beds will be initially added to the area adjacent to the Talia dorms. The University plans to publish a tender for outside investors to construct additional dormitory buildings that will be managed by the existing dormitory staff. The University has taken steps to construct new dormitory buildings using the Public Private Partnership (PPP) model on campus. We anticipate that the project will be completed within 3.5 years.

The University has additional medium- term projects that are dependent on raising additional resources, including a two-story addition to the natural and marine sciences building (Multi-Purpose Building) and the construction of a Faculty of Law building. We have also explored potential uses for the roof of the Main Building and there are plans to add 400 new parking spaces at a cost of NIS 17 million.
Long-Term Planning
To meet the needs of the university’s anticipated academic development in the coming years, and following the exhaustion of building rights in the existing master plan, a new master plan, which provides for an additional 154,000 square meters of construction was prepared. The estimated date for completion of the master plan is May 2017 and we are exploring ways to accelerate the process.

Large-Scale Acquisitions for Advanced Research
As a result of the continuing expansion of research activity at the University, the past year has been marked by increased acquisitions of advanced scientific equipment for the Leon H. Charney School of Marine Sciences, among them:

- Acquisition of a Remotely Operated Vehicle (ROV) from SAAB UK, for deep sea research at a cost of NIS 7.8 million.
- A laser microscope system for a cost of NIS 1.852 million and an advanced microscope at a cost of NIS 1.09 million for research in the Brain Research Laboratory in the Faculty of Sciences.
- A Geo-Sense 48 Channel Hydroponic Streamer System to simulate underwater subsoil in shallow and deep seas at a cost of NIS 1.109 million.
- Establishment of a closed water system, where corals and fish will grow under controlled conditions. The system requires the set-up of 36 aquaria for a total cost of NIS 600,000 million.

Quality Assurance System and the Green Campus
Recognized as a “Green Campus” in 2008, the University of Haifa views environmental protection as one of its core values and an integral part of its organizational culture. The University is the only institution of higher learning in Israel certified with the environment management standard and is the only University reporting greenhouse gas emissions.

ISO 14001 Standard for Environmental Management: As part of the University’s commitment to meet the requirements of this standard, we continued our activities in this area, including conducting inspections to detect instances of soil contamination and removal of used cooking oil from dining areas to authorized disposal sites.

Human Resources
Our efforts this year focused on labor relations activities, mainly with respect to adjunct faculty: resolving disagreements in collective agreements for adjunct faculty vis-à-vis the Adjunct Faculty Union and implementation of existing collective agreements. In terms of organizational changes, we continued to support the reorganization activities of the Research Authority, which included the addition of new positions, employee training, and administration of satisfaction surveys to senior academic staff regarding the process change implementation.

The Younes and Soraya Nazarian Library
Among the new projects and innovations in the library this year are:

- Implementation of the Alma Management System: The University library is the first institution in Israel to adapt to changing technological needs by implementing a modern web interface that consolidates the Library’s services for various resources under one computerized system. The sophisticated platform, which is expected to be launched in August 2016, will bring the University on par with hundreds of leading institutions around the world.
- Easy Access to Library Materials for Israeli Students. As part of the library’s goal to continuously improve its services, it joined a unique project being spearheaded by the National Library whose aim is to translate professional terms into Hebrew. This translation tool enables Israeli students to access information resources in all languages by using a word search in Hebrew.
- Donations of Book Collections, Maps and Albums of Prominent Researchers from the University of Haifa. It is worth noting that the rare and unique collection of the late Prof. Myriam Yardeni, Israel Prize laureate in History, was bequeathed to the library.
- Exhibiting Special, Rare and Archived Collections. Last year, the library’s collections saw an increase in use by students, researchers and the general public thanks to greater exposure through promotional videos, social networks, and the University’s “At a Glance” weekly publication. We were honored to receive an ancient copy of the Tanakh donated by the late Michal Shapira.
- Digitization of the “El Carmel” Journal: Accessing the El Carmel Journal from remote locations and preserving the Journal’s articles was the Library’s major digitization project this year, conducted in collaboration with the Department of Arabic Language and Literature.
- Cooperation with the Eliyachar Central Library: As part of a new initiative for cooperation between the Technion-Israel Institute of Technology and the University of Haifa, the presidents of both institutions signed an agreement for mutual and prompt delivery of books and articles to researchers at no cost.

Innovations in Computer Services
- New Research Management System: The Pre Award and Grant Management Systems were launched as part of a preorganization of research management at the university.
- Investment in Computing Infrastructure: We expanded the use of cloud infrastructure services that provide hosting services for servers. We also initiated a process to upgrade the University’s bandwidth from 1G to 10G and to create a firewall that will significantly improve the University’s network security. In addition, we began to upgrade our data backup system and implemented a network-wide antivirus system.
- Conference Website: A website was designed to promote and manage attendance for conferences at the University. The site will streamline marketing, registration, and participation fees paid by credit cards.
- Service and Support: In 2015, there was a 38% increase in the number of faculty and student calls to the Support and Service Center. To improve service levels, a number of time saving applications were characterized to reduce waiting times. The system was designed to allow academic and administrative staff to schedule appointments for training sessions and computer assistance. In addition, we began to plan a self-service password reset system via wireless devices.
The regular budget for the 2015/16 academic year is NIS 857 million, compared with actual expenditures of NIS 830 million for the 2014/15 academic year. The 2015/16 budget reflects academic development and the University’s increased activities over the past several years, as shown in the graph.

The University budget for the 2015/16 academic year is balanced after a planned use of investments designated for pension and compensation in the amount of NIS 19 million shekels.

The 2015/16 budget is based on 18,100 students, including 8,700 undergraduate, 8,000 master’s students, and 1,400 doctoral candidates.

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The income side of the 2015/16 budget includes an allocation of NIS 574 million from the Council for Higher Education’s Planning and Budgeting Committee (PBC), compared to 2014/15’s allocation of NIS 551 million. From this allocation, NIS 168 million is a result of the research model and NIS 336 million of the teaching model. The graph shows an increase in PBC allocations over the past several years. The PBC allocation represents 67% of the University’s budget.

The total donations budget for 2015/16 was defined as NIS 95 million (approximately $25 million), of which NIS 7 million is allocated to the regular budget and the remainder to research budgets, closed dedicated budgets, and restricted funds. In 2014/15, the total income from donations was NIS 53.1 million (approximately $13.6 million), of which NIS 6.9 million was allocated to the regular budget and the remainder to research budgets, closed dedicated budgets, and restricted funds. The regular budget for 2015/16 reflects the academic development of the University, including development and upgrading of its teaching and research infrastructure and the hiring of additional scientists. It also reflects the University’s effort to cope with its constraints and meet its goals over the course of the year.

In addition to the regular budget, there are research and development activities in the following budgets: research budget supported by research grants, closed dedicated budgets, and physical development budgets. These activities are balanced in accordance with resources available to the University.

**Scholarships**

The funds allocated for scholarships from the regular budget in 2015/16 total NIS 34.9 million.

Scholarships given from the 2014/15 regular budget totaled NIS 40.4 million. Of this, NIS 9.1 million went to undergraduate students while NIS 31.3 million went to graduate students (MA and PhD).

In addition to the scholarships that were allocated from the regular budget, NIS 27.6 million was given from restricted funds and research budgets.

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### Income and Expense Breakdown

<table>
<thead>
<tr>
<th>Income Description</th>
<th>2014/15 Totals (NIS million)</th>
<th>2015/16 Budget (NIS million)</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>PBC allocation</td>
<td>550.6</td>
<td>573.5</td>
<td>4.2%</td>
</tr>
<tr>
<td>Income from students</td>
<td>215.2</td>
<td>225.9</td>
<td>5.0%</td>
</tr>
<tr>
<td>Other income</td>
<td>64.6</td>
<td>57.6</td>
<td>-10.9%</td>
</tr>
<tr>
<td>Total Income</td>
<td>830.4</td>
<td>857.0</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2014/15 Totals (NIS million)</th>
<th>2015/16 Budget (NIS million)</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Pension</td>
<td>649.0</td>
<td>660.7</td>
<td>1.8%</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>181.4</td>
<td>196.3</td>
<td>8.2%</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>830.4</td>
<td>857.0</td>
<td>3.2%</td>
</tr>
</tbody>
</table>
transforming the DNA of the University of Haifa. All of these developments combined are contributing to higher levels of excellence. Our global presence and motivating our international partners are broadening collaborations being conducted with international students alike. Academic in English are now available that enrich the educational experience for Israeli and students from around the globe. I have had the opportunity to meet many of them, including students from East Africa who traveled to Haifa specifically to take part in the International MA Program in Child Development. These students are taking the knowledge they acquire here and improving the lives of children and families in their own countries. The University has been a fascinating and inspiring experience for me. The University has grown from 8,000 to 18,000 students and is well positioned to realize its goals and further advance its mission. Given this tremendous intellectual capital, we have made great strides in integrating faculty members into our fundraising activities. More than 230 faculty members participated in donor visits here on campus. Around the world, our Friends’ associations organized lectures and parlor meetings that showcased our faculty members and their research units. This strategy has proved very successful and we intend to continue to use this wonderful resource in our upcoming activities.

A Global Agenda
Our International School is attracting students from around the globe. These students are taking part in the Weiss-Livnat International MA Program in Holocaust Studies to deepen their understanding of the Holocaust and the meaning of genocide and crimes against humanity. These are the future researchers, archivists and educators who will perpetuate the memory and lessons of the Holocaust. Talented fellows from Italy, India, and South America are eager to come to the University of Haifa to pursue their graduate studies in our science laboratories. Our Faculty of Law attracts judges from East Africa, the US, Europe, the Philippines and India to take part in our Judges Academy. While they are here, all of these students experience the tolerance and mutual respect that is the cornerstone of our campus culture. This year, with the kind support of Sidney Topol, we established the Topol Fellowship Program for the International MA Program in Peace and Conflict Management Studies. Our international students add diversity to our campus and when they return home, they become unofficial ambassadors for our campus and when they return home, they become unofficial ambassadors for Israel and continue to strengthen Israel’s ties around the globe. We are committed to raising funds for international scholarships for these deserving students.

Friends and Supporters
Our long-time friends continue to provide generous financial support for the University of Haifa. Many of our loyal donors have supported us consistently over the years. A number of them have made major gifts that changed the trajectory of the University’s academic offerings. This year, in a festive ceremony, the University of Haifa renamed the Faculty of Social Sciences in honor of our friends Herta and Paul Amir. Thanks to their $10 million gift, the single largest gift ever to the University of Haifa for one project, four additional floors will be added to the existing building and the Faculty’s academic offerings will be expanded. The relationship between Herta and Paul Amir and the University of Haifa is a longstanding one. Mr. and Mrs. Amir have previously supported the University of Haifa’s School of the Arts building, the National Security Studies Center, scholarships, and a program designed to recruit and build laboratories for returning Israeli scientists, in addition to other projects. Paul Amir has served as the Chairman of the American Society of the University of Haifa. For her unswerving commitment to the University and philanthropic activities, Herta Amir is receiving an honorary doctoral degree this year, honoris causa, from the University of Haifa.

We are fortunate to have many supporters who realize how critical the University of Haifa is to the future of Israel. Doron Livnat, honorary doctorate recipient this...
year, has been instrumental in championing social programs including the Wies-Limam International MA Program in Holocaust Studies and “Access to All”, in partnership with the Matanel Foundation and Israel’s Council for Higher Education. Generous gifts were also received from our longstanding supporters, Prof. Fred Tauber, Prof. David Wallach, and Dr. Arnie Aberman. The generosity of Maurice Kanbar and Ilmar and Aaron Spencer enabled new building projects, including the new building for the Faculty of Social Welfare and Health Sciences. We were honored to receive an additional donation from the Ruderman Family Foundation, included a panel discussion on the relationship between American Jewry and Israel. Senator Joseph Lieberman paid a visit to our campus and was an honored guest at this year’s opening gala event of the Ruderman Program for American Jewish Studies. The event, sponsored by the Ruderman Family Foundation, included a panel discussion on the changing social fabric of Israeli society and fielded questions from the student body.

As he toured our labs staffed by our diverse faculty and student population, President Rivlin stressed the importance of tolerance, equality, and shared responsibility. “I am very optimistic, especially in Haifa, where I see such things in practice.”

The University was also proud to host a delegation from the Conference of Presidents of Major Jewish Organizations, in conjunction with the Ruderman Program for American Jewish Studies. The event, sponsored by the Ruderman Family Foundation, included a panel discussion on the relationship between American Jewry and Israel. Senator Joseph Lieberman paid a visit to our campus and was an honored guest at this year’s opening gala event of the Ruderman Program for American Jewish Studies.

Increase in Funds Raised

This year marks the fourth and concluding year of Mr. Amos Shapira’s presidential term. During his tenure, funds raised increased by approximately 31% (close to $80 million in donations, compared to $60 million during the previous four years). In addition, the Division and our international societies were instrumental in securing some $5 million for investments and research through the Carmel-Haifa Economic Corporation. We also saw a 33% increase in recorded pledges over the past four years as compared with the previous period – from $52 million up to $70 million.

The Division’s Communication and Media Department hosted the annual Israel Communications Conference, which recorded attendance of more than 300 members of the media. The Department continued its efforts to promote the University’s research and academic activities, publishing more than 130 press releases that led to some 2,500 press mentions in Israel and thousands of mentions in international media. The University of Haifa Facebook page has reached 30,000 members and is an excellent platform for sharing information about key developments. The Department produced over 70 promotional and marketing videos showcasing University researchers and their research activities.

Fundraising around the World

The newly constructed Donors Wall has become a fitting tribute on campus recognizing our friends and supporters. Photos of each plaque were sent to each donor or their nearest relation. The gesture was met with great enthusiasm and many of our patrons expressed an interest in visiting the University campus. The second phase of the initiative, a Donor Garden, is already underway. Conceptual plans for the Donor Garden have already been approved and work is slated to begin this summer. The new Donor Garden is concrete testimony to our donors’ commitment to the University’s academic mission. The beautifully designed Garden will be a further tribute to our donors’ generosity and enable them to serve as an inspiration to others.

It is with great sadness that we note the passing of Honorary Chairman, Mr. Leon H. Charney on March 21, 2016. “Leon Charney was a true friend who deeply cared about the State of Israel,” said Amos Shapira, President of the University. “We say goodbye to a dear man, a special man, and a friend, whose contributions over the years have been invaluable and have laid a foundation that will be here for eternity.”

More than 200 people attended “The Artist’s Garden – an event celebrating the Art of Soraya Sarah Nazarian” in Los Angeles and paying tribute to her philanthropy. The Nazarian family has generously funded the Younes and Soraya Nazarian Library at the University of Haifa, the largest academic library in Israel.

It was our privilege to host the President of Israel, Reuven Rivlin, at the University of Haifa last December, who spoke about the changing social fabric of Israeli society and fielded questions from the student body. As he toured our labs staffed by our diverse faculty and student population, President Rivlin stressed the importance of tolerance, equality, and shared responsibility. “I am very optimistic, especially in Haifa, where I see such things in practice.”

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The American Society of the University of Haifa successfully launched The Arab Student Scholarship Fund, with Chicago supporters Ali Ata and Talaat Ottoman spearheading the effort. The funds will provide merit-based scholarships to outstanding Arab students.

The Canadian Friends of Haifa University and 600 guests paid tribute to Dr. Arnie Aberman, who was appointed Chairman at the Mount Carmel Dinner in recognition of his lifelong contribution to Canadian medicine, his support of the State of Israel, and his outstanding efforts on behalf of the University. Dr. Aberman is an ardent supporter of the State of Israel, the University of Haifa, and the Ambassadors Online Program. He received the degree of Doctor of Philosophy (honoris causa) from the University of Haifa in recognition of his lifetime contribution to Canadian medicine, his support of the State of Israel, and his outstanding efforts on behalf of the University. Dr. Aberman was appointed President of the Canadian Board of the University. Dr. Aberman was appointed President of the Canadian Board of

Canadian filmmaker, Robert Lantos, was honored with a Doctor of Philosophy from the University of Haifa at the 2016 Mount Carmel Dinner in recognition of his lifelong contribution to the Canadian film industry as a visionary executive, award-winning filmmaker and passionate, unwavering supporter of the State of Israel and its people, particularly as it relates to combating anti-Semitism, anti-Zionism and the Boycott, Divestment and Sanctions (BDS) movement.

The British Friends of Haifa University marked another year of development and growth. Two new major pledges were secured. The Kadas Family Charitable Foundation invested in Spalax cancer research via the Carmel-Haifa Corporation and donated funds to establish, the first of its kind, green roof project on the Knesset. The Open Society Foundation generously supported the International MA Program in Child Development. The legacy from the University’s dear friends, the late Lord and Lady Jacobs’ estate, has also been received this year and will support the Haifa Research Center for Maritime Strategy and the construction of a new Faculty of Social Welfare and Health Sciences building.

Prof. Mouna Maroun, Chair of the Sagol Department of Neurobiology, shared her experiences as an Arab woman choosing a career in science.

The Israeli Friends of the University of Haifa continued to cultivate partnerships with leaders of the Israeli business community and the University’s centers of excellence. This year we added new board members: Ronen Torrem, CEO of Tettacy; and alumnus of the University, and Salem Ammar (Col. Ret.), Mayor of Julis, and expanded the lay leadership to include Mr. Ika Abarbanel, Mr. Eitan Adres, and Mr. Shimon Shoval.

This year, the Israeli Friends hosted Minister of Housing Yaov Galant at its annual Business Leaders Forum, an exciting initiative established with the goal of building fruitful relationships between business leaders of Israel and centers of excellence at the University. Since its inception the Business Leaders Forum has established itself as a premiere meeting place for Israel’s key business and financial leaders. Our previous meetings have enjoyed great success and were attended by hundreds of prominent guests.

A Power Breakfast meeting was generously hosted by Yoni Isakov, Chairman of Coral Group, where members of the Israeli Friends learned about the innovative research being conducted in marine sciences.

A generous contribution from the US-based Rosalinde and Arthur Gilbert Foundation enabled the University of Haifa Alumni Association to expand activities and recruit a new Association Director. This year the Israel Friends also raised funds to support student scholarships and other academic programs at the University.

The German Friends Association of the University of Haifa continued its support for student leadership programs, including Haifa meets Frankfurt; the Werner Otto Graduate Arab Women Program; the Jewish-Arab Community Leadership Program; and the Model United Nations. In cooperation with the Bosch Foundation, the German Friends hosted more than 40 distinguished guests at an event to raise funds for the Werner Otto Arab Graduate Program. University of Haifa Vice-President and Dean of Research, Prof. Michal Yerushalmi, briefed the attendees about the University’s multicultural campus, and

The British Friends were delighted to host senior faculty members in London during the past year – Prof. Gabi Weimann and Prof. Dan Schweihsen kindly agreed to participate and speak at events with friends and supporters of the University. Matan Ben-Cna’an of the Department of Fine Arts, the first Israeli artist to win the prestigious BP Portrait Award, presented his work at another event, raising funds for scholarships for the School of Arts. A collaboration on autism research with Cambridge University was marked at an event with British Friend’s Trustee, Prof. Simon Baron-Cohen.

The Friends Association in France has enjoyed an impressive year with new donations raised for a variety of research projects to support students and researchers. The University was the beneficiary of a generous estate gift, whose proceeds will be targeted for a new building for the Faculty of Law.

Our Associations in Latin America are continuing to expand their activities and network of friends. Our office in Brazil is currently developing new strategies and seeking to add prominent new members to their Board. Prof. Perla Werner, Prof. Tamar Weiss and Prof. Ido Gal visited the country, gave lectures and met colleagues in the local academic scene. Our office in Brazil is reestablishing their Board and is working closely with Prof. Lily Orland Barak, Dean of the Faculty of Education, to implement a new educational intervention in the Jewish community. Previous and current agreements with FAFESP have led to new research collaborations: three researchers from the León Charny School of Marine Sciences are conducting joint research with colleagues from the University of São Paulo, and additional academic agreements allowing joint research with scholars from ESPM (Escola Superior de Propaganda e Marketing) University in São Paulo, and Sorbonne University.

Looking ahead, the Division is formulating a plan to further increase contributions from family trusts and philanthropic foundations, and expand our activities with the Carmel-Haifa Economic Corporation.
Another great year in terms of investment its business potential. This year marked agreements. Carmel-Haifa continued to business collaborations that led to major efforts in cultivating extensive benefit of society laboratory to the marketplace, for the at the University of Haifa from the and moving new technologies discovered knowledge developed at the University potential of commercializing research and the goal of maximizing the business for protecting and commercializing intellectual property. Carmel-Haifa collaborates with various partners and establishes ventures and funds with the goal of maximizing the business potential of commercializing research and knowledge developed at the University and moving new technologies discovered at the University of Haifa from the laboratory to the marketplace, for the benefit of society.

In the past year, Carmel-Haifa invested its efforts in cultivating extensive business collaborations that led to major agreements. Carmel-Haifa continued to ensure the protection of the intellectual property of the University and realized its business potential. This year marked another great year in terms of investment and income, with a total of ~NIS 10 million raised through Carmel-Haifa activities.

The Carmel Innovations Investment Fund
The establishment of the Carmel Innovations Investment Fund is one of Carmel-Haifa’s major achievements. More than $3 million was invested in the fund in two successful rounds of financing, providing seed funding to companies established by Carmel-Haifa for innovative projects led by University researchers. Managed by Elka Nir, the fund provides seed funding to promising projects for approximately two years. The fund invests up to $700,000 in each startup and helps grow the companies to a stage where global companies or investors will participate in later investment rounds or acquire the company outright. The fund’s investors join the fund’s Board of Directors and investment committee. Participating in the fund provides investors with the first right to select and invest in the most promising projects which have already received significant support from the University and foundations for a number of years. Investing in a portfolio of several companies mitigates risk for the investors. Carmel-Haifa has developed favorable vehicles for participating in the Fund.

In addition to funding, Carmel Innovations provides the established companies with facilities, laboratories, management advice and marketing assistance. The Fund’s management brings significant benefit to the startups with its extensive business network, experience in establishing strategic partnerships and access to governmental funding. Carmel-Haifa receives equity in the startup companies and in the Fund.

New Ventures and Startup Companies
The Carmel Innovation Investment Fund represents an unparalleled opportunity to invest in projects being developed at the University of Haifa that have large market potential and brings them to the stage where pharmaceutical companies, or other partners, will be interested in collaborative agreements or acquisition. To date, Carmel Innovations has invested in three successful companies that originated at the University of Haifa. All three companies are making good progress and one has already signed a very significant agreement.

ArtsAvit Ltd. specializes in the development of novel cancer medical treatment that exploits the cells’ process of apoptosis (programmed cell death). Based on Professor Sariel Larisch’s research, the company is making progress towards identifying a lead compound.

Memofit Ltd. is working to develop a drug to improve cognitive function and treat Alzheimer’s disease. Based on Professor Kobi Rosenblum’s research, the future drug may provide patients suffering from Alzheimer’s disease or mild cognitive impairment with a significant additional period of normal functioning. Memofit is a significant success story for the Carmel Innovations Fund. Within a year of its inception, Carmel raised an additional investment of ~NIS 8.1 million for the company from global strategic leading pharma companies and a worldwide leading venture capital firm. The investment represents a significant valuation increase of ~7x within less than one year with an impressive internal rate of return (IRR). Almost NIS 1.5 million will be provided for research at the University. The University owns equity in the company and will receive royalties based on revenues.

ResCure Ltd. is developing a new therapeutic approach to treat recurrent and metastatic cancer (specifically, but not limited to breast cancer). The lead researchers are Dr. Dait Bakran and Dr. Amiram Ariel.

Carmel Innovations is currently in the process of investing in three additional new startup companies:

- Memoboost – Developing a new drug for cognitive enhancements based on Prof. Edi Barkai’s research.
- Memodoro Ltd. – developing a new drug for fear and anxiety disorders based on research being conducted by Prof. Rafi Lampreicht and Dr. Monica Dines.
- CanCure Ltd. – developing a new cancer therapy based on mushroom-derived compounds by Prof. Fuad Fares and Dr. Lital Shavit, together with Prof. Solomon Wasser. Prof. Fares is a serial entrepreneur with a proven track record as a founder of the biotech company, PoloR (PATH: AMEX; TASE).

Other Fundraising Activities
Carmel has raised additional significant funds for selected projects with commercial potential. In collaboration with the Division of External Relations, Carmel-Haifa raised $600,000 ($200,000 in 2015) to support Prof. Aaron Avivi’s cancer research which uses the “resistant to cancer” blind mole rat as a laboratory model. In addition, Carmel-Haifa signed an agreement for an investment of $400,000 in a startup company that will be based on the research of Prof. Avivi, Dr. Imad Shams and Prof. Irena Manov.

Carmel-Haifa also established a US-based company, Pine Biotech, which develops applications based on the research activities of the University’s Tauber Bioinformatics Center. The company is showing nice progress and is collaborating with various partners worldwide.

Funding from the Office of the Chief Scientist (OCS)
In 2015, Carmel-Haifa tripled the amount of funding for research programs received from the Office of the Chief Scientist. Next year we project that Carmel-Haifa will cross the NIS 1 million threshold.
The Office of the Dean of Students works to ensure the welfare of all students, meeting a full range of personal, academic and financial needs while maintaining close relations with the University’s academic and administrative bodies.

The Dean of Students works to ensure the welfare of students through various units:

**Scholarships Department**
The Dean of Students awarded a total of NIS 9.8 million scholarships in 2014/15 from various sources, to 2,728 students (as compared with NIS 9.5 million in the previous year).

The percentage of scholarships awarded directly to students nearly doubled in the past five years as a result of additional support from new foundations, and an increase in the number of scholarship recipients from existing foundations (e.g., Impact, the National Lottery Fund).

Moreover, this year additional foundations provided scholarships to specific programs including the Moshal Scholarship Program, Crown Family Philanthropies, and the Arab Student Scholarship Fund.

**Academic Excellence Unit**
The Unit provides a range of academic programs and services to ensure that undergraduate students complete their studies in a timely manner, prevent student drop out, and support students in realizing their full professional, social and economic potential.

The Unit offers its services to the entire student body, which is the most pluralistic and multicultural in Israel, and tailors these services to balance individual needs and cultural sensitivities. The Unit offers a basket of support services to all undergraduate students at the University, including preparation programs for university candidates, counseling and academic follow-up services, personal mentoring, individual tutoring and remedial courses.

Through the Academic Excellence Unit, the University of Haifa operates the Delta Project for the Advancement of Ethiopian students, thanks to donations received from the Polonsky Foundation and the Myers Foundation. Each year, 15 Ethiopian-Israeli candidates are selected based on their academic potential, and are provided with a comprehensive support program including a laptop, tuition scholarships, living stipends, personalized tutoring, specialized courses and career counseling workshops.

**Multidisciplinary Support Services Unit**
The Unit provides special support to students who have been referred to by various departments of the University, including the Office of the Dean of Students.

General counseling and career counseling services are provided to assist students and graduates in choosing a career direction, acquiring job search skills, and developing study habits. The Unit offers:

- Assistance with choosing fields of study, exploring future employment options, matching career aspirations and skill sets.
- Practical tools for successful job interviews and professional assistance with the preparation of effective resumes.
- Internship Program that is designed to help students acquire professional experience during the course of their studies, and to develop connections in the job market. The internship program is part of an elective course offered by many departments and includes an internship position in an organization, a professional course and career workshops.

This year, the Dean of Students launched the first cohort of a career development program for students from the Arab sector designed to help improve their integration into the labor market after graduation. The program includes a career course tailored for the Arab community, and supervision during their placement activities.

- A resume and job search website including hundreds of posts for job offers each month in a variety of fields as well as a database of resumes that allows potential employers to review resumes and invite qualified candidates to job interviews.
- Job Fairs inviting employers to provide information about their organizations and companies and organizations to recruit students and graduates.
- Individual counseling to improve learning skills, enhance self-esteem, and reduce test anxiety.
- Workshops for improving study habits and specific seminars for test anxiety and time management.
Social Leadership Unit

The Unit currently includes 485 socially-conscious students ready and willing to engage in community action for social and individual change. The unit oversees a number of social intervention projects in the community, including academic tutoring for youth, working with needy families, and assistance to special needs individuals. Our students also participate in youth leadership programs and programs assisting youth at risk. Many of these activities take place as part of formal educational and social frameworks in their community centers.

Unique programs administered by the Social Leadership Unit:

Access for All (University B’am)

This is the second year the program has operated at the University of Haifa, with the goal of creating a connection between the University and the lower socioeconomic communities. The University opens its doors to members of the community, enabling them to gain access to practical studies in an academic setting. This year marked an increase in the program participants, with 430 adults referred by social service agencies, who began attending weekly with the assistance of the Matanel Foundation, Doron Livnat, and other supporters. This year, thanks to an initiative by a scholarship recipient, social activities for participants and their families were organized, including a festive Tu Bishvat event held in conjunction with the Jewish National Fund.

Program for Cultivating Academic and Social Leadership

The Raveh Ravid Scholarship Program for Excellence, Leadership and Social Responsibility is designed for an elite cadre of students in various fields of study. Students participating in the program have the option to continue participating in the program as they continue their academic studies. This year the program teamed up with Value Sports, an NGO that aims to strengthen the values of Israeli society by teaching sportsmanship, ethics and character building through sports. In addition, each year one of the students takes part in an international symposium at Tufts University in Boston.

The Academic-Practicum Program

This unique program, sponsored by the Raveh-Ravid Fund and operated under the auspices of the Rector’s Office, is offered to outstanding students from the Faculty of Humanities. The program combines academic coursework with supervised practical experiences in public organizations. The goal of the program is to provide students with critical tools to evaluate organizational issues that are relevant to their placement.

Academic and Social Leadership Program for Druze Students

The unique program for academic leadership in the Druze community was established to cultivate a cadre of educated and diverse leaders. These students will serve as agents of change for their community in Israel. The program aims to foster community awareness and social responsibility, and to give the students the tools and personal skills for social entrepreneurship. Participants receive a full scholarship, as well as personal mentoring and academic assistance to meet their academic challenges. Students participate in a range of enrichment workshops in the field of social entrepreneurship, rhetoric and presentation skills in English. This year, students participated in a unique academic course on the topic of social entrepreneurship. In the 2015/16 academic year, 25 BA students from a variety of disciplines took part in the program, which is supported by the Cape Gate Foundation, Myers Foundations and others.

Jewish-Arab Community Leadership Program

This program is designed for an elite cadre of students in the Druze community was established to cultivate a cadre of educated and diverse leaders. These students will serve as agents of change for their community in Israel. The program aims to foster community awareness and social responsibility, and to give the students the tools and personal skills for social entrepreneurship. Participants receive a full scholarship, as well as personal mentoring and academic assistance to meet their academic challenges. Students participate in a range of enrichment workshops in the field of social entrepreneurship, rhetoric and presentation skills in English. This year, students participated in a unique academic course on the topic of social entrepreneurship. In the 2015/16 academic year, 25 BA students from a variety of disciplines took part in the program, which is supported by the Cape Gate Foundation, Myers Foundations and others.

Rothschild Ambassadors founded by the Caesarea Rothschild Foundation

The Rothschild Ambassadors organization was established with the objective of forming a socially responsible leadership network that is interdisciplinary, involved, and influential. The Rothschild Ambassadors program seeks to identify and nurture student leaders who will help establish a society that ensures equal educational opportunities, diminishes social gaps, and instills greater social responsibility. Students benefit from a range of workshops dealing with practical, 21st century social issues, career counseling, and a field practicum. This year 38 students participated in the program.

The Dormitories

The University Dormitories have 1,100 beds, including a range of accommodations for singles, married couples, pre-academic students, the physically disabled, and guests. The student housing area offers services such as lounges, laundry rooms, a minismarket, computer labs, and more. Residents of the student housing enjoy an active social environment with activities planned and implemented by social activities coordinators. The University has begun to take steps towards establishing new dormitory buildings on campus. Last year we received the approval of the Planning and Budgeting Committee (PBC) for a partial subsidy of up to NIS 20 million for construction. In the first phase of the project, 500 beds will be added to the area adjacent to the Talia dormitories located in the eastern part of the campus.

Partnership with the Jewish-Arab Center:
The Office of the Dean of Students oversees a Jewish-Arab leadership program within the dormitories. The program engages 30 dormitory participants in a variety of social and cultural activities, including round table debates, sports competitions, artistic activities, communal meals, and films accompanied by lectures and discussions.

Energy Efficiency in the Dormitories:
This year the Energy Efficiency Project was completed. New air conditions were installed in the Talia and Britannia dormitories to replace the old central heating system. In addition, the Federman dorms installed heat pumps used to heat water, and are expected to bring significant additional savings in expenditure on fuel.

Renovation: The renovation of the foyers in the Federman dormitories was completed, thanks to the generous support of the Federman family. The main pipe in the Federman dorms was also replaced.

Supporting the Student Union

The Dean of Students and the President of the Student Union meet regularly over the course of the year to coordinate their efforts, identify joint programs, and strengthen the connection between the University and the Student Union.
The Graduate Studies Authority (GSA) is the only department in the University entrusted with distributing scholarships, grants, and funding for expenditures incurred by graduate students conducting projects and research studies.

Scholarships and Financial Aid

The GSA’s projected scholarship budget for 2015/16 totals NIS 25,923,262, compared to NIS 25,956,000 from the previous year. From this budget, assistance was provided to more than 1,400 doctoral students and close to 8,000 master’s students. In addition to scholarships provided via the Authority’s regular budget, during 2015, NIS 3,715,359 was allocated to scholarships from the donations budget and NIS 14,407,299 from research budgets.

During the first half of 2016, the GSA awarded 586 scholarships from research budgets totaling NIS 9,560,859. We anticipate that by the end of 2016 we will see a continuation of this trend of supporting student research via research budgets.

The GSA assists and encourages research students to apply for research grants from a variety of funding sources. During the current academic year (2016), the GSA successfully processed some 20 scholarships from these sources.

New Scholarships and Research Grants

Wolf Foundation Scholarship to Promote Science and Art for the Benefit of Mankind

– In 2015/2016, two doctoral candidates received this prestigious scholarship:
  - Yechiel Weizman (Department of Jewish History). Research topic: The function and perception of the material remnants of Jewish heritage in Poland since the Holocaust. Supervisors – Dr. Marcos Silber, University of Haifa, and Dr. Amos Goldberg, Hebrew University of Jerusalem.

Wolf Foundation Scholarship for Excellent Students

– Prof. Sagi Snir.

Program in Memory of Professor Nathan Rotensteirch

– Outstanding doctoral students in the Humanities were awarded generous scholarships of NIS 80,000 for three years. Among the awardees were:
  - Assaf Yitzchak Regev (Department of Arts and Sciences). Research topic: Constructing the prokaryotic tree of life in light of extensive HGT events. Supervisor - Prof. Sagi Smir.

New Scholarships and Research Grants

Scholarship and Financial Aid

– Orly Herskowitz (Department of Mathematics). Research topic: Application of umbral calculus and q-calculus methods to polynomial functions”. Supervisor – Prof. Toufik Mansour.

Council for Higher Education Scholarship Program for Students in Periphery Communities in Memory of Nechemiah Levtzion – Eliran Avni (Department of Evolutionary and Environmental Biology) was awarded a NIS 72,200 scholarship for a three year period. Research topic: Constructing the prokaryotic tree of life in light of extensive HGT events. Supervisor – Prof. Sagi Smir.

Ministry of Science, Technology and Space Scholarship Program for Advancing Women in Sciences in Memory of Shulamit Aloni. The following students received NIS 250,000 scholarships:

- Amr Basha (Department of Mathematics). Research topic: Adverse health-related outcomes of treatment in an Israeli cohort of breast cancer survivors. Supervisor – Dr. Lilat Keinan-Boker.

- Ofer Aharon (Department of Neurobiology). Research topic: The role of the medial prefrontal cortex in the consolidation of recent and remote aversive memories across development. Supervisor – Prof. Maoz Maroun.


Council for Higher Education Scholarship Program for Outstanding Doctoral Candidates from Arab Society and Minority Groups – Awarded NIS 72,200 for a three year period to the following recipients:


- Eliran Avni (Department of Computer Science). Research topic: Application of umbral calculus and q-calculus methods to polynomial functions”. Supervisor – Prof. Toufik Mansour.

- Hannutul Sallum-Wolf (Department of Art History). Research topic: The path of footwear: The early use of footwear on archaic black-figure vases from Greece and Etruria. Supervisor – Dr. Sonia Klinger.

- Rola Hamoud (School of Public Health). Research topic: Adverse health-related outcomes of treatment in an Israeli cohort of breast cancer survivors. Supervisor – Dr. Lilat Keinan-Boker.

- Walea Aved (Sagol Department of Neurobiology). Research topic: The role of the medial prefrontal cortex in the consolidation of recent and remote aversive memories across development. Supervisor – Prof. Maoz Maroun.


Survey of Doctoral Students

During 2016, the GSA conducted a satisfaction survey among doctoral students and graduates of the University of Haifa. The survey was conducted using a similar format in 2012 and 2015 and focused on two groups - current doctoral students and doctoral graduates. In 2012 there were 438 respondents and in 2015 there were 429 respondents. The goal of the survey was to obtain feedback from the respondents on a range of topics during their studies at the University. The survey results showed a considerable improvement from 2012 to 2015. The question measuring student satisfaction regarding academic growth (“To what extent did your studies contribute to your academic growth?”), registered a significant increase, in particular regarding guidance during the doctoral process. There was also an increase in the number of students whose scientific articles were published.

The survey results related to the functioning of the Graduate Studies Authority were quite positive, both on the level of professionalism and interpersonal relationships. A broad perspective that takes into account the various trends that were recorded between the two survey dates makes clear that there are four key dimensions that influence graduate students’ recommendations regarding pursuing a degree at the University of Haifa: 1) a personal relationship with academic supervisor; 2) the degree of uncertainty regarding the information students need during their studies; 3) perceived academic standing of the student; and 4) the perceived level of satisfaction with the performance of the Graduate Studies Authority.

In the 2015 satisfaction survey, extremely high marks were recorded for the level of support provided by supervisors to doctoral students during their studies, the quality of communication between the supervisor and the student, and the emotional connection between supervisors and students. The main reasons given for choosing the University of Haifa as a preferred learning destination for PhD studies are presented in Table 1.

Academic Excellence Begins with Personal Relationships

The survey points to a high level of satisfaction with the Graduate Studies Authority and the professional work of its staff. In particular, respondents noted the personal attention provided to all inquiries. In an effort to improve access to our services, in 2016 the GSA is launching a website that is accessible for people with disabilities.

Table 1.

<table>
<thead>
<tr>
<th>Availability of scholarships</th>
<th>12%</th>
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</thead>
<tbody>
<tr>
<td>Other reasons</td>
<td>7%</td>
</tr>
<tr>
<td>Recommendation of faculty member</td>
<td>5%</td>
</tr>
<tr>
<td>Reputation of the academic department</td>
<td>4%</td>
</tr>
<tr>
<td>Proximity to home</td>
<td>3%</td>
</tr>
<tr>
<td>Completed previous degree at the University</td>
<td>2%</td>
</tr>
<tr>
<td>Reputation of the academic leader</td>
<td>1%</td>
</tr>
</tbody>
</table>

International MA in Social Work

With exceptional mindfulness, Aviva Tadesa is implementing the skills and insights that she has acquired in the School of Social Work.

Thoughtful, attentive and lively, she strives to advance social justice and equality, promoting programs to integrate diverse communities and ethnic groups in Israel. Only just completing her third year of BA studies, Aviva has already managed to establish a leadership program for teenagers from diverse, low-income immigrant communities who are second-generation Israelis, providing workshops on building confidence and acceptance of others. The participants are then guided in working together to promote the well-being of their community. She is also a community coordinator with the Ethiopian National Project run by ORT Israel, designing and running programs empowering adolescents to achieve personal, social and academic success.

How have your studies at the University of Haifa helped you in kick-starting your career?

At the University of Haifa students are engaged in multicultural dialogue. We are encouraged to contribute to the class discussion by sharing personal experiences, backgrounds and traditions. I found that approach so edifying that I chose to extend it to my career path. If university students can learn from one another to develop a broader academic approach to social work, then I believe younger children can similarly benefit from a basic understanding of one another’s backgrounds to broaden their life view and better cope with cultural differences.

How did you benefit from the particular program in which you studied?

A course on cultures and ethnicity made a deep impression on me and I have grown very passionate about cultural preservation and integration. In my work with schoolchildren, I am able to apply much of what we learned to current issues that are dividing society. I also began seeking out current manifestations of the thought-provoking issues we studied in social policy. Take racism and social exclusion, for example. These are among the most pressing social issues that the families I work with are facing, and I want to be involved in approaches to handle them upfront.

Do you see parallels between these families’ experiences and your own, as a young child who immigrated with your family?

When I was four years old my family arrived in Israel with Operation Solomon. I was lucky to have lived in a mixed neighborhood, with families that came here from around the world. That enabled me to learn Hebrew quickly and integrate into Israeli society. There were also some wonderful and kind people who helped me at different points along the way. But now I am interacting with children whose families are finding it more difficult to navigate their way into society while also preserving their cultural identity.

You mentioned that there were some people who helped you along the way? When I received my driver’s license I didn’t own a car. An older person living on the kibbutz where I was living and whom I hardly knew, approached me with the keys to his car and said without a fuss, “Now you use my car to get some practice.” Many simple gestures like that over the years helped me feel cared for and build confidence. They indirectly helped me settle, integrate and succeed – and left me with a strong desire to give back to others. I can do that in my work as a social worker. Besides trying to change the big things on an institutional level, I can also look at the person and see what small gesture might make a difference for them today.

Where do you see yourself professionally in five years from now?

I want to continue combining the tools that I have acquired from my studies with hands-on experience in effective community work. By working directly with children and their families, I can see what the true problems are and become involved in bringing about policy change in areas that can close many social gaps.

Minding the Gaps

Table 2.

<table>
<thead>
<tr>
<th>Student Satisfaction Survey 2015 – GSA Personnel</th>
<th>Student Satisfaction Survey 2015 – Supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>Current Students</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>70</td>
<td>28</td>
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<td>60</td>
<td>26</td>
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<td>8</td>
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</table>
A Model for Success

Doron Livnat grew up with an inherent desire for “tikkun olam” to build, repair, and spread success. As a young boy growing up in Israel, he found ways to help others achieve their goals, even before he knew what words like empowerment and entrepreneurship even meant. “Somehow, I just knew that I have a defined role in life.

I understood that I have a responsibility toward the society around me.” As a high school student, he spent many after school hours each week helping young immigrants get on their feet, counseling them so that they could build confidence and integrate into Israeli society. Through the Noar l’Noar youth group (BBYO), he guided delinquent youth through the process of rehabilitation toward social responsibility and independence.

“I learned about sharing and empowering others from home. Those were our family values,” recalls Doron. Doron’s father, Yitzhak Weiss Livnat, is a Holocaust survivor. “He began his life as a refugee with nothing but the shirt on his back. My attitude reflects my father’s. He refused to be ‘stuck’ in the Holocaust. My father moved on and turned hardship into happiness and success. I made that the fabric of my life.”

Doron and his family have continued to combine business with empathy and social outreach, including support for a one-of-its-kind Holocaust studies program at the University of Haifa, which was recently named the Weiss-Livnat International MA in Holocaust Studies. In recognition of Doron’s support for the University of Haifa’s programs and his philanthropic leadership in Israel, he will be receiving an honorary doctorate at the 44th Meeting of the Board of Governors.

When it came to developing his own professional career, Doron took “lifting, building and succeeding” literally. He completed his university studies in Germany and assumed a managerial role at Taaurus Holdings Ltd., Israel’s largest road haulage and logistics company, which his father and uncle had established. In 1986 he moved to the Netherlands to join his father-in-law’s international firm which operates and rents cranes. Today Doron is Chairman of Pro-Delta Holdings, a Netherlands-based company specializing in leasing of logistic warehouses, large mobile cranes, aerial work platforms, and private equity. In parallel he graduated from the Harvard Business School’s Senior Executive Program.

While dividing his time between Dutch and Israeli homes and managing international operations, he is dedicated to numerous causes that reflect his core values as a social entrepreneur.

Among others, he is involved in Shanti House (homes for youth at risk); Sapir College in the northwestern Negev desert; MADOZ, developing and networking professional leaders in Israel; Apalim, supporting social involvement programs in the Negev and Galilee; MATAN (United Way Israel), developing partnerships to create resources for social needs; Nalaga’at Center, a meeting place for deaf, blind and the general public through artistic experiences; Bialik Rogozin School, integrating refugees and children of migrant workers; The Peres Center for Peace, funding medical treatment for Palestinian children and studies for Palestinian doctors; Tovanot B’Hechsher (“Insights in Education”), supporting disadvantaged schools; Access for All, providing academic courses to empower weakened populations; and various community programs around the world.

“This is simply a way of life for me,” he explains when asked how he fits all this into his busy schedule. “I want to take the lead in everything I do. It’s in my DNA. So when it comes to looking out for others, I want to take responsibility for improving their lives and help them achieve self-sufficiency.”

Taking responsibility for oneself is the cornerstone of Doron’s social entrepreneurship philosophy. “Overcoming the victim mentality is what separates success from failure in life. No matter what life has dealt you, it’s fine to grieve – but move on,” he advises young adults who feel stuck. “We are happy to give opportunities to those who are willing to be helped. And in giving, we get so much in return.”

As Doron says, his devotion to elevating the lives and prospects of others is founded on the determination that his father and other Holocaust survivors developed to move on and succeed. “My parents and entire family are shaped by the experiences of the Holocaust,” he says explaining how he felt drawn to the opportunity that the University of Haifa offered to support its program in Holocaust studies. Indeed, the essence of this new program, the Weiss-Livnat International MA in Holocaust Studies, is to preserve the memory of the past and explore the lessons of the Holocaust to other genocides. We need to work on many different levels to explain the uniqueness and horrors of the Holocaust – and build trauma, memory and commemoration; international law and genocide; and the Holocaust in the arts. Our students benefit from academic collaborations and internship opportunities with museums and archives worldwide. A study tour in Europe includes visits to historical sites and meetings with local students, scholars and survivors. We examine and compare how the story of the Holocaust has been shaped, taught and memorized in Germany, Poland, Israel and students’ countries of origin.

The Weiss-Livnat International MA in Holocaust Studies

Committed to ensuring the future of Holocaust research and education

Holocaust studies are approaching a critical turning point. Just as a trove of materials is being made available in Eastern European countries, the number of students seeking to pursue Holocaust studies is declining. In response, the University of Haifa launched Israel’s only International MA Program in Holocaust Studies, designed to impact educational frameworks worldwide.

Following a broad multidisciplinary approach, the program’s international students are exposed to the history of World War II; the Nazi policy of extermination and the Final Solution; the social history of the Holocaust period; aspects of Holocaust trauma, memory and commemoration; international law and genocide; and the Holocaust in the arts. Our students benefit from academic collaborations and internship opportunities with museums and archives worldwide. A study tour in Europe includes visits to historical sites and meetings with local students, scholars and survivors. We examine and compare how the story of the Holocaust has been shaped, taught and memorized in Germany, Poland, Israel and students’ countries of origin.

“The Holocaust is a world apart from any other historical event that has taken place in modern times,” he says. “It cannot be compared to other genocides. We need to work on many different levels to explain the uniqueness and horrors of the Holocaust – and build on its consequences for a better future for people everywhere. This program is very unique in its multidisciplinary and global perspectives, so we expect it will be able to grow and become a cornerstone of international research.”

In keeping with Doron’s philosophy, the graduates of the MA Program in Holocaust Studies in honor of Yitzhak Livnat will gain the lessons of the past and the tools of the present to build and spread success for forthcoming generations.
Since the State of Israel was established, the sea has played a pivotal role in our security, economy, and communication with the world. More recently, discoveries of large-scale offshore gas fields have positioned Israel prominently in the global energy market. With these developments, does Israel act as a maritime nation? If you ask Dr. Shaul Chorev, the answer is not quite yet. Aligned with that approach, the University recently established the Haifa Research Center for Maritime Strategy that he is now directing in light of the rising significance of the maritime domain both globally and in the East Mediterranean region.

“Despite their critical national and international importance on so many levels, the Mediterranean and Red Seas have been overlooked for far too long,” Chorev asserts. Effectively responding to varying maritime geopolitical conditions requires a comprehensive and responsible maritime strategy, which is supported by both diplomatic action and military strength. His vision for the Haifa Research Center for Maritime Strategy is to be a leading Israeli academic multidisciplinary research center, focusing on the Eastern Mediterranean and the Red Sea Regions.

**Strategic Leadership**

“I welcomed the opportunity to head the Center because I saw that it would be able to fill a great void in national planning, goals and policy for maritime and naval issues,” says Chorev. His first-hand knowledge and understanding of Israel’s strategic position is founded on a life-long career in senior military and government positions. He is a former Atomic Energy Commission Director and has served as Assistant to the Minister of Defense for Nuclear, Biological and Chemical Defense; Deputy Chief of Naval Operations; Commanding Officer of the Haifa Naval Base; and Commanding Officer of an Israeli Missile Boats and Submarine Flotilla. Directing the Atomic Energy Commission, Chorev advised the Government of Israel in areas of nuclear policy and priorities in nuclear research and development. At the University of Haifa, he is working alongside the Center’s academic directors, Dr. Ehud Eran (PhD, Brandeis University; Assistant Professor in the University’s Department of International Relations) and Dr. Aviad Rubin (PhD, McGill University; Faculty Chair of the Naval Academy Program at the University of Haifa).

**Filling a National Void**

The world is challenged with geopolitical, economic and technological sea-based issues, such as China’s growing interest in securing natural resources; the expansion of exclusive economic zones; empowered naval forces; international anti-piracy naval cooperation; trafficking of materials associated with weapons of mass destruction via sea; and deep-sea energy exploration. The seas are increasingly playing a crucial role as a source of economic activity and serving as the world’s main trade route. According to Chorev, it is imperative that Israel relate to these global maritime changes, which “inevitably have regional consequences.” But he also emphasizes issues that are unique to our region and that demand comprehensive strategic consideration. “First of all, the majority of Israeli exports and imports are conducted by sea. It is becoming a primary source for drinking water with increased desalination activity. Underwater cables on the sea floor transmit almost all of Israel’s telecommunications data abroad. The discovery and development of offshore gas fields – Tamar in 2009 and Leviathan in 2015 – will supply Israel’s natural gas needs for decades to come and still allow Israel to export substantial quantities. Throughout the country’s history, securing the energy supply had been a central concern of Israeli policymakers. Environmental effects may result from offshore natural gas activity and other economic activity along the coastal waters, in Israeli and neighboring countries. Israel has yet to fully establish environmental regulations covering both onshore and offshore activity.

As land is becoming scarce, the sea is even being targeted for the development of national infrastructure. On a security level, two of the country’s main adversaries, Hezbollah and Hamas, rely on sea-based smuggling to acquire weapons and supplies, and Iran is a growing threat to Israel’s security from the Red Sea. All the while, the Israeli navy has evolved into a strategic branch of Israel’s defense system.”

Five core areas are being addressed at the new Center: regional security and foreign policy; the mobility of goods, people and ideas; law; energy; and the environment. It is initiating and engaging in innovative scholarly research in maritime policy and strategy, while educating young researchers in the various disciplines of maritime strategy. The Center is also focused on nurturing collaboration with other internationally renowned institutions in the field.

**About the Center for Marine Strategy**

Establishment of the Center was made possible thanks to the support of Dov Shafir (Ret. Col.) and Prof. Alfred Tauber, Chairman of the University of Haifa’s Board of Governors, who understood the importance of founding a center of this kind at the University of Haifa and in Israel. The Center’s staff is working with University of Haifa to raise the necessary resources to ensure the future of this strategic research.
“Cyberspace” has become an A-to-Z world. Cyber-attacks, cyber banking, cyber-crime, cyber data ... and the list goes on. Practically covering any type of interaction via computer networks, it now impacts the lives -- and laws -- of virtually every citizen of the world. We largely depend on cyber activity in business, politics, social interaction, transportation systems, financial transactions and national security.

This thriving digital ecosystem, which has become an indispensable aspect of modern life, is increasingly subject to ongoing attacks, which threaten to undermine and even subvert the fundamental idea behind this open platform of human interconnectedness. Nations, non-state organizations and individual hackers are involved in daily attempts to breach firewalls that protect sensitive national security information, financial records and personal details.

The private and public sectors are struggling to keep pace with constantly changing cyber threats and emerging legal challenges. “Individuals, organizations and governments must ensure privacy, protect intellectual property, secure sensitive data, and guarantee effective rule of law during times of crisis,” explains Professor Niva Elkin-Koren, former Dean of the Faculty of Law at the University of Haifa and now head of the University’s new Center for Cyber, Law and Policy. “New cyber security measures may upset the checks and balances which secure civil liberties, foster economic opportunities and protect the free flow of information. They require innovative technological and legal solutions to balance competing public interests. Therefore, the intersection between law and technology has become a major priority for governments and legal systems around the world.”

At the Intersection of Technology, Law, National Security & Democracy
The Israeli government was quick to recognize the opportunities and threats being generated by the Internet. Israel was in fact one of the first countries to begin protecting “critical” infrastructure from cyber-attacks. Increasing its reputation as a world leader in the field, in 2011 the government set up the National Cyber Bureau and charged it with taking the lead in national planning to address personal and national security challenges. Now the National Cyber Bureau has chosen the University of Haifa to lead the legal research component of these planning efforts.

The University of Haifa is well positioned to take on this task and run the Center for Cyber, Law and Policy (CCLP). It is nationally and internationally recognized as a pioneer in the study of policy challenges at the juncture of technology, law, national security and democracy. Committed to interdisciplinary research and teaching, the University is home to research centers and academic programs that are addressing contemporary issues involving cybersecurity, e-commerce, freedom of information and privacy issues in the information age. Among these are the Minerva Center for the Rule of Law under Extreme Conditions, which initiates innovating interdisciplinary research on the normative and institutional dimensions of the rule of law under extreme conditions; and the Haifa Center for Law & Technology, whose primary areas of research include intellectual property law and policy, online dispute resolution, data protection and information privacy, big data, open access, electronic commerce, digital culture, learning technologies, network neutrality and standard settings, and legal aspects of biotechnology.

“The CCLP’s collaboration with the National Cyber Bureau will shape Israel’s national policies relating to cyber security and law,” explains Elkin-Koren. “As the only one of its kind in Israel, the new Center will generate research and position papers to inform policymakers while nurturing a new cadre of world-class researchers and cyber professionals. The Center will identify and analyze issues that will guide policy makers and governmental agencies that are tasked with creating and implementing coherent regulations that support effective governance and strengthen democratic society.”

“The Israeli government has committed to providing $2.8 million in seed funding, to be matched by the University,” Elkin-Koren points out. With the required funding, the CCLP will be able to focus on expanding Israel’s research capacity and developing international academic partnerships in the fields of cyber, law and policy. Research groups will apply an interdisciplinary approach -- integrating legal research, social science and computer science -- to offer innovative technological solutions for the mounting legal challenges faced by governmental authorities, businesses and international organizations.

Interdisciplinary research at the University of Haifa is enabling the CCLP to take on cyber space from every angle. Cyber Technology research will cover issues such as data security, privacy protection, biometrics, cryptography, big data and automated learning. Research on Cyber and the State will explore democratic theory in the cyber era, state responsibility, powers of regulatory and implementation agencies, and rule of law in emergency situations. Cyber and the International Scene is a research area that will cover international law perspectives, cyber warfare, the use of cyber-attacks in military conflicts, cyber-terrorism and international law, and the development of international cybersecurity standards and protocols.

Another direction of cyber research focuses on Civil liberties, looking at new challenges to property rights and intellectual property, freedom of expression, privacy, and the impact of cybersecurity on economic and political activities. Cyber Society and the Economy research will analyze areas such as innovative markets, competition and antitrust, technology transfer, cyber exports, consumer protection, cyber monetizing and cyber challenges in innovative financial markets, such as Bitcoin.

“The vast expanse of cyberspace and its bearing on the legal dimension could become overwhelming, unless it is approached with expert research and policy guidance as it develops,” Elkin-Koren says. “We are at a moment in time when new ways of thinking about civil rights and the rule of law can have a profound impact on society. With its wide-ranging approach, the Center for Cyber, Law and Policy is ready to provide leadership in this emerging field. Guided by the right ethics, public policies, regulations and innovative thinking, cyberspace and new interactive technologies can transform society for the better.”

The Law According To Cyber

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