# President’s Report | Professor Ron Robin | June 2017

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Introduction

Dear Members of the Board of Governors, Friends, Faculty, Administrative Staff, and Students,

The University of Haifa’s 45th Board of Governors Meeting is a festive occasion where together we will turn our attention to the future. This year’s Board of Governors Meeting takes place against the backdrop of a new strategic plan that will transform the University of Haifa into a multi-campus academic institution - a “Multiversity” - and inspire a bold vision that will chart our path for years to come. The plan is ambitious and imaginative, but also realistic, achievable and responsible. It will break new ground and foster innovation. I am happy to share with you, my friends, the plans that are taking shape and I look forward to hearing your feedback as we collectively face the challenges the lie before us.

The 45th Annual Board of Governors Meeting is a particularly moving occasion for me personally. This year I returned to the University – the place where I began my academic career and served as a member of the Department of History and the Department of Communications for more than 20 years, and as the Dean of Students. Until recently, I served as Senior Vice Provost of the University of New York, where I was responsible, among other things, for the establishment of university campuses in Abu Dhabi and Shanghai. The University of Haifa is the wellspring that shaped me and I am deeply indebted to this institution for giving me the opportunity to test my skills and spread my wings.

The comprehensive five-year plan, that we have taken upon ourselves and which is currently underway, will bring about a change in the complexion of the University by 2022, on the occasion of its fiftieth anniversary. The multi-campus university model is well suited for the dynamic and changing academic world, the current academic climate that promotes cross-disciplinary teaching and research and the increasing need for Reskilling. This new model also supports the repositioning of the University and distinguishes it from its competitors. The implementation of this plan will accelerate the growth of the institution and enrich the learning experience it provides to its diverse student body. We expect that, upon completion of the process, the University as a magnet for the most promising students and researchers and a breeding ground for knowledge and innovation.
The University of Haifa’s ‘Multiversity’ will encompass academic entry points or portals across Haifa, the Galilee region and as far as China, that offer world-class education in the humanities and social sciences, health and biomedical sciences, marine and natural sciences, biotechnology and healthcare, law, management and education, as well as emerging interdisciplinary fields such as artificial intelligence, bioinformatics, behavioral economics, design, architecture and engineering.

The multiplicity of portals will contribute to making university education accessible to the northern periphery. It will support upward social mobility, strengthen the middle class and encourage multidisciplinary academic activity and interdisciplinary cooperation. As the first academic institution in Israel to operate in such a format, the University of Haifa will consolidate its status as a leading multidisciplinary research institution and will serve as a catalyst for its economic development and for strengthening Israel in general, and the North in particular.

It is my hope that as we move forward with these physical and academic developments, our university will continue to serve as a microcosm of Israel's social, ethnic and cultural mosaic and serve as a model for a value-based community that fosters cohesion, tolerance and mutual respect.

The Mount Carmel will continue to serve as the main portal and administrative center. The Carmel campus is home to 7 faculties, 54 Departments, 8 schools and 69 innovative research institutes and centers. Through academic mergers and the integration of existing colleges, the expansion of teaching staff and research, and the addition of new faculties, the University of Haifa will become a regional and international academic and research powerhouse which will include six additional portals:

- **The Marine Sciences Portal** (Israel Oceanographic and Limnological Research Institute, Kibbutz Sdot Yam, Ashkelon and Acco) - The establishment of new coastal branches of the Leon Charney School of Marine Sciences has enabled a significant expansion of research activities at the departments of Marine Biology, Strauss Marine Geosciences, Hatter Marine Technologies and Marine Civilizations. These branches were established as part of the national Mediterranean Sea Research Center Consortium under the leadership of the University of Haifa, and with a generous $7 million donation from the Helmsley Charitable Trust which enable the
School to set up four new laboratories and purchase state-of-the-art marine equipment (ROV & AUV) for the Hatter Department of Marine Technologies.

As part of the trailblazing academic agreement signed last year between the University of Haifa and Texas A&M University, we are moving forward with establishing a marine monitoring station, which will be the first of its kind in the eastern Mediterranean Sea. The station will include marine observation buoys for shallow and deep waters, and sensors for various oceanographic, biological and acoustic measurements. The collected data will be displayed in real-time in a control room located at the University’s Charney School of Marine Sciences. The station will allow the two universities to jointly examine ways to stop pollution in the Mediterranean, thereby preventing ecological disasters.

- **The Biotechnology & Healthcare Portal** (Rambam Health Care Campus) - Recently, the University signed a landmark agreement with the Rambam Health Care Campus to build a 20-floor Biomedical Discovery Tower adjacent to the hospital. Six floors of the Tower will house University laboratories. Situated on the Rambam Health Care Campus, the Tower will create a historic opportunity for close cooperation between three leading institutions: Rambam, the University of Haifa and the Technion Medical School, which operates nearby. The close proximity will enable the three institutions to share infrastructure and vast reservoirs of knowledge, in order to develop and implement joint research programs. The combination of medical and research institutions will provide the center with unique advantages and a caliber of scientific professionalism that will be unmatched at similar centers around the globe. Collaborative efforts at the Tower will spur research and technological developments that will contribute to improving the quality of life and public health among residents of Haifa and the North. In addition, the Tower will brand the City of Haifa as a scientific magnet and will serve as an engine for the development of high-tech industries and technologies. These activities will also lead to economic and scientific growth and will attract Israeli and foreign researchers, and even Israeli-born researchers currently living abroad. Construction of the Tower will be funded via a joint University-Rambam fundraising campaign in Israel and overseas.
The Engineering Portal (Karmiel) - Under an academic agreement, the highly regarded engineering school, ORT Braude College in Karmiel, will become the University of Haifa’s Faculty of Engineering. Braude’s location in the Western Galilee will afford us a unique opportunity to introduce university-level education to students in the region and will expand the University’s contribution to the growth of the Israeli high-tech industry. The academic merger is made possible with the support of the governmental Planning and Budgeting Committee (PBC); the Jewish National Fund, which is participating in the funding to construction the student dormitories; and the Karmiel Municipality, which is allocating the necessary parcels of land.

The Industrial Design Portal (Downtown Haifa) – The NB Haifa School of Design (WIZO), located in the heart of Haifa’s multi-cultural German Colony neighborhood, is set to become the University’s new Faculty of Design and Architecture. Plans to integrate the school’s academic and professional activities into the University are being supported by the PBC, which is providing interim financing to the project.

The Port Campus Portal - This portal, which has been active for a number of years, is located downtown near the Port of Haifa. Currently, the Port Campus is used mainly for postgraduate programs, with plans underway to expand academic offerings at this site.

The China Portal - With the establishment of this portal, the University has expanded its academic and research activities to Shanghai, Beijing and Hangzhou. As part of the cooperation, the East China Normal University (ECNU) in Shanghai has agreed to build a laboratory building on the ECNU campus that will serve as a hub for joint research with our researchers, mainly in the areas of statistics and high-tech, neurosciences and marine sciences. Another significant collaboration agreement was signed with the Hangzhou Wahaha Group and the Institute of Automation, Chinese Academy of Sciences (CASIA), which will establish three artificial intelligence development centers in Haifa, Beijing and Hangzhou.
The new multi-campus framework that underlies the five-year plan of the University of Haifa will support the enrichment of our academic offerings, the scope of our social diversity, and will deepen our involvement in and civic and cultural commitment to the City of Haifa and the entire Galilee region. The multiplicity of portals will enable the University to fulfill its commitment to cultivate the next generation of professionals, researchers and academics in a wide range of fields of knowledge and promote upward mobility for ethnic and social minorities and the expansion of professional opportunities for all members of the Start-up Nation.

I look forward to sharing with you this challenging and inspiring vision and value your ongoing partnership, support and thoughtful advice.
Academic Development

We are pleased that the ongoing efforts to strengthen scientific quality and research excellence are bearing fruit. The University is one of the leading research institutions in Israel, and today is considered a leader in a number of academic fields. Our recognized leadership position in the field of Mediterranean Sea research, for example, involves the allocation of significant resources. This year, we procured an underwater robot (ROV) to survey, measure and sample at depths of up to three kilometers. The task of advancing academic excellence that lies before us rests upon improving the quality of academic outputs and teaching and fostering the internationalization of the faculty and students.

We are undoubtedly at the dawn of a new era. Important and far-reaching steps that we are taking today will affect the future of the University and change its complexion. I am pleased to report that the University of Haifa has signed a number of strategic collaborations with research institutions in Israel and around the world, which will support the acceleration of its academic development broadly and in particular fields. As part of the Council for Higher Education’s initiative to merge colleges into universities, the University is entering into academic merger agreements with the NB Haifa School of Design (WIZO) and the ORT Braude College. In addition, the University and the Rambam Health Care Campus have signed an agreement embarking on new scientific and academic collaboration in the fields of natural sciences and welfare and health sciences.

We are also strengthening our academic ties with China in order to become an academic institution that will serve as a central bridge for joint research between the two countries. The joint research center of the University of Haifa and ECNU has already received its own building on the prestigious campus in Shanghai. Additionally, we are in advanced stages of signing agreements that will integrate the University's teaching and research staff into the center, promote student recruitment and accelerate the commercialization of knowledge.

These strategic steps will strengthen the University's academic capabilities, expand our already diverse academic offerings, and enable us to extend access to higher education in the Galilee in order to strengthen and develop the entire North.
The multi-year program for the academic development of the University of Haifa corresponds to the goals of the Five-Year Plan as defined by the PBC and focuses on the fields of digital humanities, data sciences, computer science, information systems and computational literacy in teaching and research.

This year, the University of Haifa has reaped the fruits of its investment in promoting research in general and the recruitment of young scientists in recent years in particular, and has recorded a significant increase in the University's share in the PBC’s research model, from 6.50% in 2016 to 6.98% in 2017.

In view of the increase in the University’s share of the PBC’s research model, new incentives are being implemented this year, the purpose of which is to create a common and updated research agenda and to continue the considerable momentum achieved in recent years.

Computer-Aided Instruction: During the year, about 80 electronic courses will be offered at the University, reaching a record number of approximately 10,000 student. The increase in the number of courses is aligned with the PBC’s five-year plan, which allocates resources for the development of computerized teaching options at universities and colleges.

Internationalization: The development of the International School's activities are evident in the growing number of students enrolled this year, over 1,000 students coming to us from more than 40 countries. Undergraduate and graduate students live on campus for study abroad programs ranging from one semester to up to one-year, with some remain in Israel even beyond that. The International School attracts students from all over the world including China, India and Latin America.

Accessibility of higher education to underserved populations: The unique socio-demographic fabric of the University of Haifa reflects multiculturalism and multi-nationalism in Israeli society and is definitely a strong point of the University. A great deal of effort is invested in making higher education accessible to the ultra-Orthodox population and students from the Arab sector, both through preparatory courses for students of higher education and by paying special attention to these students during their studies.
Recruitment of new faculty members: Recruiting outstanding faculty is a cornerstone of building an excellent research community. In the past year, we have recruited 40 young researchers from the best universities and research institutes in the world: Harvard, Stanford, NYU, Berkeley, Princeton, Yale and more. Proof of our success is the increase in prominent research grants being awarded to our faculty members. The addition of these young researchers involves significant investments in labs and equipment that requires infrastructure improvements and financial resources. The plan for the coming year is to continue to recruit outstanding scientists, while giving priority to the fields of technology, data sciences, marine sciences and social and health sciences, with an emphasis on gender and ethnic diversity and reducing dependence on soft resources (e.g. the appointment of teaching fellows, research students employed as instructors, teaching assistants and administrative assistants for academic activity).

Students: This year, we continued the trend of increasing the admission thresholds in order to improve the academic potential of students enrolled in all three types of degree programs. As part of this goal, next year we will be launching a 2-year BA degree program for outstanding students in 12 departments of the Humanities, Social Sciences and Social Welfare and Health Sciences. The GSA also promotes excellence through the development of a unique curriculum designed to improve research students “research literacy” skills, establishing a forum of outstanding doctoral students, providing financial support through scholarships and research grants, and offering enrichment programs.
The Research Authority

The Research Authority was particularly successful this year, both with respect to the number of applications submitted and the number of applications that received funding, under the 2016/17 Israel Science Foundation (ISF) Fellowship Program. Of the 183 applications submitted, the University’s researchers were awarded 54 grants (approximately a 30% success rate), many of which were international collaborations. Prof. Kobi Rosenblum of the Sagol Department of Neurobiology won several grants last year for joint research collaborations with Canada, India and China. Prof. Gal Richter-Levin of the Sagol Department of Neurobiology was awarded a grant from the Ministry of Science in cooperation in collaboration with a China-based fund.

In addition, Dr. Gil Gambash, Chair of the Department of Maritime Civilizations and Dr. Zur Shalev won a NIS 6 million grant from Yad Hanadiv to establish The Haifa Center for Mediterranean History as part of the foundation’s Humanities Fund.

Dr. Daniel Sher, of the Department of Marine Biology, was awarded two competitive grants this year – the first from the Human Frontier Science Program, for a joint project with researchers from Germany and the US and the second from the NSF-BSF, a fund that promotes scientific relations between the US and Israel.

The Research Authority took part in the Israeli education delegation to India with President Reuven Rivlin, led by the Council for Higher Education, to explore opportunities for academic cooperation between Israel and India. During the conference, the University of Haifa signed three academic cooperation agreements with Mumbai University, Dr. Babasaheb Ambedkar Marathwada University and We School Welingkar Education. Prof. Gustavo Mesch, University Rector, who took part in the President’s delegation together with the heads of the other academic institutions, met with representatives of Indian institutions who expressed an interest in academic cooperation with the University of Haifa. The initiative is being addressed by a special forum that was established to promote academic ties with India.
As part of the EU Research Program, the Researchers’ Night event was held this year, dedicated to “Gaming and Gamification”. More than 7,500 visitors – a 50% increase from last year – attended the event on the Mount Carmel campus and learned about the cutting-edge research taking place at the University. The event was funded in partnership with the EU's Marie Curie Program. In addition, Dr. Tali Kristal of the Department of Sociology and Anthropology received a European Research Council Starting Grant of € 1.5 million; Ora Zahavi and Prof. Daphna Erdinast-Vulcan of the Younes and Soraya Nazarian Library are participating in DESIR, a research project designed to strengthen and expand research infrastructures in the field of digital humanities. This partnership strengthens the role of the Library and the University in this emerging field. In addition, 18 researchers joined COST (European Cooperation in Science and Technology) Programs, an organization dedicated to fostering scientific excellence and international cooperation.
Administration and Physical Development

The University continues to invest in physical development to meet the many needs arising from the recruitment of new researchers who require labs, an increase in the number of graduate students, expansion of existing programs and the opening of new curricular options and many laboratories and clinics. Total outlays for physical development in 2015/2016 were NIS 31 million, as compared to NIS 19.1 million in 2014/2015 (an increase of over 60%). The budget for physical development for 2016/2017 is set at NIS 47 million.

The University’s Administration placed a special emphasis on supporting a number of strategic projects that are currently taking shape, including the preparation of proposals for joining forces with the NB Haifa School of Design (WIZO), the planned union with Ort Braude College in Karmiel and building the Biomedical Discovery Tower with the Rambam Health Care Campus.

This year the University continued to measure and evaluate various areas of operation, while concurrently completing projects to improve services provided to students and the faculty. During the past year, additional research labs were built throughout the campus and the GM Research Management System was installed at the Research Authority to improve research management. Students now benefit from taking exams online and the ability to access their grades online via their browser, the University app, and from six smart workstations located around the campus. In addition, the University’s network infrastructure was upgraded to improve surfing speeds, computer security and data storage, and the project to streamline the purchasing process has been completed. The Nazarian Library was chosen this year to manage the Theater Collection, a national project whose aim is to preserve and enable online access to digitized cultural heritage objects. In addition, installation of the ALMA library services platform was completed allowing for integrated, cloud-based management of library resources.
As part of our efforts to improve marketing and to boost registration, the University implemented a special project to improve the student recruitment process. In addition, the University launched a recruiting and marketing system, situated in the Student Administration Department supervised by the Rector's Office. As part of the project, the University's website and Customer Relationship Management (CRM) system were also upgraded. The telephone service in the Student Administration Division was also upgraded.

The University takes seriously the welfare of its students and faculty. This year transportation to and from the University via the Hof HaCarmel bus station was improved through the addition of a free shuttle service. On the campus itself, various businesses were opened and renovated including the opening of a Bank Yahav branch in the shopping area located adjacent to the main bus station; the opening of a new café in the food court; and the renovation of the Student Union café. In addition, healthier food options were made available by the various food vendors, advanced equipment was purchased for the University clinic, and an e-training course on the addressing prevention of sexual harassment was circulated to all members of the administrative staff.

As part of the University's ongoing efforts to improve accessibility, various University websites were redesigned to ensure that they work for the widest possible audience and our campus-wide Physical Accessibility Project, with a budget of NIS 7 million, was completed with support from the Planning and Budgeting Committee. Restrooms were made handicap accessible, lifts were added in the lecture halls, the Multi-Purpose Building's promenade was upgraded, the parking areas were modified to meet the needs of disabled individuals, special audio systems were installed in the classrooms, an elevator connecting the Rieger Café and Garden and the Hatter Student Building was completed.

Consistent with the University's employment policy and its commitment to implement affirmative action hiring practices, this year the rate of recruitment of minority members to University staff rose to 17%, as compared with 7% in the previous year.
Turning to safety issues, the fire buffer zone project was completed and a car safety officer was appointed.

In the area of energy conservation and savings, an energy efficiency project was completed in the student dormitories, which will lead to savings of approximately NIS 1 million per year. Electricity costs were reduced by about NIS 300,000 per year when the University switched to a private service provider and cost-effective climate control devices were installed in buildings throughout the campus.
Quality Management System and Green Campus: The University of Haifa was recognized in 2008 as a "green campus" by the Ministry of the Environment, and regards respect for the environment as a valuable and integral part of its organizational culture. The University is the only academic institution in Israel that is certified for its adherence to environmental management standards and is the only university that contributes to the report on greenhouse gas emissions.

As part of its commitment to comply with the ISO 14001 environmental management standards, the University continued to enhance its environmental performance by encouraging the use of recycled paper, to reduce paper consumption in general and to increase the volume of recycling continued. There was also a significant increase in the utilization of rechargeable batteries and recycling used batteries. In the past year, the Kadas Green Roofs Ecological Center began a study that examines the synergies that are possible through the combined use of solar panels and green roofs. The University promoted a healthy living and wellness project by inviting faculty members and administrative staff to participate in gym activities, installing signs around the campus encouraging the use of stairs, and limiting the number of smoking areas around the campus. A number of "Green Campus" activities were organized by the Human Resources Division including, setting up a website to disseminate information about “Green Campus” activities, opening a second-hand shop in the dormitories, and checking the feasibility of removing plastic waste from the laboratories and the campus in conjunction with the Haifa Municipality.
The regular budget for the 2016/17 academic year is NIS 894 million, compared with actual expenditures of NIS 867 million for the 2015/16 academic year. The 2016/17 budget reflects academic development and the University’s increased activities over the past several years, as shown in the graph.

The 2016/17 budget is based on 17,400 students, including 8,100 undergraduate, 7,900 master’s students, and 1,400 doctoral candidates.

The income side of the 2016/17 budget includes an allocation of NIS 621 million from the Council for Higher Education’s Planning and Budgeting Committee, compared to 2015/16’s allocation of NIS 588 million. From this allocation, NIS 198 million is a result of the research model and NIS 347 million of the teaching model.
The regular budget for 2016/17 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 efforts 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 that fall under the following budgets: the research budget, closed dedicated budgets, and physical development budgets. These activities are balanced in accordance with resources available to the University.

**Resource Development**

The total donations budget for 2016/17 was set at NIS 95 million (approximately $25 million). In 2015/16, the total income from donations was NIS 64 million (approximately $16.6 million).
External Relations and Resource Development

Plans for a major multi-campus expansion and the addition of new academic disciplines and global partnerships present a significant fundraising challenge for the University of Haifa. To support these exciting developments, the Division for External Relations and Resource Development is currently focusing on the formulation of a multi-year fundraising plan in cooperation with our partner institutions and University friends.

The University of Haifa strives to advance its goals, focused primarily on academic and research excellence, while continuing to promote social principles such as tolerance, co-existence and contribution to the community. This stance is expressed in a wide range of social programs and activities sponsored by the University. Expanding academic and scientific activities of the University will also require a significant increase in the resources allocated for the purpose of awarding scholarships. Offering competitive scholarships will enable the University to attract outstanding students, realize their academic potential and help those with limited financial resources.

The generous support of our longstanding friends has made a significant impact on the university’s academic trajectory over the years, enabling it to engage in a growing range of academic fields and research, and to broaden our educational programs. The ongoing efforts to raise resources has led to a significant increase in donations and direct grants received at the University. In the past year, the total pledges reached approximately $21.6 million, an increase of approximately almost 34% as compared to the same period in the previous year.

In addition, the Division for External Relations expanded its fundraising efforts with Carmel-Haifa Economic Corp. (the University’s Technology Transfer Organization), hosting several major events that took place in the United States, the United Kingdom and Switzerland, which paved the way for further joint projects. A prime example of these cooperative efforts is the significant resources that were raised to fund Prof. Aharon Avivi’s research that uses the blind mole as a laboratory model for cancer resistance.
At a festive dedication ceremony during last year’s Board of Governors Meeting, the University named the Herta and Paul Amir Faculty of Social Sciences. The Amir’s generous gift of $10 million, the largest donation ever made for a single project at the University of Haifa, will add four stories to the Faculty complex. This expansion project will enable the Faculty to expand its research activities, offer additional courses and open new academic tracks.

The British Friends of the University successfully raised funds for the Gene Bank Project, with generous contributions from the Chairman of the Board of Governors, Prof. Alfred Tauber, and good friend of the University, Sir Mick Davis. In addition, a combined effort of the British Friends with Carmel Haifa Economic Corp resulted in a gift from Mr. Peter Kadas, who made an investment in Spalax cancer research.

The French Society of the University of Haifa was instrumental in closing the estate of a generous benefactor who designated a gift to the University.

As part of the ongoing efforts to strengthen the Charney School’s position as the leading Graduate School of Marine Sciences in Israel, a major agreement was signed between the University of Haifa and Texas A & M University to jointly investigate ways of limiting pollution in the Mediterranean Sea, thus preventing ecological disasters. The cornerstone of the agreement will be the $6 million marine monitoring station, the first of its kind in Israel. The Division of External Relations and Resource Development is working with the overseas Friends Associations to fund this important initiative.

A recently announced donation of $4.3 million was also received from Mr. Peter Kadas and another donor to provide Marine Biology scholarships. Currently, the University is also spearheading a joint agreement between the Israel Shipyards and the Haifa Center for Maritime Strategy and the Hudson Institute in the US. The joint project will involve senior military, government and academic officials who will examine the common interests of the United States and Israel in the eastern Mediterranean basin.

Looking ahead, the Division for External Relations and Resource Development plans to expand its fundraising activities to support the major multi-campus expansion by increasing cooperation with family and philanthropic foundations, closer cooperation with Carmel-Haifa Economic Corp and utilizing academic staff residing abroad. There is no doubt that the fruits of the Division’s success are essential to the continued development of the University and the realization of its plans.
Carmel-Haifa University Economic Corporation Ltd.

Carmel-Haifa University Economic Corporation Ltd. serves as the commercialization and business arm of the University and is responsible for protecting and commercializing its 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.

During the year, several of Carmel’s business collaborations developed into significant agreements. In addition to these agreements, Carmel-Haifa continued the upward trend in its investments and revenues, which amounted to NIS 12.6 million. By October 2017, total investments and revenues are expected to reach NIS 15.5 million.

* reported per academic year
The establishment of the **Carmel Innovations Investment Fund** is one of Carmel’s major achievements. The Fund successfully secured more than $3 million for its first funding round and is now set to launch its second funding round. The Fund provides seed funding to companies established by Carmel for innovative projects led by University researchers. Managed by Elka Nir, the Carmel Innovations invests up to $700,000 in each startup for approximately two years and helps grow the companies to a stage where global companies or investors will participate in later investment rounds or acquire the company outright.

In addition to providing initial seed funding, Carmel and Carmel Innovations also provide the newly established companies with facilities, laboratories, management advice and marketing assistance. Carmel’s management brings significant benefit to the startups with its extensive business network, experience in establishing strategic partnerships and access to governmental funding. The Carmel Innovation Investment Fund represents an unparalleled opportunity to invest in projects being developed at the University of Haifa. The Fund establishes companies 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 six successful companies that originated at the University of Haifa:

**ArtsAvit Ltd.** Based on Professor Sarit Larisch’s research, ArtsAvit specializes in the development of novel cancer medical treatment that exploits the cells’ process of apoptosis. Following the investment by the Fund, in the past year Carmel successfully raised $6.3 million for the company from Arkin Bio Ventures, Pontifax, and Merck Ventures, all leading global players in the area of Pharma and investments. Carmel and Carmel Innovations own equity in the company, and hold a board seat. Carmel will receive royalties based on revenues. This significant investment by leading players is a great success for the Carmel Innovation Fund and its business model and very important for the University of Haifa.
ProteKt (Memofit) Ltd. is developing a drug to improve cognitive function and the treatment of 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 an additional period of normal functioning. This is another major success story for the Carmel Innovations Fund. Within a year since the company's inception, Carmel raised an additional investment of ~NIS 8.1 million from global strategic leading pharma companies and a worldwide leading Venture Capital firm (J&J, Takada, Orbimed). The investment represents a significant increase in valuation increase of ~7x within less than one year. Almost NIS 1.5 million will be provided for research at the University. Carmel owns equity in the company, holds a board seat and will receive royalties based on revenues.

ResCure Ltd. is developing a new therapeutic approach to treat recurrent and metastatic cancer, based on the research of Dr. Dalit Barkan & Dr. Amiram Ariel.

MemoBoost is developing a new drug for cognitive enhancements based on Prof. Edi Barkai's research.

Memodero Ltd. is developing a new drug for fear and anxiety disorders based on research being conducted by Dr. Rafi Lamprecht and Dr. Monica Dines.

CanCure Ltd. is developing a new cancer therapy based on mushroom-derived compounds by Prof. Fuad Fares & Dr. Sharvit.

Collaboration with Chinese investors and partners

At the Prime Minister's innovation summit in Beijing, President Ron Robin, Elka Nir and Dean of the Research Authority Prof. Ido Itzhaki led the collaboration with Wahaha (one of the top food and beverages company in China) and CASIA (number one academy of sciences in China), which resulted in an LOI that was signed in March 2017. The LOI states that Wahaha will establish a joint institution, together with Carmel, in Haifa, focusing on the development and commercialization of artificial intelligence (AI) technologies. Wahaha intends to invest $10 million in this joint venture.
Additional Fundraising Activities

Carmel has raised additional significant funds for selected projects with commercial potential. In collaboration with the Division of External Relations and Resource Development, Carmel-Haifa raised $600,000 to support Prof. Aaron Avivi’s innovative cancer research, which uses the “resistant to cancer” blind mole rat as a laboratory model. An additional $400,000 was invested by friend of the University Mr. Peter Kadas to help establish a startup company based on the research of Prof. Avivi, Dr. Shames and Prof. Manov.

Prof. Alfred Tauber donated an additional $300,000 to support the activities of Pine Biotech, a US-based company launched by Carmel-Haifa that develops applications based on the research at the Tauber Bioinformatics Center.

Funding from the Office of the Chief Scientist (OCS)

Carmel-Haifa received NIS 1 million from the OCS – triple the amount for research programs received in the previous year. In 2017, Carmel-Haifa anticipates receiving NIS 2 million in funding from OCS.
Office of the Dean of Students

The Office of the Dean of Students is the main authority in the University acting 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 Scholarship Unit of the Office of the Dean of Students awards scholarships for excellence and economic assistance, as well as scholarships for social activities and other special scholarships. The scope of scholarships has increased in recent years to more than NIS 15 million per year. We aim to continue this trend and expand the scope of scholarships in order to encourage academic excellence and help our students reach their full potential.

The Academic Excellence Unit offers an academic and personal support program for students, made up of four main programs: “A Step Ahead” Preparation Program, which introduces students to the campus and the academic system; A Social and Individual Mentoring Program, in which 184 students participated, 130 from the Arab society and 54 of Ethiopian descent; Enrichment Program, which included 42 courses enrolling some 800 students, and individual tutoring for 1,850 students. In addition, the Unit for Academic Excellence tracks the achievements of students in various departments and operates a program to support Ethiopian-Israeli students, granting annual scholarships to 15 students based on their academic potential. The Unit for Academic Excellence coordinates the international DARE program, supported by the European Union’s ERASMUS program designed to make higher education accessible to lower socioeconomic groups.

The Social Leadership Unit includes 485 socially-conscious students ready and willing to engage in community action for social and individual change. The activities take place in educational and social frameworks and in community centers throughout Haifa. The Unit continued to take part in the "Access for All" program, supported by the Council for Higher Education, the Matanel Foundation, Doron Livnat and other donors. Last year 510 adults from disadvantaged populations participated in the program, enrolling in introductory
university courses in various disciplines. The Raveh Ravid Scholarship Program for Excellence, Leadership and Social Responsibility, also supported by the Raveh Ravid Foundation, combines character-building sports activities with the Academia-Practicum program for students in the Faculty of Humanities in courses with a supervised practical experience component. In addition, the Unit continued to operate the Academic and Social Leadership Program for Druze Students, supported by the Cape Gate Foundation and the Myers Foundation; the Jewish-Arab Community Leadership Program, supported jointly by the German Friends Association and the Myers Foundation; and the Rothschild Ambassadors Organization which aims to reduce socio-economic gaps and promote social responsibility and involvement, through academic studies and a field practicum.

The Multidisciplinary Support Services Unit provides special support to students who are having difficulties in adapting to University life. The Unit seeks to reduce dropout rates and helps them to cope with social and academic challenges. The Unit operates the “Ometz” program that provides support to 42 students who show potential for further growth over the past year. In addition, the Unit organized six symposia and seminars that were open to the general public.

The Counseling and Career Guidance Unit operates an Internship Program to help students acquire professional experience during their course of studies and develop a professional network in the job market. In the past year, 126 students (50 from the Arab community) participated in the program. The Unit also launched a pilot program for students with disabilities to help them find internships in the job market, raising awareness among employers of the importance. The internship program also includes a summer course for practical training for Arab students (in cooperation with "Tsafen" and "Ha-Davar Haba” program). The project focuses on the development of Android applications and programming basics, as well as teamwork in a high-tech environment. A total of 28 students from the Departments of Computer Science and Information Systems took part in the program.
The **Accessibility Unit** provides assistance for students with various disabilities and helps them take full advantage of their rights, such as receiving assistance from various University departments regarding accommodations for exams. Some 200 new students requested services from the Unit, in addition to 600 students already receiving services. The Unit conducted an accessibility survey and submitted a report and recommendations to the Vice President for Administration and Director General to develop an accessibility program in compliance with the law.

The **Dormitory and Housing Unit** manages the dormitory complex which has 1,100 beds, including a range of accommodations for singles, married couples, pre-academic students, disabled students, overseas students and guests. The student housing complex offers a range of social activities and services, including computer rooms, laundry facilities and a mini-market. It recently established a second-hand clothing exchange store together with the Green Campus team. The dorms are being upgraded to maximize energy efficiency. The dorm area is a bustling hub of social and cultural events, classes and enrichment activities. The Office of the Dean of Students utilizes the dorm area as a meeting place for activities of the Jewish-Arab Leadership Program, in cooperation with the Jewish-Arab Center, established to promote tolerance among diverse populations on campus.
Graduate Studies Authority

The current year is a significant one for the Graduate Studies Authority (GSA), as it is positioned to enter a new era of changes that will give expression to a variety of groups and audiences at the University, while maintaining scientific activism and open dialogue with the various departments and faculties.

The GSA’s new vision is predicated on a mindset that seeks to support, nurture and advance students who show promise for developing academic excellence and serve as a curricular home that promotes “research literacy” for research students. As part of the realization of the vision, the Authority is striving to establish a "Forum of Excellence" – a forum composed of the finest doctoral students who will work to strengthen future leadership, support the integration of the upcoming generation of leaders into the academic and business worlds and work to promote the best aspects of Israeli multiculturalism.

The GSA currently serves 8,000 master’s students and 1,400 doctoral students. Beginning in 2018, the GSA will also oversee 185 postdoctoral fellows who will receive comprehensive services under one roof.
In 2016, the GSA awarded a total of ~ NIS 27 million in scholarships to master’s and doctoral students and ~ NIS 3 million to postdoctoral fellows. It also awarded 1,363 scholarships from research budgets totaling over NIS 24 million. In addition to assisting the faculties to the tune of NIS 4 million, the scholarships provide significant support to outstanding students and enables them to complete their degrees within a reasonable period of time, while meeting the standards of the Council for Higher Education.

As a result of reorganizing the scholarship system and creating a profile to recognize student who exemplify “academic excellence”, we expect that there will be an increase in the number of merit-based scholarships awarded to research candidates and, additionally, an increase in the average financial award which will enable them to devote more time and energy to their studies and research.
In the 2018 academic year, in addition to its other tasks, the GSA will focus on systematically monitoring the development of new academic programs. Special attention will be paid to encouraging advanced degrees through a special incentive system, as well as ensuring coherent academic alignment with academic programs offered abroad, encouraging joint doctoral programs and joint master's degrees with prestigious universities around the world.

Another initiative planned for the upcoming year is to modify the GSA’s regulations to better accommodate the growth of interdisciplinary studies at the University, as is reflected in the University’s five-year plan and identified in our goals in the coming years. An integrated effort will also be made to identify "flagship programs" for graduate studies that will bolster academic excellence, strengthen the University’s image and reputation, attract more people to the campus and increase our relevance to wider audiences.

Empowering research students, providing personal attention and creating synergies between the academic units, will enable the GSA to effectively and professionally lead the new generation of tomorrow's scientists.