

President's Report | Prof. Ron Robin



June 2018



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Introduction

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

The University of Haifa's 46th Board of Governors Meeting is a festive celebration where together we will turn our attention to the future. This year's Board of Governors Meeting takes place against the backdrop of the implementation of the first stages of the 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.

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 our 50th anniversary. The multi-campus university model is well suited for the dynamic and changing academic landscape, 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 will become a destination 'magnet' for the most promising students and researchers and a breeding ground for knowledge and innovation.

The University of Haifa's 'Multiversity' encompasses academic entry points or portals across Haifa, the Galilee region and as far as China. The portals will 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 and engineering, bioinformatics and behavioral economics.

The multiplicity of portals also contributes to making university education accessible to the entire North. It supports upward social mobility, strengthens the middle class and encourages multidisciplinary academic activity and interdisciplinary cooperation. As the first academic institution in Israel to operate in such a format, the University of Haifa is forging its status as a leading multidisciplinary research institution while serving 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 provide a model for a value-based community that fosters cohesion, tolerance and mutual respect.

The Mount Carmel campus will continue to serve as the main portal and administrative center. The Carmel campus is home to 7 faculties, 56 Departments, 8 schools and 69 innovative research institutes and centers. Through academic mergers and the integration of existing colleges, the expansion of faculty, and the addition of new areas of research, the University of Haifa will become an influential regional and international academic powerhouse that will include six additional portals:

- **The Marine Sciences Portal** (Israel Oceanographic and Limnological Research Institute, Kibbutz Sdot Yam, Ashdod and Acre) - The establishment of new coastal branches of the Leon H. 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. With a generous \$7 million donation from the Helmsley Charitable Trust and support from the Kahn and the Crown Family Foundations, the Leon H. Charney School of Marine Sciences was able to set up four new laboratories and purchase state-of-the-art marine equipment (ROV & AUV).

As part of the trailblazing academic agreement signed last year between the University of Haifa and Texas A&M University, we have established a marine monitoring station, the first of its kind in the eastern Mediterranean Sea. The station includes marine observation buoys for shallow and deep waters, and sensors for various oceanographic, biological and acoustic measurements. The collected data is displayed in real-time in a control room located at the University's Charney School of Marine Sciences. The station allows 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) – We are currently implementing the 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 biotechnology 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 international 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. Given the generous lead donation received from the Helmsley Charitable Trust, we hope to begin construction as early as August 2018.

- **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 has allocated the necessary land grants.
- **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. This project is currently in a holding pattern due to a pending court ruling.
- **The Computer and Information Sciences Portal at the Downtown Campus** – 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. We are also pleased to announce that the University and the Municipality of Haifa have signed 50-year leases for two additional buildings in downtown Haifa: Palmer 4 and Hanamal 16. The Hanamal 16 Building will be named the Dylan Tauber Building, in honor of a gift from the Laszlo N. Tauber Family Foundation. The University will be transferring the computer and information sciences programs to these buildings, which are located in close proximity to the city's hi-tech district.

- **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 faculty members, mainly in the areas of statistics and data sciences (big data), neurosciences and marine sciences.

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 solidify our involvement in and civic and cultural commitment to the city of Haifa, the entire Galilee region and locations around the world. The multiplicity of portals enables the University to fulfill its commitment to cultivate the next generation of professionals, researchers and academics in a wide range of fields of knowledge; help them realize their full potential; promote upward mobility; and expand professional opportunities for all ethnic and social minorities in 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

Over the past several years, the University has made concerted efforts to improve levels of scientific research and continue to emphasize excellence in teaching. Today, the University is on its way to becoming one of Israel's leading research institutions and is considered among the very best in a number of academic fields. This year, we were proud to see our young faculty members continue to show impressive achievements, receiving prestigious grants awards and international recognition.

We are clearly at the beginning of a new era. In the past year, we have put into place important steps that will profoundly affect the future of the University and transform it many ways. We launched the '**Multiversity Revolution**' to better cope with the technological revolution and the subsequent changes in the labor market. We understand that the future labor market will require multi-disciplinary knowledge and a toolbox with broad capabilities, in addition to specific academic specializations. Our academic mission focuses on breaking down existing "academic" walls and creating unusual pairings between different fields of knowledge that are seemingly unrelated, but may provide solutions to real needs in a knowledge-rich environment, and open paths to create entirely new fields of knowledge. As a Multiversity, one of our main goals is to provide students with tools that will allow cross-pollination within and between academic fields – cognitive flexibility, creativity, thinking outside the box, the ability to process data and the expertise to use data in an accurate and timely manner. In order to meet this commitment, in addition to offering innovative academic programs that combine fields of knowledge, the University of Haifa will provide multidisciplinary courses that will give students practical tools for integrating their chosen fields of study. In addition, each student will be able to attend a seminar at a research center of the University. Participation in seminars of this kind will be another opportunity, both to experience practical tools for interdisciplinary research, and to acquire skills that will improve students' ability to integrate into the labor market.

As part of the ongoing process, being led by the Council for Higher Education to merge smaller colleges with larger universities, the University is working to integrate ORT Braude College to create a new Faculty of Engineering and to expand the Port Campus to include, among other things, a research center specializing in digital health. In addition, our collaborative partnership with the Rambam Health Care Campus took a significant step forward with the establishment of Helmsley Health Discovery Tower. The Tower's close proximity to the hospital will provide our researchers with access to health care

practitioners, patients and their families, and to state-of-the-art clinical resources, such as imaging devices, genetic testing and advanced equipment systems.

The University has signed several strategic academic agreements with research institutions in Israel and around the world, which will support the acceleration of its academic development in selected fields. Among the notable examples are agreements signed with the University of Maryland and the University of Texas at Austin. In addition, this year we have increased the number of agreements under the European Union's Erasmus + programme, with the aim of increasing student and faculty exchange activities. This year, we continued our efforts to advance our academic ties with China, with the goal of becoming an institution of higher education that will serve as a central bridge of joint research between the two countries. The Shanghai-Haifa Research Center, located on the prestigious East China Normal University campus, will be housed in a new, dedicated laboratory building which will open in July this year. The University's collaboration with FAPESP University in São Paulo was expanded this year with the addition of further researchers to the joint activity, supported by the Rector's Office and the Research Authority.

The University's multi-year program for the academic development is closely aligned with the goals of the five-year program, as defined by the governmental Planning and Budget Committee (PBC), and focuses on teaching and research in the fields of digital humanities, data sciences, computer science, information systems and computational literacy.

Recruitment of new faculty members: The recruitment of outstanding faculty members is a cornerstone in building an excellent research community. In the past year, we have recruited 32 young researchers from the best universities and research institutes around the world: Berkeley, New York University, Stanford, McGill, Maryland, Pennsylvania, Washington University, and British Columbia. One marker of our recent success in this area is the steadily increasing number of faculty members who have won prestigious research grants. In the coming year, the University will continue its efforts to recruit outstanding scientists, with an emphasis on technology fields, data sciences, marine sciences, social sciences and health.

Computer-Aided Instruction: In addition to its efforts to promote research excellence, the University continues to invest in advanced teaching methods, mainly in the area of e-learning. The Unit for Computer-Aided Instruction continues to develop additional online courses that are integrated into a wide variety of departments and curricula. Following the winning of a Council for Higher Education public tender, the unit began to develop

five Massive Open Online Courses (MOOCs). These will join the first MOOC course developed and implemented by Prof. Sheizaf Rafaeli in the 2011 academic year. The development of these five courses will be completed during the current academic year and rolled out next year. During the year, about 100 e-courses were launched at the University, which is expected to reach a record number of 12,000 students. The increase in the number of online courses is aligned with the PBC's five-year plan, which allocates resources for the development of computerized teaching in universities and colleges. Today, the University of Haifa is among Israel's leading institutions in this area.

Internationalization: Every year, approximately 1,200 students from over 40 countries across learn at the University's International School. The International School promotes hundreds of initiatives for inter-institutional cooperation and has signed nearly 390 international agreements to date. Every year, the University of Haifa hosts hundreds of international conferences that greatly strengthen its status in Europe, the Americas, Asia and Africa.

The University assigns great importance to its place in the academic rankings of universities worldwide and has recently taken significant steps to lift its position in these rankings.

Accessibility of higher education to underserved populations: The University invests considerable efforts in making higher education accessible to the ultra-Orthodox population, as well as students from the Arab sector and those from the Ethiopian community. The University offers a number of support services to prepare these students for higher studies including English and Hebrew tutoring courses, practice classes and individual tutoring sessions.

Students: In the 2018 academic year, there were 7,855 undergraduate students, 7,792 graduate students, and 1,471 doctoral students at the University. In addition, 163 students studied towards for a teaching certificate. The University continued the trend of requiring students to meet stricter admissions criteria in order to improve the academic potential of the students enrolled in the three degrees. As part of this goal, the University awarded scholarships to students who had a Psychometric Entrance Test score of at least 10% above the departmental weighted average, in a wide range of departments.

In the past year, the University opened an accelerated study program for outstanding students who wish to complete their studies for a B.Sc. degree in two years. The program is being implemented in 12 departments in the humanities and social sciences, with the

studies being spread over six semesters over a two-year period. The program received approval from the Council for Higher Education.

The Graduate Studies Authority is encouraging excellence and contributing to the development of research leadership through the "Haifa Grad Team" – a new initiative designed to cultivate a cohort of outstanding doctoral students who will become Israel's next generation of academic leadership. The program includes scholarship support, research grants, enrichment programs and assistance with pursuing post-doc opportunities.

The Student Administration Division launched a marketing campaign that led to a significant increase in the enrollment rate this year. In the 2018 academic year, the advertising budget of the Division was doubled to more than NIS 2 million and three additional staff positions were added.

The Research Authority

The senior academic staff's active involvement in research projects has resulted in the continuing growth seen in recent years in the University's portion of the Council for Higher Education's Planning and Budgeting Committee (PBC) research budgeting model. This year, the University was allotted 7.32% of that budgeting model (as opposed to 6.98% in 2016/2017), an achievement that was also reflected in the increased compensation granted to the University by the PBC. This was in addition to the excellence grants awarded to the University this year by the PBC in five subject areas for publications or winning research grants.

In the last five years, the PBC national research budget has grown by approximately 16%, while at the same time the allocation to the University of Haifa has increased three times that rate – by 50%. During the past decade (2007-2018), the University's portion of the PBC research budgeting model has increased by about 70% (from 4.35% to 7.32%), the largest growth rate among all the universities in the country.

Nearly NIS 10 million of the NIS 14 million added to the research budgeting model of the University in 2017/2018 stems from improvements in the relative research achievements of the University, primarily in publications and awards from foundation-based competitions. The additional NIS 4 million stem from a general increase in the national research budget. The University's increased portion of the publications component of the budget by NIS 7.7 million is the result of fewer publications by clinical researchers in institutions with medical schools.

About 60% of the total University of Haifa research budgeting model income originates from the publications component. About 23% of that income stems from the research grant component (competition-based foundations and others). More than 75% of the income from research grants comes from competition-based foundations, which coincides with the 15% growth this year in the University's part in the competition-based foundations component.

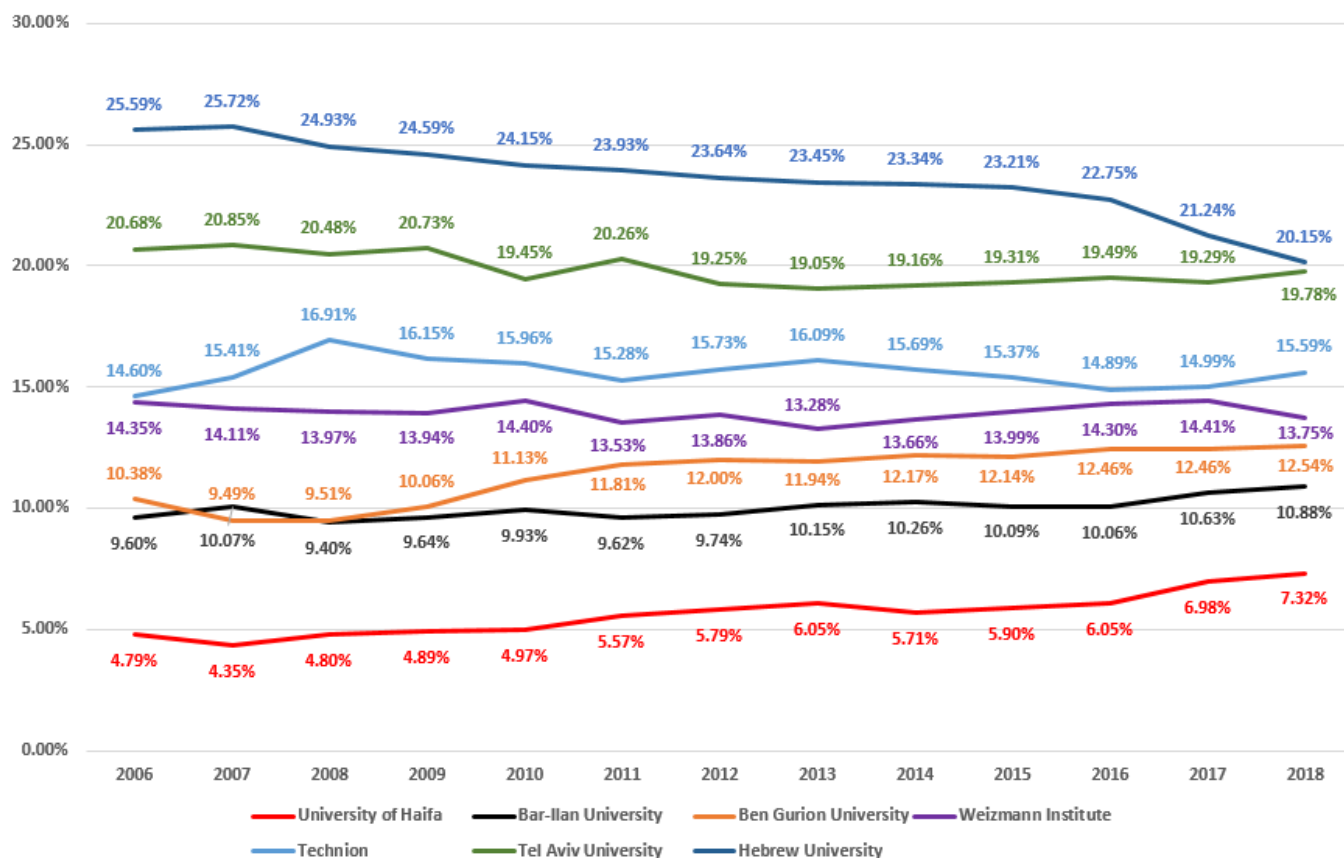
Research Authority efforts to encourage further research: Along with existing mechanisms to promote research, the Authority has offered new incentives this year designed to create a joint, up-to-date research agenda and continue the upswing in the research budgeting model seen in recent years. The incentives program for encouraging research study represents the Authority's official position concerning the importance of research activity in the University.

The incentives program was designed to help researchers realize their potential and continue the increased scope and quality of research being carried out at the University. According to the current incentives model, relevant activities of academic staff result in faculty-based compensation for relative income from the research budgeting model. In addition, a special grant is awarded to academic staff in faculties that were recognized for excellence by the PBC.

Led by the Vice-President and Dean of Research, the Research Authority this year made extensive efforts to encourage staff members to submit research proposals and publish their studies in professional journals ranked with a high impact factor. In addition to managing the incentives program – which includes advancement, additional research funds based on the PBC guidelines, and more – the Research Authority offered workshops on writing research grants, notified academic staff about grant opportunities, and directed and supported researchers in their efforts to obtain funding from competition-based foundations. The Authority also set up meetings with the heads of research foundations, invested efforts to strengthen ties with government institutions and foundations, and awarded exploratory grants and prizes to outstanding researchers. In addition, representatives of the Research Authority participated in various faculty councils and department meetings to identify academic staff who could serve as suitable representatives to specific foundations (for example, the EU's European Research Council), and carried out advance external assessments prior to making submissions to major foundations (such as the German-Israeli Project Cooperation).

The incentives described above constitute only a few of the avenues utilized by the University for advancing research. The University of Haifa supports research efforts in several other ways as well, including additional research funding, construction and preparation of research labs and centers, purchase of research equipment, scholarships for research students, expansion of the library budget, and more. As a result, the overall budget allocated to encouraging University researchers to further pursue their efforts totals tens of millions of NIS annually.

PBC Research Model Allocations 2006-2018



Hiring new academic staff: During 2016/2017, 32 new researchers joined the University and received startup grants totaling about \$1 million. In addition, another \$1 million was used to complete the hiring grants provided to researchers who joined the University the previous year.

Research grant awards

The Israel Science Foundation (ISF) and Natural Science Foundation of China (NSFC) joint Israel-China scientific research collaboration (for projects in mathematics, computer sciences, nanotechnology, and Earth sciences) approved five grants totaling approximately NIS 1 million of the ten proposals submitted. The winning researchers are Prof. Edi Barkai (Department of Neurobiology); Prof. Simone Shamay-Tsoory (Department of Psychology); Dr. Hanoch Kaphzan (Department of Neurobiology); Prof. Dan Tchernov (Department of Marine Biology); and Dr. Eran Gefen (Department of Biology, Oranim Academic College).

Ministry of Energy: Five grants were approved of the 13 submitted (a 38% success rate). The winning researchers are Dr. Nicolas Waldmann (who was awarded two grants), Dr. Yizhaq Makovsky, and Dr. Revital Bookman, all from the Leon H. Charney School of Marine Sciences, and Dr. Motti Zohar from the Department of Geography and Environmental Studies.

ISF together with the Israeli Ministry of Education: Two significant grants totaling NIS 3.5 million each were granted to two groups of researchers from the Faculty of Education on the topic of deep learning: Prof. Yael Kali, Prof. Dani Ben-Zvi, and Dr. Yotam Hod, as well as Prof. Ofra Maysel, Prof. Roza Leikin, and Dr. Shiri Lavy.

Collaboration between the United States-Israel Binational Science Foundation (BSF) and the United States National Science Foundation (NSF): A grant totaling \$280,000 was awarded to Dr. Yafit Gabay from the Faculty of Education.

Yad Hanadiv Foundation: A grant totaling NIS 660,000 was awarded to Prof. Noga Collins-Kreiner for the unique Shvil HaYam project.

Ministry of Science: 10 grants of the 31 proposals submitted were approved (a 32% success rate). The most significant totaling approximately NIS 2 million was awarded to Prof. Gal Richter Levin as part of a call for proposals on personalized medicine.

Dr. Oded Klavir from the Department of Psychology, who joined the University in 2016/2017, won several impressive grants this year, including a €200,000 grant from the German-Israeli Foundation for Scientific Research and Development (GIF); a grant totaling NIS 1,214,000 over four years from the ISF; a new researcher's lab grant, totaling NIS 812,790; and a \$70,000 NARSAD grant over two years (awarded by the Scientific Council of the Brain and Behavior Research Foundation).

Collaboration with the European Union

- As part of the EU Research Program, the University once again hosted the annual Researchers' Night event – this year on the topic of “Humanity in 2050”. About 5,000 visitors attended the event on the Mount Carmel campus and learned about cutting-edge research taking place at the University. The event was held in partnership with the EU's Marie Curie Program.
- Dr. Tali Mass of the Department of Marine Biology won a €1.5 million European Research Council Starting Grant (ERC-StG).

- Dr. Roe Diamant of the Hatter Department of Marine Technologies is leading a research consortium funded by the EU that includes researchers from Spain, Germany and Italy. Dr. Dror Angel from the Department of Maritime Civilizations is participating in another similarly funded research consortium.
- Professor Eran Tauber of the Department of Evolutionary and Environmental Biology participated in the CINCHRON (Comparative INsect CHRONobiology) center of excellence as part of the ITN (Innovative Training Networks) graduate student exchange program, part of the Marie Curie Program.
- This year, 17 University researchers joined the European Cooperation in Science and Technology (COST) Program, which helps foster international cooperation while coordinating research efforts on related or synergistic topics.

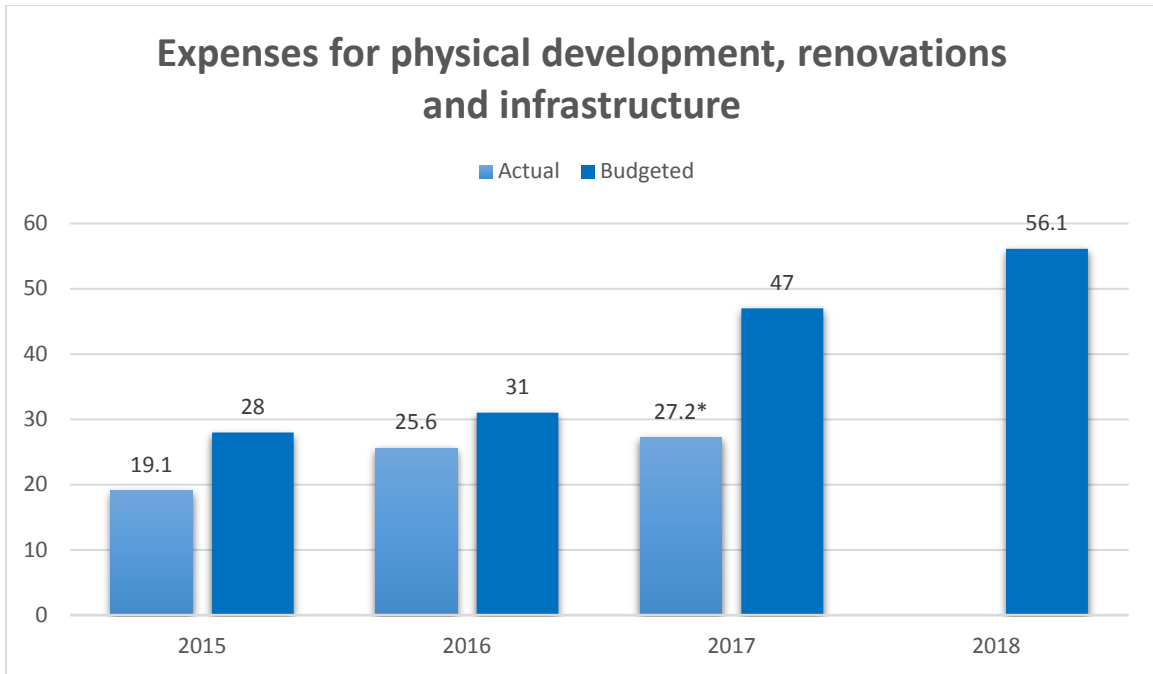
Administration and Physical Development

In the past year, the University continued to invest in physical development to meet the many needs arising from the recruitment of new researchers requiring labs, academic development, increasing numbers of graduate students, the expansion of existing programs, and the opening of new curricular options. Total outlays for physical development in 2016/2017 were NIS 27 million, as compared to NIS 26 million in 2015/2016. The budget for physical development for 2017/2018 is set at NIS 56.1 million, which includes budgeted renovations and maintenance of existing facilities. The budget also includes the relative allocation for constructing the Faculty of Social Welfare and Health Sciences building and the budget earmarked for adding additional floors to the Rabin Social Science Complex.

Physical development included several new construction projects, with the main effort focused on the new Faculty of Social Welfare and Health Sciences building. In addition, construction was completed on more than ten new research laboratories throughout the University; a compound for research centers (cyber research, maritime strategies) was established; a diving center and aquarium area were set up in the Morris Kahn Marine Research Station in Kibbutz Sdot Yam, an extension of the Charney School of Marine Sciences; work on the University Donors Garden was completed; and renovations were carried out on the administration floor of the Eshkol Tower, the food court, the gymnasium, and the Shikma dormitories.

During 2016/2017, a large number of physical development projects were in the planning, approval, and resource development stages, including the construction of additional floors for buildings of the Herta and Paul Amir Faculty of Social Sciences; the expansion of the Port Campus through the purchase of Carmel Academic College and leasing another building from the Haifa municipality; the addition of 500 beds to the student dorms (with the support of the Planning and Budgeting Committee of the Council for Higher Education); the establishment of an animal research laboratory in the Rabin Social Science Building; the construction of a transgenic greenhouse and gene bank (with the support of the ISF); the preparation of land and construction of an end terminal for the future cable car system; and the final ratification of the comprehensive plan for the Mt. Carmel campus.

Joint efforts continued with the Rambam Health Care Campus to enlist the required resources for building the Helmsley Health Discovery Tower at the medical center. Six of the planned 20 floors will be allocated to the University. The University's involvement in this project represents a significant aspect of the strategic five-year plan designed to transform the University of Haifa into a multi-campus institution.



*As of October 24, 2017

The University’s administration is responsible for providing services to the academic units and supporting research activities. Based on the assumed direct correlation between the services provided by the University administration and the level of instruction and research, the University continued to measure and evaluate various areas of operation this year. In addition, we completed numerous projects to improve services provided to students and faculty.

The University administration handled several research purchasing agreements, including the receipt of advanced marine equipment (the AUV and ROV) for maritime research, ordered in 2015/2016 and totaling approximately \$6 million. In addition, the administration led agreements with Swiss Birdradar Solution AG for the purchase of a bird-monitoring radar system; with Rothamsted Research (UK) for the purchase of an advanced system for monitoring flying insects; and with New Technology S.K. Ltd. for the purchase of a system for measuring neuronalitic cell activity. The University administration also negotiated a five-year service-provision contract this year with the Israeli Antiquities Authority that covers research of the Dead Sea Scrolls.

The **Computing and Information Systems Division** continued their efforts this year to maintain and update the University’s computing infrastructure. Among other activities, the team purchased new computers; upgraded the communications and data transfer infrastructures; enhanced the overall stability of the network; and migrated email accounts to the cloud. In addition, the division launched efforts to adapt the University’s

computing foundation to the requirements of the Privacy Protection Act and the European GDPR standard that will become law in 2018. In this context, the University initiated a national inter-university effort to create a privacy standard suited to the needs of the academic community.

The year 2017 presented several complex data security challenges, on both an international and university level. Efforts focused on the installation and use of advanced components designed to protect against expected and unexpected threats; the start of a process to enhance our data security architecture; exercises and lectures designed to increase staff awareness on the subject; pre-planned penetration tests of University systems; and the formulation of policy and requirements that will allow us to handle data security events on campus.

As part of the services offered to staff, we launched a business intelligence (BI) system that enables advanced analysis of data located on various systems in the University. This tool will allow optimized use and processing of existing data and will provide services to the Rector's Office, the Research Authority, the Division for External Relations and Resource Development, the Recruitment and Marketing Divisions, and others. This year we started the specification process for the financial SAP system, a multi-year program during which an ERP tool will be installed for synchronizing various University systems. The ERP tool will integrate a financial model that will provide administrative officials with a clearer picture of financial management in different contexts – student administration, human resources, purchasing and more. The Computing and Information Systems Division is leading an inter-university project to set up a current research information system (CRIS) in Israel. That database system will support transparency in determining the research budgeting model with the PBC, as well as a variety of processing and analytics capabilities to be used by the Research Authority and the Rector's Office.

Based on the requirements of the Faculty of Social Sciences, we installed a system allowing online conferencing for faculty council meetings as well as electronic voting. A website was created to enable transparency for the University's international agreements, including advanced data search and retrieval capabilities. We also launched a monitoring system for the promotion process of academic staff. Finally, for the Rector's Office, we carried out a detailed specification of a "digital resources" management system and set up a tool computerizing the disciplinary process.

We have also improved services for active and potential students, establishing a database system for course grades and exam scores that increases student privacy while enabling

various statistical analyses. We set up the TomaSafe system, which enables the secure transfer of examination questionnaires. We created dozens of new Internet sites that provide access to critical information about various departments and academic programs, including the website created as part of the waterfall project for potential students. In addition, the University updated its website to ensure accessibility for all users and launched a comprehensive effort to translate the University's entire Internet site from Hebrew to both English and Arabic. We set up an automatic IP telephony interface for the CRM system; we expanded smartphone accessibility for active and potential students to online information and actions; we uploaded a new user-friendly website that allows candidates to calculate their chances of admission; and we launched an effort to create a new registration system for the International School. As part of the marketing efforts of the University, we took action this year to optimize the University's standing in Google's search engine results, and installed speech recognition capabilities in the University's automatic call distribution system that accurately directs incoming calls.

Human Resources: This year, the University celebrated its 45th anniversary in a festive event organized by the Human Resources Division and attended by the entire University community. The HR Division signed new salary agreements with staff members throughout the University. Following the new agreements and legal updates, adjustments were made to the HR computer systems. This year, we are assessing the direct employment of cleaning staff via a pilot program in one of the buildings on campus. Consistent with university hiring policy, this year we continued to emphasize affirmative action in our efforts to hire minority workers. In line with the Equal Rights for Persons with Disabilities Law, at the beginning of the year we reached out to staff members to raise awareness about hiring people with disabilities and allowing disabled employees to declare their status voluntarily.

Increasing University accessibility for the disabled: As part of our efforts to increase accessibility at the University, and thanks to an NIS 6 million grant over two years from the PBC, we continued this year to improved disabled access around the campus.

In the area of energy conservation and savings, this year we implemented a security policy change that will save the university about NIS 1.6 million annually. In addition, we installed water meters around campus, and switched existing lights in several public spaces in the main building to economical LED lighting.

Quality Management System and Green Campus: The University of Haifa was recognized in 2008 as a "Green Campus" by the Ministry of Ministry of Environmental Protection, 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 the University's continuing commitment to comply with the ISO 14001 environmental management standards, there was a significant increase this year in the use of rechargeable batteries and recycling used batteries. We also installed several charging stations for Car2Go, as part of a joint program with the Haifa Municipality and the Ministry of Environmental Protection designed to reduce air pollution and save parking spaces. We continued efforts this year to reduce paper consumption and increase the volume of recycling, and we conducted the Repaper pilot to encourage the use of recycled paper.

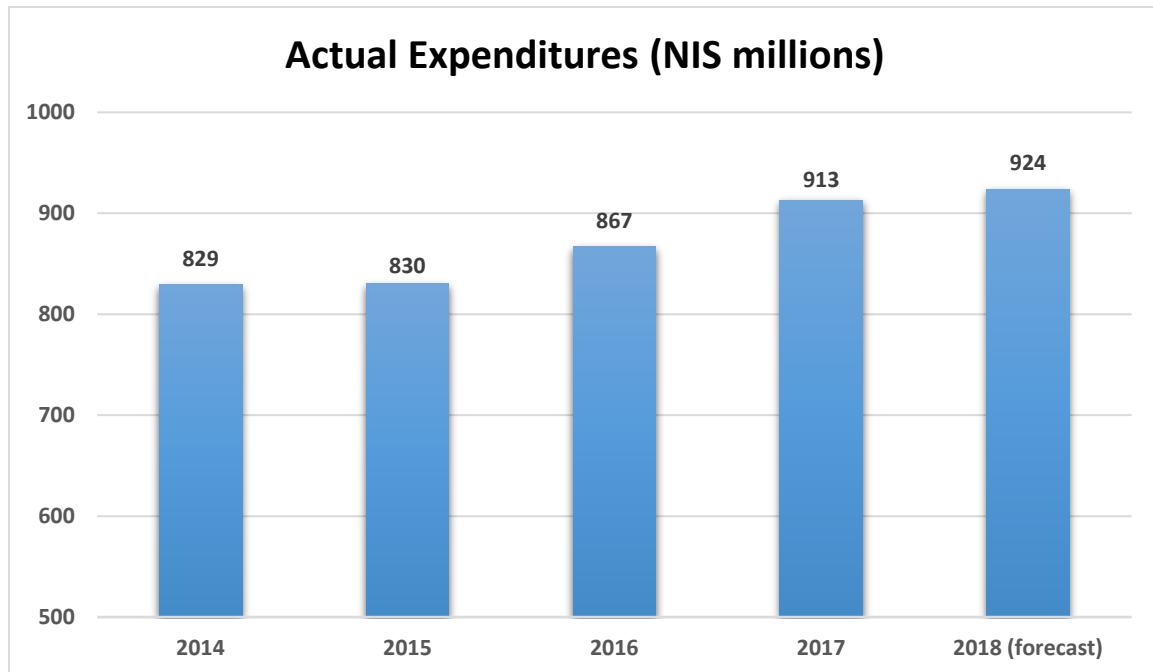
The University promoted healthy living on campus by installing signs encouraging the use of stairs, limiting the number of smoking areas, and expanding the availability of healthy food options. In addition, weekly physical fitness activities known as "Exercise a Minute" took place, and Green Campus volunteers took part in beach cleaning and garbage collection activities as part of the Israeli Good Deeds Day, together with the University's flagship community project in the Haifa neighborhood of Ein Hayam.

Similar to leading university libraries around the world, the University migrated major systems from the **Younes and Soraya Nazarian Library** to the Ex Libris cloud. In the past year, the library installed a new management system, enhanced customer relations, and improved the processing of library materials. Following Israel's joining the European DARIAH project (Digital Research Infrastructure for the Arts and Humanities), the library has maintained constant contact on the issue with the PBC, the Ministry of Science and Technology, and colleagues in Europe. In addition, a website was created for digital humanities subjects, which contains information about the topic in Israel in general and at the University in particular. Library workers assist the staff and researchers of the Digital Humanities program with references to materials, assessing systems, and brainstorming about upcoming projects. The library contributes its expertise in providing information, digital data management and information technology, archiving, and improving access to information. The library is collaborating with the Research Authority on a groundbreaking project establishing a freely accessible publications system, as part of Israeli universities' preparation for the integration of the national current research information system (CRIS).

The University purchased an institutional license allowing researchers to define an ID code for their publications and research. The University library is leading the Theater Collection, a project of the National Library of Israel whose aim is to preserve and enable online access to digitized cultural heritage objects. The media department of the library installed an overhead scanner system which is being used for the digitization of large collections and special materials needed by academic staff for research and instruction. Document scanning is being conducted at standards required by digital humanities researchers.

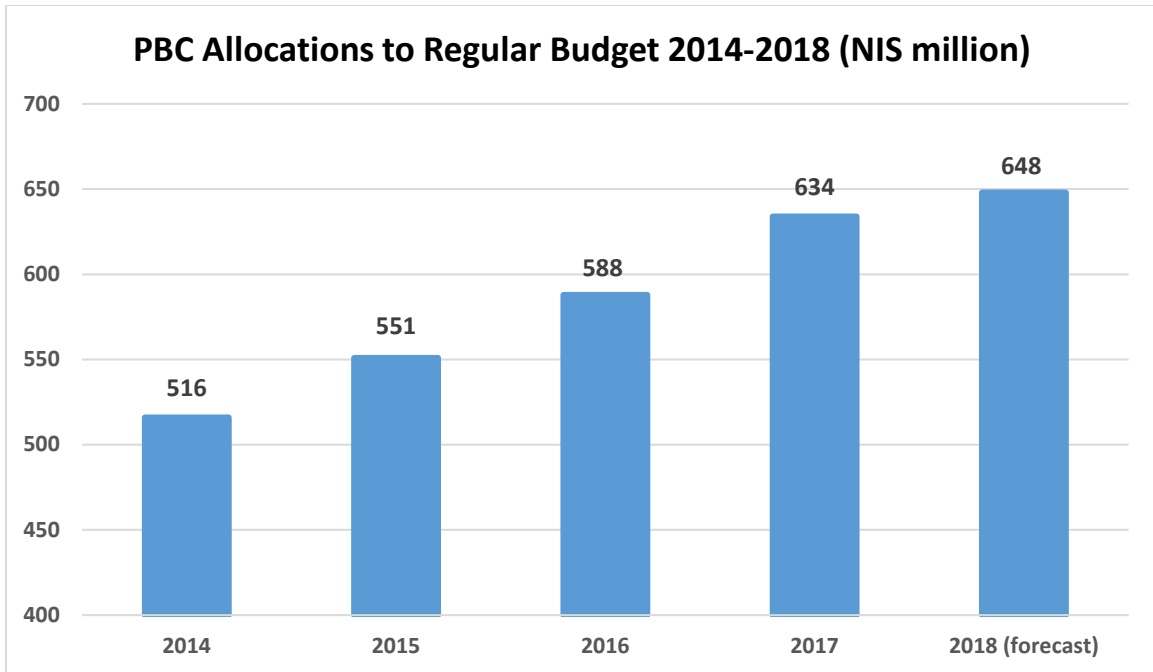
Budget

The regular budget for the 2017/18 academic year is NIS 924 million, compared with actual expenditures of NIS 913 million for the 2016/17 academic year. The 2017/18 budget reflects academic development and the University's increased activities over the past several years, as shown in the graph.

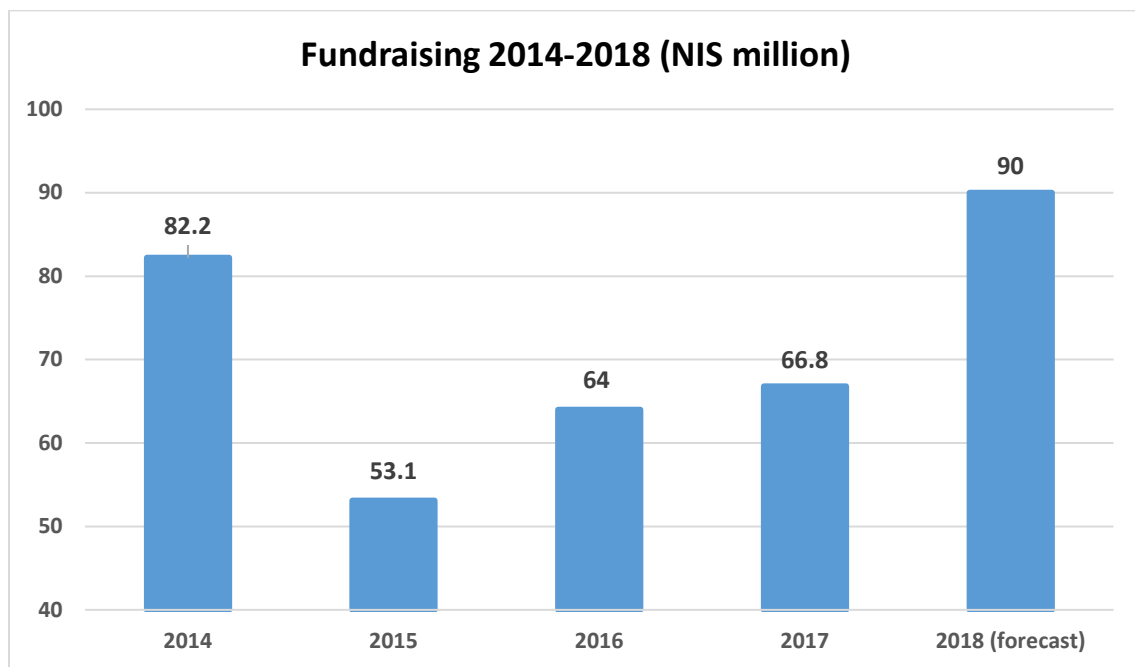


The 2017/18 budget is based on 17,560 students, including 7,900 undergraduate, 8,260 master's students, and 1,400 doctoral candidates – a decrease of 250 students as compared with the 2016/2017 academic year.

The income side of the 2017/18 budget includes an allocation of NIS 648 million from the Council for Higher Education's Planning and Budgeting Committee, compared to 2016/17's allocation of NIS 634 million. From this allocation, NIS 345 million is a result of the teaching model and NIS 213 million of the research model. The following graph shows the increase in PBC allocations in recent years (PBC allocations represent 70% of the University's regular budget).



The total donations budget for 2017/18 was defined as NIS 90 million (approximately \$25 million), of which NIS 7.4 million is allocated to the regular budget and the remainder to research budgets, closed dedicated budgets, and restricted funds. In 2016/17, the total income from donations was NIS 66.8 million (approximately \$18.39 million), of which NIS 7 million was allocated to the regular budget and the remainder to research budgets, closed dedicated budgets, and restricted funds.



2017/18 Budget vs. 2016/17 Expenditures

	2016/17 Budget		2017/18 Budget		% Change
	NIS million	% of total	NIS million	% of total	
Regular Budget Income					
PBC allocation	633.8	69%	647.8	70%	2.2%
Income from students	209.7	23%	208.7	23%	-0.5%
Other income	69.5	8%	67.5	7%	-2.9
Total Income	913	100%	924	100%	1.2%
Expenses					
Salaries and Pension	682.0	75%	703.9	76%	3.2%
Other Expenses	231.0	25%	220.1	24%	-4.7%
Total Expenses	913	100%	924	100%	1.2%

The regular budget for 2017/18 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, activities carried out within the framework of the research budget totaled NIS 134 million, in accordance with the awarding of research grants, as well as activities associated with restricted budgets of NIS 56 million and physical development of NIS 53 million. These activities are balanced in accordance with resources available to the University.

Scholarships

The funds allocated for scholarships from the regular budget in 2017/18 total NIS 38.4 million. Scholarships given from the 2016/17 regular budget totaled NIS 40.8 million. Of this, NIS 9.4 million went to undergraduate students while NIS 31.4 million went to graduate students (MA and PhD). In addition to the scholarships that were allocated from the regular budget, NIS 32.7 million was given from restricted funds and research budgets.

The Division of External Relations and Resource Development

The Division for External Relations and Resource Development continued to focus its fundraising efforts on a number of priority projects as defined by the President and the Rector. The University's five-year strategic plan to become Israel's first multiversity, which includes expanded academic offerings and the establishment of additional campuses, poses new challenges in the field of fundraising. As part of the multiversity plan, we are taking steps to integrate ORT Braude College, which will become the University's Faculty of Engineering. In addition, our Downtown Campus will be expanded to include additional facilities that will serve as our Computer and Information Sciences Portal.

The unique joint collaboration with the Rambam Health Care Campus continues to be a fundraising priority for the University. The collaboration received a generous \$18 million gift from The Leona M. and Harry B. Helmsley Charitable Trust this year to establish the Helmsley Health Discovery Tower. The University of Haifa-Rambam collaboration will pool the resources of talented scientists and healthcare professionals from the Faculties of Social Welfare and Health Sciences and the Natural Sciences with Rambam's research laboratories to advance the prevention, diagnosis, and treatment of disease.

The expansion of the Downtown Campus will include the renovation of a new building, which will house the Departments of Computer Science and Information Systems. The new building is being renovated thanks to the generous support of the University's cherished and longstanding friend, Professor Alfred Tauber, Chairman of the Board of Governors. Prof. Tauber's generosity also made possible the University's new Donors Garden, which was completed this year and will be inaugurated at a festive ceremony during the Board of Governors Meeting.

Construction has begun on the four-floor expansion of the Faculty of Social Sciences building, thanks to the generous support of our dear friends Herta and Paul Amir. Work on the new building for the Faculty of Social Welfare and Health Sciences continues to make steady progress, thanks to the generosity of our friends in the United States, Aaron Spencer and Maurice Kanbar.

A number of new agreements were signed for the continuation of projects supported by our Friends Associations around the world: Dr. Gyongyver and Peter Kadas (UK) continued to support the Kadas Green Roofs Ecological Center, which included the establishment of a sustainable community garden on campus. The Community Garden combines landscape development and Green Roofs research with an environmental and

social agenda. Additional projects included gifts from The Edmond J. Safra Foundation (Switzerland) to the Edmond J. Safra Brain Research Center for the Study of Learning Disabilities, and the Ruderman Family Foundation (USA) to the Ruderman Program for American Jewish Studies.

In Canada, Avi Benlolo, Simon Wiesenthal Center's President and CEO, received an Honorary Doctorate at a festive gala evening in Toronto. Proceeds of the evening were dedicated to the establishment of the Avi Benlolo Scholarship Fund in National Security Studies. Mrs. Tzili Charney, Vice Chair of the Board of Governors and longtime friend of the University, established a new fund for a diplomacy program to train professionals in the management of foreign relations.

The Israeli Friends of the University of Haifa continued to expand the fundraising activities of the Alumni Association, through the Business Leaders Forum and individual donors, philanthropic foundations and companies in the private sector. The Israeli Friends are spearheading efforts to raise funds to renovate a building located on the shoreline in Bat Galim, which will serve as a marine science education and research center, and securing a major gift to establish the "Karasso Center for Mechanical Engineering" as the first steps towards closer cooperation with Ort Braude College of Engineering. Delta Galil Industries renewed its support this year for undergraduate students from the Ethiopian community. Longtime friends Tova and Sami Sagol are considering expanding their support of the Sagol Center for the Creative Arts Therapies, as part of the collaboration with Rambam. In addition, an agreement was signed with the Rothschild Caesarea Foundation to support outstanding Arab doctoral students in the field of neurobiology.

The generous and ongoing support of our friends in Israel and around the world has enabled the University to meet its fundraising goals. These fundraising efforts have also led to an increase in donations and grants received at the University. In 2016/2017, funds raised (including indirect contributions and other income) totaled \$21.5 million – an increase of 16% compared to the same period last year.

The University has made great efforts to work closely with faculty members in its fundraising activities this year, and a significant portion of funds raised are being allocated to academic programs and student support. One such program – "The Haifa Grad Team" – is designed to cultivate academic leadership among doctoral students at the University. Joint efforts with faculty members have resulted in additional scholarship programs, including The 600+ Program, which grants scholarships to talented undergraduate students. The program has received a gift from The Taube Foundation (USA). The Heichal

Eliyahu Foundation (Israel) generously supported the establishment of the Digital Humanities Laboratory, and the Abel Foundation (Australia) funded the Faculty of Humanities "Jewish Peoplehood" project.

The Division also spearheaded a number of collaborative projects with the Rector's Office, and the Departments of Enrollment and Marketing, including participation in study fairs for the Mexican Jewish community in cooperation with the Mexican Friends of the University of Haifa. Another important initiative is the ongoing cooperation between the University and the World Economic Forum in Davos, Switzerland, headed by Prof. Klaus Schwab, Founder and President of the Forum, who received an honorary doctorate from the University in 2017. Prof. Schwab has invited the University to participate in a network of prestigious universities advising the Forum on issues and challenges with global implications.

The Division also upgraded its information management systems for tracking fundraising activities. One such tool is the new Dashboard, which provides at-a-glance views of key performance indicators. The Dashboard is displayed on a web page, which enables information sharing and visibility of updated data and fundraising metrics. A new Online Proposal Database was also launched, which enables easy access to fundraising proposals from anywhere in the world.

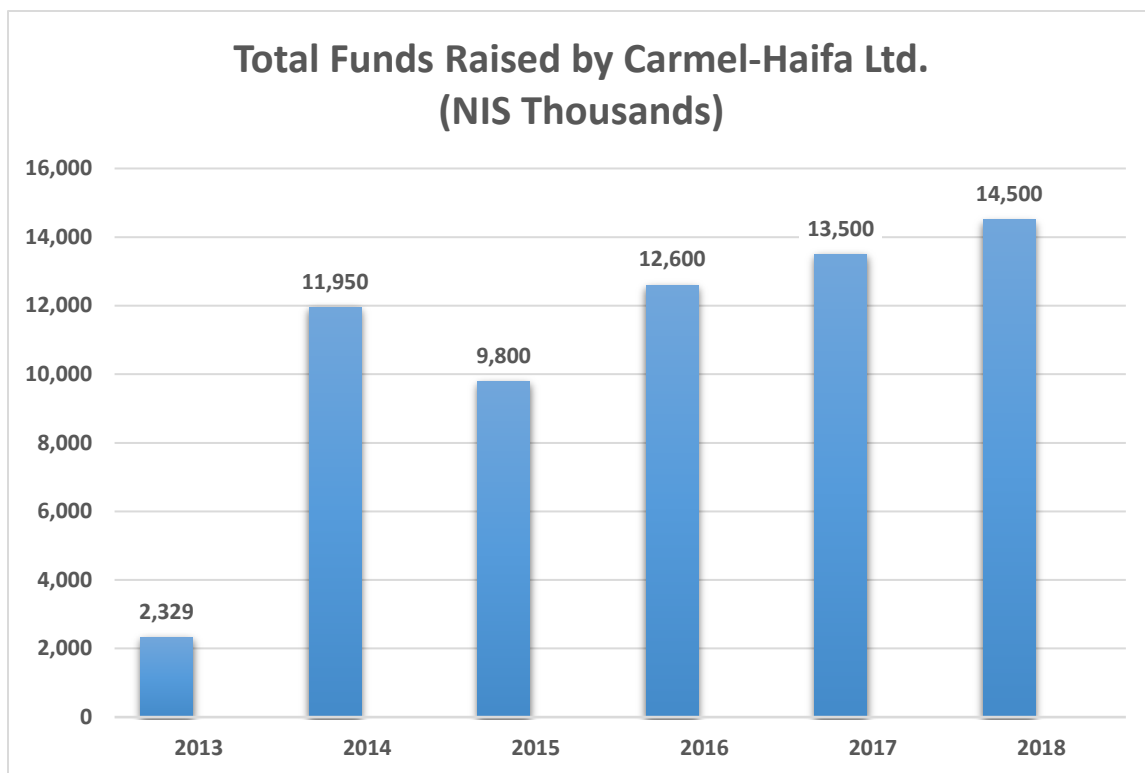
Looking ahead, the Division for External Relations and Resource Development will continue to increase its focus on raising funds, cooperation with philanthropic foundations and organizations, and strengthening ties with faculty members abroad and with our university staff and students.

The Division is also committed to expanding activities in our current Friends offices. Plans are underway to expand our team and recruit fundraisers in parts of the world that the University does not have a fundraising presence such as Eastern Europe, Asia and the Far East. The first dedicated fundraising desk has already begun its work in Latin America and this is one of the vital steps for realizing the goals and objectives of the Division and the University. Strengthening the reach of the Division and continuing to build an innovative and professional recruitment system is an important and significant engine for growth at the University.

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 Carmel-Haifa is committed to enabling additional research and moving newly developed technologies from the laboratory to the marketplace.

During the last year, several of Carmel's business collaborations developed into significant agreements. In addition to these agreements, Carmel-Haifa continued the upward trend in the total funds raised by Carmel, which amounted to NIS 13.5 million. By October 2018, total investments and revenues are expected to reach NIS 14.5 million.



* reported per academic year

The Carmel Innovations Investment Fund

The **Carmel Innovations Investment Fund** is one of Carmel's major achievements. The Fund assists in early-stage innovative research and mature projects to attract strategic partners and investors. The Fund secured more than \$3 million for investments and has already registered several successes. The Fund provides seed funding to companies established by Carmel for innovative projects based on research led by University researchers. Managed by Elka Nir, the Carmel Innovations Fund 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.

Following the success of the first Fund, Carmel has received commitments from its investors to invest in a second fund, Carmel Innovations II, which will be launched this year.

Carmel promotes entrepreneurship and serves as an incubator for new start ups. In addition to providing initial seed funding, Carmel and Carmel Innovations also provide the newly established companies with facilities, laboratories, management, mentoring 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 leading projects being developed at the University of Haifa. Together with the Fund, Carmel-Haifa establishes companies that have large market potential and nurtures them to the stage where global 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, and in the 2 years since inception, Carmel successfully raised \$6.3 million (milestone-based) with a significant valuation increase. Investors include Arkin Bio Ventures, Pontifax, and Merck Ventures -all leading global players in the area of Pharma. Carmel and Carmel Innovations own equity in the company, and hold a board seat. Carmel will receive royalties based on revenues and research funding will be transferred to the university. 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 and its researchers.

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. The company raised an additional \$500,000 in 2017 from new additional investors.

ResCure Ltd. is developing a new therapeutic approach to treat recurrent and metastatic cancer, based on the research of Dr. Dalit Barkan and Dr. Amiram Ariel. The company is now seeking the next round of financing.

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. Solomon Wasser, Prof. Fuad Fares & Dr. Lital Sharvit. The company is currently in advanced discussions with several additional potential investors for its next round of financing.

Collaboration with Chinese investors and partners

Carmel has developed significant business relationships with leading partners in China during the past year. One of the remarkable results is a collaboration with Wahaha (one of the top food and beverages company in China, founded and led by a leading Chinese billionaire), which resulted in definitive agreements that were signed by President Ron Robin, Elka Nir and Vice President and Dean of Research Prof. Ido Izhaki. The agreements

state that Wahaha will establish a joint institute, together with Carmel, in Haifa, focusing on the development and commercialization of Artificial Intelligence (AI) technologies. Wahaha will invest \$10 million in this joint venture.

The new institute, led by Carmel, will advance and serve as an incubator for innovative research and solutions in the area of AI and will assist in positioning the University of Haifa as a leading center for AI. Wahaha will also fund doctoral students to conduct research in this area as part of their PhD studies.

In addition, Carmel signed a term sheet with a group of Shanghai businesspersons for establishing a fund of **\$6M** that will invest in projects from the University of Haifa.

Additional Fundraising Activities

Carmel has raised additional significant funds for selected projects with commercial potential. Some of the projects were funded by leading industrial partners who funded research at the University.

In collaboration with the Division of External Relations and Resource Development, Carmel-Haifa raised \$600,000 in recent years to support Prof. Aaron Avivi's innovative cancer research, which uses the "resistant to cancer" blind mole rat as a laboratory model. An additional \$850,000 was invested by Mr. Peter Kadas who helped in establishing 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 research conducted at the Tauber Bioinformatics Research Center.

Funding from the Israel Innovation Authority (IIA)

Carmel-Haifa received more than NIS 2 million from the IIA (OCS) – for research programs, doubling the amount raised in the previous year.

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, addressing their overall personal, academic and financial needs while maintaining close relations with the University's academic and administrative bodies. Following staff transitions in the Office and the appointment of Professor Jenny Kurman as Dean of Students, new efforts were made to allow students to voice their opinions and to hear those ideas (such as an open office policy for the Dean and the establishment of focus group meetings). In addition, we are taking steps to improve various services provided to students by the Office of the Dean of Students in particular, and the University in general.

Via several subunits, the Office of the Dean of Students operates in several primary areas:

The **Scholarship Unit** of the Office of the Dean of Students awards scholarships for excellence and economic assistance, as well as scholarships for social activism and other special scholarships. The scope of scholarships granted by the unit has increased in recent years, and currently totals 16 million NIS per year. We aim to maintain this trend and expand the scope of scholarships to encourage and promote academic excellence and help our students reach their full academic and personal potential.

The Academic Excellence Unit offers an academic and personal support program for students that starts upon their acceptance to the university and continues through the end of their degree program. The support framework consists of four main programs: **The "Step Ahead" Preparation Program**, which introduces students to the campus and the academic system (last year 200 students took part in this program); **The Social and Individual Mentoring Program** (197 students participated last year, including 142 Arab students sector, 35 students of Ethiopian descent, and 20 new immigrants and students with disabilities); **The Enrichment Program**, which offered 43 courses participated in by some 800 students, and individual tutoring for 1,842 students; and **The Program for Advancing Outstanding Ethiopian-Israeli Students**, which grants annual scholarships to 20 students based on their academic potential. Supported by Delta Galil Industries, this unique program for students from the Ethiopian community offers a variety of workshops in such topics as learning strategies, time management, and efficient financial management. The Unit set up a writing center in the student dormitories in which 684 students received assistance with paper writing in the past year. In addition, the Unit offered additional academic writing workshops as part of the Faculty of Law. Efforts are currently underway to move the writing center from the dormitories to the library,

located in the center of the campus, to make the service more readily available to a larger number of students.

The Social Leadership Unit includes 451 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. In 2016/2017, the Unit continued to take part in the "Access for All" program, supported by the Council for Higher Education, the Matanel Foundation, longstanding friend of the University and honorary doctorate recipient, Doron Livnat, and other donors. Last year 509 students from disadvantaged populations participated in the program, enrolling in introductory university courses in various disciplines.

The Raveh Ravid Fund sponsored students in several programs this year, including 23 students who participated in a program combining academic excellence, leadership, and social responsibility; 25 students who participated in activities integrating sports and social leadership; and 26 students who took part in the "Academic-Practice" program, which combines academic coursework in the Faculty of Humanities and supervised practical experience in various projects and organizations.

In addition, the Unit continued to operate the Academic and Social Leadership Program for Druze Students featuring scholarships and training, supported by the Kaplan Kushlick Families and the David and Inez Myers Foundation; the Jewish-Arab Community Leadership Program, supported by the German Friends Association of the University together with 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 community fieldwork.

This year, two additional programs designed to advance dialogue between various population sectors were also launched. The discussion groups project brings together secular Jewish students and their contemporaries from the Jewish ultra-orthodox community. As part of the language study program, Arab students teach Jewish students Arabic, and Jewish students teach their Arab contemporaries Hebrew.

The Clinical Services Unit provided support this year to 250 students, focusing on developing their academic potential, improving their self-esteem, and helping reduce anxiety and stress. The Unit offers a special service in the student dormitories that helps with early detection of various problems. In addition, the Unit organized six symposia and seminars this year that were open to the public. On a trial basis, the Clinical Unit also

assigned a faculty-wide psychological counselor this year to the Faculty of Social Welfare and Health Sciences, to make the services of the Unit and the entire Office of the Dean of Students more accessible.

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. During 2016/2017, 100 students (including 47 from the Arab community) participated in the program. This year, we launched a collaborative effort with the School of Political Sciences in which students take part in practical internships in various public organizations (such as the Haifa Municipality, local governments, and the Israeli Ministry of the Interior). Five students with disabilities participated this year in an employment-readiness program and experienced working at a regular job. The program also helped raise awareness among employers concerning the importance of the issue and the student-workplace relationship. The internship program also includes a summer practical training course for Arab students (in cooperation with the Tsofen organization and the Step Ahead program). This year, the project focused on developing Android applications and learning software engineering basics, and simulated teamwork situations in a high-tech environment, while students consulted with and were closely assisted by engineers from the field. A total of 26 second-, third-, and fourth-year students from the Departments of Computer Science and Information Systems took part in the program.

The **Accessibility and Learning Disabilities Unit** provides assistance for students with various disabilities and helps them take full advantage of their rights, such as receiving assistance from University departments regarding a variety of accommodations for exams and coursework. In 2016/2017, the Unit provided assistance to some 430 students with a range of physical and learning disabilities. In addition, the Unit held an event designed to raise awareness about accessibility on campus together with the student union, and a similar trial event for the campus administrative staff together with the Department of Human Resources. The counseling unit for students with learning disabilities was moved from the Faculty of Education to the Office of the Dean of Students. An Arab guidance counselor joined the Unit staff, and that immediately and significantly increased the number of Arab students with learning disabilities who reached out for assistance.

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 spaces for social activities and get-togethers, computer rooms, services

such as laundry facilities and a mini-market, and a second-hand clothing exchange store operated together with the Green Campus team. The dorms are constantly being maintained. Renovations are being carried out on both building infrastructures and facades, and the dormitory operations are being optimized to maximize energy efficiency. This year relatively light renovations were carried out in the dormitories, including a renovation of the student center and weather-sealing of several roofs. The dorm area is a bustling hub of social and cultural events, classes and enrichment activities. In the student dormitories, the Jewish-Arab Leadership Program organizes the majority of its activities to promote tolerance among the diverse populations living on campus.

Graduate Studies Authority

This year, 2,868 graduate students and 152 doctoral students will receive advanced degrees from the University of Haifa. These students will play an important role in strengthening Israeli society by advancing new technological and creative ideas. The Graduate Studies Authority (GSA) provides a host of unique support services at the university to nurture and empower graduate, doctoral and post-doctorate students in diverse areas of research and teaching, working in close cooperation with the Rector, the Research Authority, faculties and various departments.

Over the past year, the GSA has undertaken steps to prepare for the University's anticipated developments in the coming decade, focusing on expanding the range of services provided to research students that will empower students with potential for academic excellence, deepen their social and environmental responsibility and increase their civic involvement. These activities are designed to cultivate research students to become academic leaders in their given fields.

As part of its efforts to achieve academic excellence and instill values such as freedom of thought, equality and social involvement, the GSA broadened its traditional range of activities and sought to become a platform for sharing new ideas. These efforts include involving research students in various campus activities and preparing them to serve as loyal ambassadors of the University.

During the past year, the GSA established international collaborations with prestigious universities, and developed new academic programs that emphasized interdisciplinary studies and synergies between faculties.

The GSA also became a supportive home to post-doctoral students, adopting an integrated approach that expands its basket of support services to include academic and scientific mentoring and administrative assistance.

A new initiative was recently established exclusively dedicated to supporting and doctoral students from various disciplines. The program is designed to help doctoral students hone their personal and professional development skills necessary to succeed in their academic careers.

In 2017, the GSA launched the "Haifa Grad Team" – a cohort of outstanding doctoral students who will Israel's future academic leaders. Students are accepted from a range

of disciplines based on strict selection criteria. The initiative provides members with academic and non-academic support and professional development training necessary to successfully navigate their doctoral studies programs and their post-university careers. Haifa Grad Team members take part in various academic activities and forums, on and off-campus.

Scholarships and Research Grants

GSA awarded scholarships totaling NIS 26.5 million in addition to scholarships awarded by faculties and researchers. It also assisted and encouraged research students to submit research and competitive grant proposals to external funding sources.

The following students were awarded scholarships:

The Ministry of Science Tzvi Yanai Scholarship -- PhD student Lina Taha Salima, Department of Evolutionary and Environmental Biology, was awarded a three-year scholarship of NIS 250,000.

The Ministry of Education Zalman Aran Scholarship - PhD student Hiam Nasraddin, Department of Learning, Instruction and Teacher Education, was awarded a three-year scholarship of NIS 245,000.

The Ministry of Education Zalman Aran Scholarship - PhD student Bella Bleicher, PhD student, Department of Learning Disabilities, was awarded a three-year scholarship of NIS 245,000.

The Azrieli Foundation Scholarship - PhD student Yifat Gavish, Department of Counseling and Human Development, received a three-year scholarship of NIS 324,000.

Ministry of Science Menachem Begin Scholarships for Students from the Ethiopian Community, Tekla Radhain, graduate student from the Department of Psychology, Mrs. Moriah Tadeleh, a master's degree student in the Department of Counseling and Human Development, were each awarded a scholarship of NIS 50,000.