

Three wavy lines in blue, green, and red start from the bottom left and curve upwards towards the top right, with the blue line being the thickest and the red line the thinnest.

REPORT OF THE PRESIDENT AND THE RECTOR

THE 37TH MEETING OF THE BOARD
OF GOVERNORS

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INTRODUCTION

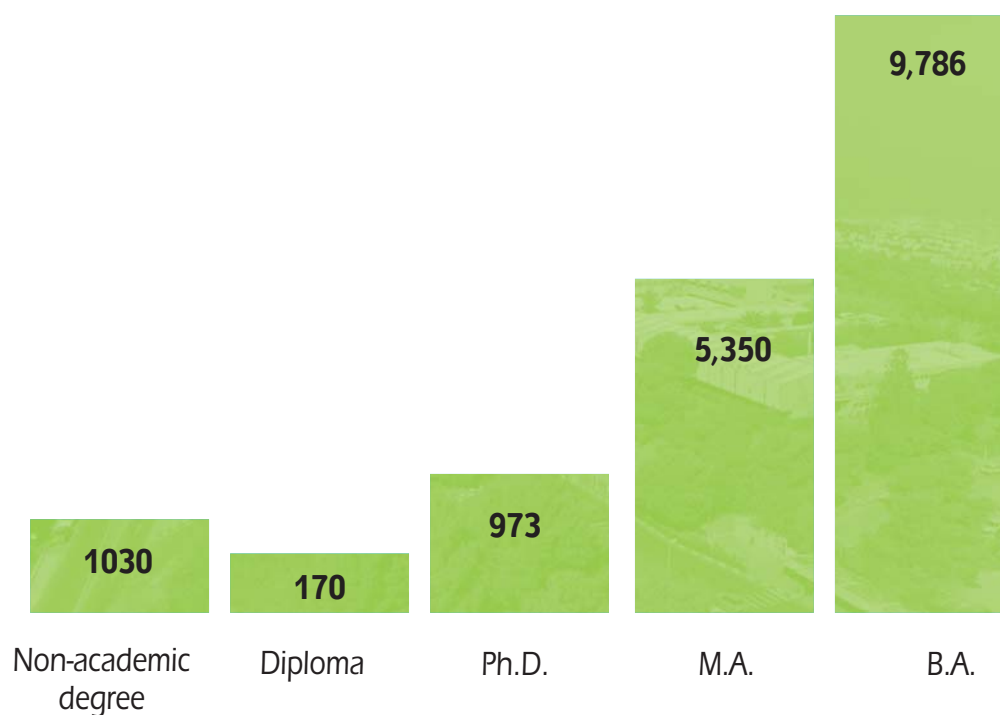


This year the University continued to develop its academic and physical infrastructure, and expand research activities and advanced degree programs. Many new academic programs commenced and there was an impressive increase in the receipt of research grants. Major projects are in the process of being completed at the University which was proclaimed a "Green Campus" this year.

The student body of the University of Haifa numbered 17,309 in the 2008/09 academic year.

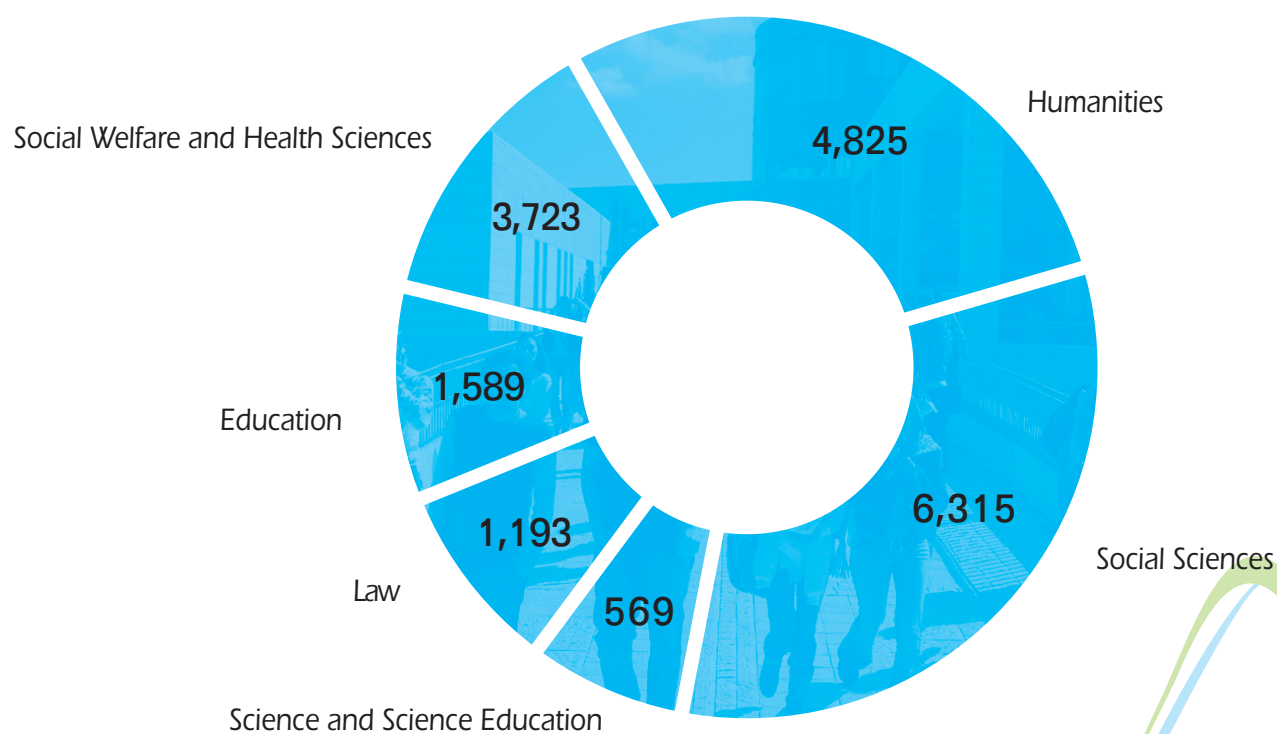
Distribution of students by degree 2009

Total number of students 17,309



Distribution of students by Faculty

Students studying in double - major tracks are counted twice



BUDGET

The regular budget framework for the 2008/9 academic year is NIS 636 million, in contrast to NIS 584 million in the 2007/8 academic year, an increase of approximately 9%.

For the first time, the 2008/9 budget includes budgeted pension payments for senior faculty, benefits and retirement grants. Likewise, the voluntary retirement plan for administrative staff is included on a one-time basis.

The University's 2008/9 budget is balanced, after the planned utilization of approximately NIS 25 million of investments in pensions and other employee benefits.

The framework for the budget is based on a student body of 17,000, of whom 15,955 are bachelor's and master's degree candidates and 1,045 are doctoral candidates.

The income component includes the allocations from the Planning and Budgeting Committee (PBC), comprising 60% of the budget (in contrast to 55% in 2007/8). Income from students comprises 28% of the budget.

The remaining income in the regular budget is derived from yields from funds, gifts, various incomes and the planned utilization of investments in pensions and other employee benefits.

In addition, there is income from resource development not allocated to the regular budget, which provides funding for physical development, research and scholarships.

Overall, gifts received in 2007/8 amounted to \$14.3 million. In addition, contributions amounting to \$10.4 million have been pledged. Due to the global economic crisis and the Madoff case, it is foreseen that the University will receive only \$7.2 million.

In the 2008/9 academic year, the salary component, including pension payments, benefits, retirement grants and the voluntary retirement program, represented 75.1% of the budget's expenses.

There were 1,917 planned positions in 2008/9: They comprised 1,188 faculty positions, 729 administrative and varied positions (altogether a reduction of 148 positions in contrast to the 2007/8 budget). The 2008/9 budget reflects the University's efforts to deal with the restrictions and goals of this fiscal year and at the same time retain a balanced budget.



In addition to the regular budget, there are closed budgets of NIS 41.5 million, research budgets of NIS 51 million and development budgets of NIS 58.3 million. Altogether, the University's activities cost NIS 788 million.

Carmel-Haifa University Economic Corp. Ltd., the University's commercial division, expanded its commercial applications for intellectual property developed under the auspices of the University. Six patent requests were submitted, and three start-up companies are in varied stages of development. In 2008, overall income was approximately NIS 1.4 million.

ACADEMIC DEVELOPMENT

General Goals

- Implement and update the academic program.
- Initiate activities to encourage research and increase the University's share in the budget model of the Planning and Budgeting Committee.
- Increase the scope of scholarships for graduate students (master's and doctoral candidates).
- Encourage the Faculties to initiate and submit inter-Faculty and interdisciplinary curricula.
- Expand the academic community's ties with universities in Israel and abroad.
- Improve the academic quality of the Faculties and guide them in regard to the self-evaluation project.
- Improve the quality of instruction.
- Advance relations between the University and academic colleges in northern Israel.

Academic Goals

- Present the second five-year program – departments, curricula, and new degrees.
- Establish the Research-Encouragement program for Faculty members in order to advance the attainment of grants from competitive research funds, to publish in key international publications, and to mentor research students.
- Expand graduate studies and increase their relative weight among all the University's study programs.
- Advance the Leon H. Charney School of Marine Sciences: Develop the Department for Geo-marine Studies and the fundamentals of Marine Biology.
- Address the issues of establishing a medical school in partnership with the Technion.
- Develop an international program for graduate degrees in English.
- Deepen the foundations for inter-departmental and interdisciplinary curricula.
- Recruit superior faculty members and cultivate a young generation of researchers.
- Encourage registration of students from all parts of the country for studies at the University of Haifa.
- Attract outstanding students to the University through study tracks and programs designed for excellence.
- Cultivate a new generation of academic leadership.

New Academic Programs in 2008/09

Doctoral Programs

- Doctoral Studies in Neurobiology and Etiology, Faculty of Science and Science Education
- Doctoral Studies in Law
- Doctoral Studies in the Natural Resources and Environmental Management, Faculty of Social Sciences

Master's Programs

- Geo-Marine Studies, Leon H. Charney School of Marine Sciences, Faculty of Science and Science Education
- School of Art Therapy, Faculty of Education and Faculty of Social Welfare and Health Sciences
- Human Biology, Faculty for Science and Science Education
- International Relations, School of Political Sciences, Faculty of Social Sciences
- Nursing School, Faculty of Social Welfare and Health Sciences
- Mediation and Conflict Resolution, Faculty of Law and Faculty of Social Welfare and Health Sciences
- Asian Studies, Faculty of Humanities
- Administration and Public Policy, School of Political Science, Faculty of Social Sciences
- Environmental and Occupational Health, School of Public Health, Faculty of Social Welfare and Health Sciences
- Nutrition, Health and Behavior, School of Public Health, Faculty of Social Welfare and Health Sciences





Specialization Programs

- Specialization in Patent Law, Faculty of Law
- Specialization in Technology and Society, Department of Sociology and Anthropology, Faculty of Social Sciences
- Specialization in Police Studies and History, Departments of Jewish History, General History, Land of Israel Studies, Faculty of Humanities
- Specialization in Studies of Modern Europe, Department of General History, Faculty of Humanities
- Specialization in Energy Management and Policy, Department of Natural Resources and Environmental Management
- Specialization in Autism and Developmental Deficits, Department of Special Education, Faculty of Education
- Specialization in Applied Social Research and Sociological Studies, Department of Sociology and Anthropology, Faculty of Social Sciences
- Specialization in Jurisprudence and Criminal Procedures, Faculty of Law
- Specialization in Organizational and Systemic Development, Department of Sociology and Anthropology, Faculty of Social Sciences
- Specialization in Religious Sciences, School of History, Faculty of Humanities

Programs Approved by the Council for Higher Education

Completion of the structural reform of the Faculty of Education authorizes the granting of master's degree in the new format:

- Master's Degree in the Department of Special Education
- Master's Degree in the Department of Counseling and Human Development
- Master's Degree in the Department of Learning, Teaching and Supervision
- Master's Degree in the Department of Leadership and Policy in Education

Programs in the Process of Receiving Approval from the Council for Higher Education

- Study program in the Department of Hebrew Language, Faculty of the Humanities
- Department for Medical Science, in the Faculty for Science and Science Education

Programs in the Process of Approval within the University

- Master's degree program in the Human Services Department, within the framework of the Faculty for Social Welfare and Health Sciences
- Department for Master's Degree Studies in Mathematics Education, within the framework of the Faculty of Education

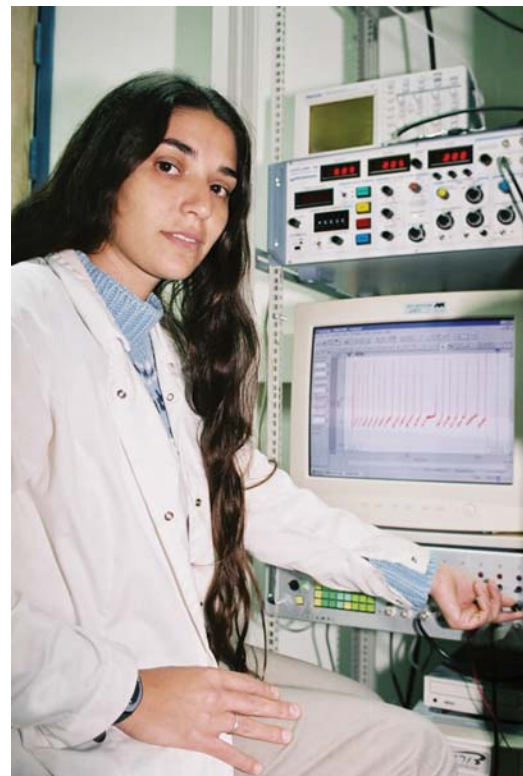
The Division for Marketing and Encouraging Enrollment

The Division was founded by the Rector's Office in 2006, with the goal of providing an umbrella for all the activities required to market study programs and encourage the enrollment of quality candidates at the University of Haifa.

To realize this goal, the division conducts marketing and publicity for study programs through various media, including newspapers, radio, outdoor advertising, the Internet, academic fairs and other venues.

A call center was established to initiate conversions with candidates and conduct campaigns for specific target groups, while monitoring the quality of communication through to candidate enrollment at the University. The call center operates within the framework of the Information Center for Candidates and is under the auspices of the Division for Marketing and the Enrollment Department. It is staffed by students who work five days a week, 12 hours a day, on a computerized system for customer relations (CRM-SAP), which reaches out to an audience of 30,000.

The Division also has a project to encourage enrollment among new immigrants, with an emphasis on absorbing Latin American



students to the University. The program now includes 61 students: 39 bachelor's degree students, 12 master's degree students, 3 doctoral candidates and 7 students studying in the University's academic preparatory program. There are fifteen candidates for the coming academic year.

The Division also conducts internal marketing within the University. To this end, an information center called "BA:MA" has been established for students and staff. It is intended to be a resource for around-the-clock information about on- and off-campus activities and to initiate varied and exciting activities intended for the University community in fields such as sports, culture and leisure, academic enrichment and community involvement. The information center also offers information on volunteer opportunities and activities sponsored by the Student Association. Activities so far have included film screenings in the library, competitive sports events, the great staircase race (in the Eshkol Tower), tournaments, job fairs, cultural events at the Arts Center and more.

Unit for Computer - Assisted Teaching

In the 2007/08 academic year, the Unit for Computer-Assisted Teaching continued to advance online instruction through a support center, its operational unit, with the assistance of the Computing Division. The Unit's support staff guided and supported the academic staff in various subjects related to the integration of computerization and telecommunications into academic instruction, with the aim of furthering the quality of teaching and learning. Over the course of the year, the Unit's support staff gave assistance to thousands of lecturers and research assistants who sought to integrate on-line tools into their instruction.

In keeping with the unit's longstanding policy, the guidance division continues to utilize individual sessions in accordance with the instructors' schedules. The sessions are not limited (in terms of hours or number of sessions) and the goal is to enable the instructors to attain the knowledge and confidence essential to independently conduct the course site without being dependent on the support staff. The unit also provided telephone and e-mail support in response to thousands of inquiries from faculty members who had been given guidance but still needed assistance, counsel or new ideas. In 2007/08, the division accelerated its pace, and most University of Haifa courses were accompanied by the HighLearn platform. Altogether, more than 4,700 courses sites were put on line and at the disposal of 1,100 lecturers, hundreds of teaching assistants, and some 13,700 students.

In addition to the thousands of course sites, the online teaching system was expanded for other purposes as well; for instance, departmental forums for improving communication and work methods for faculty members and

students; lecturer forums closed communities offering a center for discussion of research issues and other matters, testing and evaluating students through on-line exams. A growing number of instructors asked to develop complete online courses that would replace traditional instruction in the classroom with distance learning.

In 2007/08, the Unit continued to develop its on-line support, which supplements in-person support and enables support during non-working hours. One example is a new instructional film on the University's work in various divisions (including the Windows Vista platform adapted to the HighLearn browser). In addition to its ongoing work, the staff continued to examine new teaching tools and distance-learning systems as part of the endeavor to expand the tools and aids available for the instructors who conduct on-line courses. The Unit continued its work with the Moodle open source platform, which has the capacity to conduct over 2 million courses with some 25 million students throughout the world). Two well-known targeted services were acquired as part of the endeavor to build the University's distance learning program.

The use of FormLogix (which integrates surveys and forms on course sites) has been considerably expanded. Instructors and students in all the faculties utilized the system to develop and implement on-line surveys toward teaching and research. In addition, a number of departments and administrative units utilized the system to make their work more efficient and improve student services.

In January 2008, the Computer Assisted Teaching Division (in cooperation with the Computing Division, the Dean of Students and the Academic Channel) played a central role in the University's effort to minimize the damage of the lecturers' strike. By means of the TALMA program (Hebrew acronym for program to Utilize On line Learning Systems), the Unit swiftly taped a large number of classes for the students. Most of the classes were uploaded within hours of the taping for the benefit of the students. In addition, the HighLearn platform enabled the utilization of a number of tools to provide materials which could not be covered during the shortened semester.

In August 2008, the Unit hosted the 2008 MEITAL Conference, the central annual conference on on-line academic instruction in Israel. The conference was an unprecedented success, included representatives from all academic disciplines and was an important and prestigious event for the University of Haifa.



Research Grants

A total of 495 research proposals were submitted in the 2007/08 academic year, of which 125 were approved. The total amount of research grants awarded in 2007/8 was \$12,724,029 in contrast to \$11,561,472 in 2006/07 and \$9,688,374 in 2005/06. For more than three consecutive years, the Research Authority has presented a consistent growth in proposals and research awards. The most significant aspect of this growth is the dramatic increase in grants. Between 2004/05 and 2007/08, there was an increase of 267% (relative to the data of 2004/05).

New Institutes and Centers

The Interdisciplinary Center for Research of Giftedness and Excellence was established by the Research Authority.

Inter-University and International Relations

During the 2007/08 academic year, agreements were signed with the following institutions:

- The University was appointed a founder of the "European-Mediterranean University" (EMUNI) - an international group of some 120 academic institutions that will advance European and Mediterranean research and studies
- University of Bremen, Germany
- Brock University, Canada
- The Institute of Sociology, University of Duisburg - Essen, Germany
- The University of Porto, Portugal
- The University of Primorska, Slovenia
- School of Health Related Professions - University of Medicine and Dentistry of New Jersey, USA
- Shanghai Normal University, China
- The College for Health Professions, Temple University Health Sciences Center, USA

University Press

Four new titles were published in 2007/08. Under the auspices of a partnership with Magnes Press, two titles (Hebrew) were published by University of Haifa scholars: Michal Alberstein's **Jurisprudence of Mediation**, part of a series on law and society and Dana Amir's **On the Lyricism of the Mind** which was awarded the Bahat Prize in 2007. The University independently released Anat Helman's book, **Urban Culture in 1920s and 1930s Tel Aviv**, which earned two prestigious awards, the 2008 Ish Shalom Award of the Yad Ben Zvi Institute and the Association for Israel Studies' Award in 2007/08.



This past year there were many book launching events: Four very successful book launches were held in cooperation with the Faculties of Education and Humanities. There was also a festive event in celebration of the first decade of the Bahat Prize, including an award to Dr. Tal Kohavi. During the ceremony, University of Haifa President Aaron Ben-Zeev announced a significant increase in the amount of the award, now NIS 140,000, by virtue of a gift of the Bahat and Yuval families and students of the late Professor Bahat, who sought to honor his memory. The Bahat prize now offers Israel's largest monetary award for a work of nonfiction.

ADMINISTRATION AND PHYSICAL DEVELOPMENT

Physical Development

The Master Plan, developed by the late architect Yaakov Rechter and approved by the authorities in 1994, has for the most part been completed; only 30,000 square meters remain for additional building. It is presumed that the additional building will take place over the next five years. Architect Haim Kehat was chosen in an architectural competition for developing the University's new Master Plan, and he has completed its preparation, which allows for an expansion of 160,000 square meters. The plan was approved, pending a number of changes, by a subcommittee established for this topic. It will soon be brought for the approval of the Management, the Executive Committee, and the Physical Development Committee. After approval, the second phase will begin: the preparation of a design plan (for buildings), to be presented to the district and local zoning committees. The plan will be presented at the upcoming Board of Governors Meeting.

The Student Center Complex is on the northeast slopes of the University campus adjoining the Rabin Complex. It will comprise approximately 5,300 square meters. The frame has been completed and finishing work is underway, including plumbing, air conditioning, electricity, and installation of elevators. Contractors have been chosen for communications systems, emergency systems, surfacing, and lighting. Tenders will be issued for development and furnishings. The cost of the project is approximately NIS 64 million and it is anticipated that it will be completed by the end of 2009.

In the framework of the **expansion and renovation of the University Library**, there is a plan to construct a new wing with an area of 4,500 square meters, to be added to the existing facility, as well as renovation of 3,000 square meters of the existing area. The excavation for the new wing, to a depth of 14 meters, is complete, including the casting of the foundation. The University issued a tender for the entire structure, and the contractor has been selected. At present, the construction of the frame is underway. The cost of the project is NIS 66 million. It is anticipated that the new construction will be completed in May 2010, and the renovation will be finished a year later.

The Port Campus Project, located on Hanamal (Harbor) Street in Haifa's lower city, is an integral part of the Port Campus established by the Municipality of Haifa in that area. The aim is to enliven the area and create a student friendly atmosphere. The University agreed to integrate into the compound as part of its commitment to the City of Haifa and as a solution to its serious shortage of classrooms on the main campus. The Port Campus, comprising 2,000 square meters, includes 16 classrooms (one computer classroom is planned), a faculty room, conference room, cafeteria, and other facilities. The project budget of NIS 11.2 million is being funded by the Haifa Municipality and the

University. The structure began to be utilized at the beginning of the second semester, on March 4, 2009.

The project to build a **security fence** around the University campus has been completed at a cost of NIS 4.5 million.

The Deshe (Lawn) Café is intended to replace the current twenty-year-old structure and to renew Rieger Garden, adjacent to the main building. The built-up area is 100 square meters, and the estimated cost of the project, including development, stone, and lawns, is some NIS 1.3 million, to be funded mainly by the Rieger Foundation. The tiles have been laid and construction is underway. It is estimated that the work will be completed in November 2009.

Maintenance

Despite budgetary constraints, the Maintenance Division continues its massive efforts to respond to ongoing needs in the University's buildings. Most of the budget is devoted to crisis maintenance. At the same time, the Division is conducting various renovations essential to the needs of the University's academic development. In order to reduce costs, the Maintenance Division also utilizes its staff to conduct its projects.

In the context of the major projects carried out this year, the main electrical fuses have been replaced in the Main Building, at a cost of approximately NIS 700,000; a humidity monitoring system has been installed in the Hecht Museum, at a cost of NIS 530,000. A new faculty room has been equipped and two classrooms have been built, at a cost of NIS 500,000. The Center for Learning Disabilities in the Education Complex was renovated at a cost of about NIS 1,200,000 from a donation from the Safra Foundation. The University's Archive was moved to the Arts Center Building, at a cost of NIS 300,000. The Continuing Education and Extension Studies Unit was moved to Beit Sala in order to prepare land for the School of Marine Sciences, at a cost of around NIS 700,000. The site of the School of Marine Sciences was renovated, including a laboratory for the study of materials and liquids in the Multi-Purpose Building, at a cost of NIS 360,000.

In terms of the projects underway, four chillers in the energy room in the Main Building are being replaced in two phases, at a cost of about NIS 5.2 million. The refrigeration systems operate on gas that is not environmentally friendly; and as a result of the chillers' advanced age (more than 30 years old), there is an urgent need to replace them. The replacement of the first two chillers has already been completed. In the framework of the "**Green Campus**" (description to follow), projects to save energy in the University are being conducted: upgrading the control system for the snake bellow units in the

Education buildings, installation of designated heating equipment for the Hecht Museum, the establishment of a control system for the operation of boilers in the machine room a digital metering system throughout the campus, and moving indicators from University buildings to the Security and Safety Center. The total cost of these projects is NIS 800,000, but the predicted yearly savings from their operation is NIS 1,300,000.

Additionally: Restrooms in the Main Building on the "600-700 floors" are being renovated at a cost of about NIS 400,000 (including bathrooms for the disabled), a site for the Center for National Security is being prepared, at a cost of NIS 250,000, in the Terrace Building. Renovation of Block 1 in the Federman Dorms is underway, at a cost of NIS 550,000, as is the installation of a new elevator for the disabled in the University Library and the renovation of elevator 11 in the Eshkol Building, at a cost of NIS 1,120,000.

In the framework of projects in planning: Planning and construction of an additional sciences complex, laboratories for the Faculty of Sciences, in the Terrace Building (the offices of the Student Union); preparing clinics for the Faculty of Social Welfare and Health Studies on the second floor of the Main Building (in the old archive area); moving the "Perach" offices and the synagogue to the new Student Center complex; continuation of the campus accessibility project for the physically and sensory disabled in accordance with the priorities that were set.

Improving Processes and Organizational Efficiency

Green Campus

The University's Management decided to work toward receiving certification by the Environmental Protection Ministry as a "Green Campus" in order to strengthen its green and environmental standing and, at the same time, to conserve precious resources and bring about an improvement in the efficiency of processes. Receiving this certification will serve as an additional link in the chain of the University's future certification under the ISO 14001 "environmental management system" standard. In accordance with the guidelines of the Environmental Protection Ministry, the University will act to promote the matter on several levels: at the academic level, by assimilating and including courses on environmental subjects in the various educational departments; at the administrative level, through the prevention and treatment of environmental hazards created on University property and through intelligent use of resources; and on the implementation level, through promoting community environmental projects with the assistance of students and faculty members.

In the framework of deliberations in the Green Campus Committee, the following decisions were made on goals for savings and recycling for 2009:



PARAMETER	ACHIEVED IN 2008	GOAL FOR 2009
Paper for recycling/shredding	36,000 kg	40,000 kg
Disposal of chemical/biological waste	3,480 kg	3,800 kg
Disposal of oil	47,920 liters	50,000 liters
Computerized watering of gardens	66%	75%
Dual-quantity containers	99%	100%
Magnetic waste	500 kg	550 kg
Disposal of batteries	402 kg	440 kg
Consumption of office paper	65,522 kg	62,250 kg

Efficiency

Processes and organizational changes

As part of Management's decision to cut NIS 45 million-50 million from the budget's base, the University strove to implement the cuts in the various units. The majority of the cuts were made across the board in the acquisitions, operations, refreshments, etc., budgets of all units of 30%-60%; there were also cuts in the cleaning, security, electricity, diesel, and water budgets. Similarly, reorganizations were undertaken, the main ones being merging the Computing Division and the Administrative Information Systems Division, continuation of the merger of the Construction and Maintenance Divisions, merger of the Tuition/Closed Budgets Department with the Students Administration Division, transferring the Publications Department to a closed budget, transferring the Center for Social Responsibility to a closed budget, freezing the activity of the Art Gallery, and reorganizing a number of units in the Humanities Faculty.

Additionally, a significant cut was made in the hours of temporary workers; there was a cut in overtime; non-hiring of staff to replace retiring workers; and a reduction of 10% in positions for employees on a personal contract basis.

Over the course of the 2007/08 academic year, the Human Resources Division prepared to formulate a voluntary retirement plan for administrative employees. After surveying potential options, a plan suitable for the University was formed with the assistance of an outside firm. The first part of the plan (meticulous planning in coordination with unit administrators and the administrative workers union, data, etc.) was implemented over the course of the 2007/08 academic year. The second part of the plan has been delayed because of the Finance Ministry's failure to approve the plan.

The Human Resources Division is preparing to create intra-organizational communication programs, in which dialogues with employees take place – weekly meetings of the Vice-President for Administration and the head of the Human Resources Division with a group of administrative employees; **"league visits"** – reciprocal inter-unit meetings to become familiar with the fields of work, on the one hand, and gaining the acquaintance of other staffs, on the other hand; **a senior employees event** – a joint festive event for employees with a seniority of 25 years from both the academic and the administrative staffs, and a joint **retirement event** for academic and administrative employees once a year.

Work Relations and the Human Resources Division

This year marked the completion of negotiations over a collective bargaining agreement for junior faculty, including teaching fellows, teaching assistants, research assistants, and research students employed in teaching.

During the 2007/08 academic year, a portal was opened that

allows for temporary employees to report their hours on a computerized system. This method shortens the process, allowing for transparency and simplification of the approval stages (unit manager, budget, etc.), and also for meeting to the greatest extent possible the payment deadlines provided by law. The implementation of the system, carried out gradually over the second half of the 2007/08 academic year, was considered successful by temporary employees, administrative employees, and administrators who approve the reports.

During the 2008/09 academic year, the portal has been completely operational and significantly reduced related problems that arose over the years.


In July 2008, the project to computerize sick-days was inaugurated. Senior academic employees, from now on, will report their use/ non-use of sick-days through the computerized system, the portal, and not manually as was done previously.

Amendment 3 to the Financial Services Supervision Law, adopted in January 2008, alters the status of the "Klal-Tamar" provident funds from capital funds to pension funds. This amendment directly affects the status of remuneration for senior academic employees of the University, since they are an inseparable part of the pension agreement (1968). The University is preparing for the change, and an ad-hoc committee to examine the various aspects resulting from the law has been established.

At the beginning of the 2007/08 academic year, an expansion order was issued granting entitlement to a pension insurance fund, as of 1.1.2008, to workers employed in the organization for more than nine months. The brunt of the attention to this matter fell in the framework of temporary employees hired on an hourly basis and those employed in a number of types of employment. The University decided to insure its entitled workers according to the conditions of the order and, by default, in the new and broad pension fund of Migdal Makefet. The Human Resources Division led the implementation of this matter together with the Salary Department.

Several years ago, temporary employment on an hourly basis was defined as a problematic type of employment, especially in light of developing requirements under the law and the new case-law. A team established in the Human Resources Division redefined the problems of this issue, and its various aspects were examined by two improvement teams led by two senior





administrators in the University. The results of the examinations by the Human Resources team and the two other teams were brought before the Vice President for Administration for discussion. Following further examination and definitions, the issue will be presented to the Management for deliberation.

Throughout the 2007/08 academic year, a number of extended workshops were held, including a manager development workshop and an administrative assistant workshop. A day of learning on the subject of the "Green Campus" was conducted, and an Administrative staff day was also held. In the framework of welfare activities conducted by the Division, monthly birthday parties for administrative employees were organized, a workshop on preparing for retirement was completed, and a lecture on the subject of osteoporosis was held.

Managing Quality

The past year was characterized by maintaining the ISO 9000:2000 quality standard and the requirements of the Occupational Health and Safety standard (SI 18001). External audits of the University's units for both of these standards were conducted by the Israel Standards Institute. A number of trans-organizational regulations were written, required as a result of new activity or as a result of events that occurred, and old and existing guidelines were updated and improved.

Computerization and Administrative Information Systems

Projects for Research and Teaching

A system was built for the Marine Geosciences Department of the School of Marine Sciences. The system is designed to process and analyze geophysical-geological data for research and teaching.

The infrastructure includes a decentralized disk system that allows for fast file-sharing. Identification of the users and their work environment, as well as programs and licensing, is managed by a central server. The system includes a server and about 10 remote stations, each of which has had the Linux operating system and the Windows operating system as a virtual machine (through VMware) installed.

Computer classroom 575 was renovated and set up for the benefit of graduate-degree students. Classroom 573 was renovated and its computers were replaced; in classrooms 571-577, the computers were replaced with more modern ones; and in classroom 565, the old monitors were replaced with 19" LCD (thin) monitors.

At the beginning of the academic year, as is standard, centralized briefings were held for new students in conjunction with the University Library.

Collaborative computerized learning environments, based on Wiki technology, were installed; they serve as sites for the development of content for students in a number of courses in



the Education Faculty, Graduate School of Management, and others).

An additional Moodle online course system was implemented to serve the University's Pre-Academic Preparatory Unit, the Continuing Education and Extension Studies Unit, and a number of additional courses. A Podcast system was implemented in combination with RSS technology. The system allows recorded lectures to be saved on a server and to be downloaded to an audio player, such as iPod (<http://podcast.haifa.ac.il>).

Following a one-year test period, it was decided to allow students to access the Library's databases without using a password-generating card. The video-teleconferencing system in studio 606 was upgraded to a newer system; a system was established to support the Flash video format.

Two seminars were held for the academic staff on the subject of advanced teaching technologies (Wiki, Web2.0, blogs, RSS, Podcast, video services: video conferencing, video conversion, online courses, website-building).

The Computing Division provides a video-conversion service for recorded courses, seminars, and conferences to digital format and for saving them on a video server (Video on Demand). Following that, they can be accessed from any PC and opened through Windows Media Player. The videos can be recorded on CD or DVD. More than 20 courses were converted during the 2007/08 academic year.

Last year, the following applications were added to the SSO uniform identification system for the convenience of both students and faculty: the Pre-academic Preparatory (Mechina) Unit portal, the enrollment portal for The International school, the "Kushya" system, the science connections fund, the Library's "Aleph" system (the catalog), the "One Search" system, and the faculty portal.

Projects for Administration

A SAP/CRM system was installed and integrated to manage client (student) communications with the Students Administration; a new server was installed for the Division of Finance and Control, including a new report generator; the anti-virus server was replaced and the system upgraded; a new system to manage educational equipment was installed.

Projects for the Broader University Community

In order to respond to the growing demand for storage area, the old Symmetrix disc server (which has exhausted its growth capability) was replaced with a new storage system, Clarion. A migration of servers from the old to the new system was performed. The DRP (disaster recovery preparation) system was rebuilt with new tools.

A designated storage farm of the EMC AX4 variety was acquired and put into use for server backup.

In order to minimize disruptions of the central computing system during electricity and infrastructure maintenance on campus, usually performed yearly during vacations and holidays, a special budget was allocated to improve infrastructure in the computer hall, including: expanding the electricity control panel to the computer hall, separate feeding from the generator, doubling the UPS system in order to continue work during momentary blackouts, and strengthening the air-conditioning system. A Cisco VPN server was purchased for secure and transparent access for those accessing the campus systems through an external internet provider. The wireless network (WIFI) on campus was expanded; a new main communications switch was added; new communications infrastructure was built in the sciences area, in the Arts Center Building, and in the Center for Brain Research; an ECC/ERM server was installed to control the disc server; an additional Mail Relay server was installed to filter e-mail; a designated spam-filtering system was installed on the Exchange server (in addition to Mail Relay).

The internet broadcasting system was upgraded to Windows Server 2003 (from 2000) and Media Encoder 9.0 (from 7.0). The new version enables a connection for broadcasting in less than one second, as well as enhanced encoding and picture quality; Novel Netware servers were converted to Suse; the central computer was finally closed down; the building of websites for Administrative staff divisions and other University bodies is continuing. All of the websites are being built with CSS technology and most of them with the Joomla content management system, which allows the website owner to update his or her content independently. As in recent years, a special site was built for the University's virtual Open-House.

Administrative Information Systems

This year, the computerization of additional study programs continued, and these were integrated into the Internet-based registration process. Study programs which until now students had enrolled in through department secretariats will from now on use the portal for enrollment; an interface to present class cancellations on electronic bulletin boards located in a number of areas in the University was developed; the possibility of centralized input for entrance examinations and departmental interviews was developed, which would contribute to a significant savings in the work hours of department coordinators; an application in the DESK system was developed to enable saving

the accompanying documents for a Master's degree and their transfer to the departmental acceptance committees; a guidance system for SAP subjects that presents a catalog of courses open for enrollment and provides work skills to course graduates was developed; a characterization of requirements for the Pre-academic Unit and the Continuing Education and Extension Studies Unit was performed, and the CRM system was adapted for these requirements; the new system was integrated in the Pre-academic Unit and in the Continuing Education unit in the Faculty of Social Welfare and Health Studies.

In the framework of the development of the portal, the following capabilities were added: **a probability of acceptance site** that enables those interested to check his or her probability of acceptance to the various departments based on the candidate's achievements on the matriculation exams and the psychometric examination; **reporting of test dates by department coordinators**, which leads to improving and shortening work processes in the department secretariats and provides an opportunity for control by the Examination Section in the Students Administration Division. Additionally, an interface was written for the new International School portal allowing access to the **storage catalog and the reporting of acquisition requirements; a system for reporting and authorizing temporary hours** allows for the reporting and authorizing of hundreds of temporary-hour reports and their authorization by the portal's supervisors in an easier and faster manner. The system saves hundreds of work hours each year and allows for more precise control and the shortening of the delay in the payment of tuition. Similarly, the system enables the presentation of a list of courses, an examination schedule, and data from the international science relations fund by members of the academic staff.

Student Administration

Over the course of the past year, the Student Administration Division made the following improvements: Candidates applying for the 2009/10 academic year can view their status on the **enrollment portal**. This is an improvement of the service for candidates and a significant reduction in paper and mail (saving the sending out of about 50,000 letters every academic year). A personal **examination schedule** was added for use on the student portal, in which students can view their exam dates and location. The lecturer can view examination dates through the organizational portal. In order to reduce the load of the Authorizations Section and shorten the lines, the possibility of **arranging authorizations via the portal**, including the option of sending the authorization to the student's home, was put into service. Additionally, the Division has made preparations to send promotional materials to those interested by e-mail instead of regular mail, by scanning information booklets and departmental brochures and converting them to computer files. This would represent a significant saving in the cost of paper and mail.

Logistics and Buildings

As part of the **"Green Campus"** initiative, boxes were placed at the entrances to buildings to collect old batteries, and indicators were developed to track activities to dispose of poisonous wastes and recycle natural resources. Improvements to the **signs** on campus were made, including the replacement of signs at the main entrances to the Eshkol Tower, the placement of directional signs to new buildings on the walking path (Jacobs, Education, and the Arts Center Building), and changing directional signs for the Hecht Museum both inside and outside the Main Building. Content **insurance** for the Library was improved by adding rare book insurance, and the University's **insurance agent** was connected to the Outlook network in order to enable contact via e-mail. In the **Mail Unit**, the new price lists of the Israeli Postal Service and the prices of international courier mail were published on the website of the Logistics and Buildings Division.

The operator of the cafeteria in the **Terrace Building** was replaced, and the site underwent a high-standard renovation. A coffee stand was built as part of the renovation of the teachers' room in its new location on the "600 floor" of the **Main Building**. In the Vehicle Unit, one of the old service vehicles was replaced with a new vehicle through the operational leasing method. The **graphic design studio** was moved to the area of the printing plant in order to make it easier for clients to receive the entirety of services at one location.

Following the merging of the Acquisitions and Publications Departments into one department, a rotation in the work of buyers was conducted by a different routing of subjects among them. The purchase of computers takes place in the normal form, by early offers, to significantly shorten the period of delivery. Rules for making contact in order to purchase materials for science labs have been adjusted in order to significantly shorten the period of delivery.

This year, **"transshipments"** were performed on a large scale by the building crews, including: moving the Archive from the Main Building to the Arts Center Building, moving the International School from the Multi-Purpose Building to the Sala building, and moving the School of Tourism from the Multi-Purpose Building to the Station building. Additionally, the **consumption of electricity** for lighting was reduced by 50% in all of the University's buildings.

Security and Safety

The University participated in the nationwide Yoseftal competition for excellence in safety and hygiene.

In the framework of **improving readiness for emergencies**: During the course of Operation "Cast Lead," the University's emergency teams were refreshed, and alternative "war-rooms" were prepared for the University's Management team; training for the emergency teams was conducted, and evacuation and rescue exercises were held. The system of emergency exits in

the Library was improved by installing an automatic opening system for emergency exits as part of the lessons learned from the evacuation exercise; 3 defibrillators were purchased as part of the improvement of the emergency medical response; computers and telephones were installed in the University's bomb-shelters to improve the communications system in an emergency.

To ensure laboratory safety, a person responsible for toxic safety at the University was hired and trained; a laboratory staff was trained on the subject of radioactivity.

Following the completion of the fence around the University campus, security for the campus is being reevaluated. In order to adapt to the financial framework allocated to the issue of guarding and security, cameras were placed on the scenic road and guard-points at the entrances to buildings were reduced. At the same time, indicators were moved from these buildings to the Security Center in the Eshkol Tower. Preparation to improve the Security Center on the fourth floor of the Eshkol Tower is underway.



THE LIBRARY

The Library's holdings, at the conclusion of the 2008 academic year, comprised 866,636 books, 35,628 journals (including 19,266 electronic journals), 601 databases, 6,407 microfilm/microfiche titles (500,872 units), 22,040 maps, 3,300 aerial photographs, 12,440 videos and DVDs, 6197 CD's and Multimedia, 76,232 electronic reprints, 72,509 digital pictures, and 89,022 slides. Altogether, as of the end of September 2008, the library's collection numbered 2,284,637 items.

In 2008, the Library's increased its holdings by 24,830 titles, of which 9,817 were gifts. The Library's collection numbered approximately 4,000 fewer new titles than the previous year, as the result of cuts in the Library's budget. The collection of electronic journals grew by 1,900 titles, accessible via e-journal packages or databases. The Library signed an agreement with Magnes Press to acquire the electronic versions of its publications, and in the first phase 154 titles were acquired. Likewise, the total number of electronic books and texts grew by more than 3,000 to a total of 16,400, some through subscriptions and others via free Internet access.

In 2008, the Library renewed most of its journal subscriptions and databases held in the previous year, and acquired 51 new subscriptions. The Library attained a significant number of donated collections, among them: The Galia Maoz Education Collection, the Paul Cotterel Collection on the History of Railroads in the Land of Israel, the Professor Nurit Kliot Collection on Water and Political Geography, the Moshe Mishkinsky Collection on Socialism and the Labor Movement, the late Professor Aryeh Grabois' History Collection, and a collection of books about China from the Shanghai Public Library. The library donated scores of surplus books to the INHA University in Korea, the ISLA University in Portugal, and the Library of Congress.

The Library's expansion and renovation project has advanced and, by the end of the 2008, the casting of the floors and the foundations for the new wing were completed. The children's collection was temporarily relocated to the Library's fourth floor for the duration of the renovation and the construction of two new classrooms. During the 2008-09 academic year, detailed plans were developed for renovation of the existing structure.

As part of the Library's safety improvements, the first phase of installing the fire sprinkler system has been completed and the automatic emergency doors are already functional.



The digital library continues its development at a swift pace, emphasis being placed on the creation of digital content and cooperation between various institutions and organizations. Recording notes for the Folk-Story Archive has begun and digitalization of the University of Haifa's collection of doctoral works has made progress with the assistance of the Israeli Internet Association and the Israeli Friends of the University. The collection of digital photographs and documents grew to 15,452 images during 2008. The Library acquired a collection of more than 50,000 digital images of archeological sites and museum collections and some 800 videos in digital format, which will be integrated into the existing collections in the Digital Media Center.

In 2008, continued efforts were focused on expanding the utilization of the guidance services, both on site and through remote services. The Library continued its community service with activities conducted by the children's library for special education schools. Twelve guidance sessions took place and tours were given for groups of visitors. Paid-for guidance services were provided for 850 visitors.

As part of the inculcation of the Refworks program, 825 faculty members and research students have been enlisted. Many individual and group training sessions have been conducted, with tutorials for beginners, advanced students, and teachers, and an Internet site to provide support.

As part of the endeavors to improve services, more films are available for loan in DVD format; the Library is open to children of all ages during afternoon hours; and there are no longer restrictions on bringing handbags into the Library. The Library has successfully inculcated a unified search system within its databases, prepared a tutorial, and conducted training for Library staff.

The utilization of Findtext to access electronic articles grew to 373,000 inquiries that resulted in links to 286,000 articles. In 2008, there were 655,000 inquiries made to the reprint division, which was considerably upgraded. Over 5,000 reprints were added to the system over the course of the year.

The use of lending services has continued to grow, and over the course of the past year over 225,000 loans were made and 112,000 books were ordered.

Some 20,000 new articles were added to the retrospective index of Hebrew journal articles and the total has now reached 756,000. An internal project to increase the sharing of knowledge is underway, utilizing WIKI technology. An internal team will be evaluating the Library's services and collections.

The Library, in partnership with the National Library, was awarded a grant of \$290,000 to establish a digital archive for Hebrew journals. The grant is intended to support the planning and trial stage, through mid-2010. Thanks to a grant from the British Friends of the University of Haifa in 2008, the computer equipment in the Library's classrooms was replaced.

THE FRIENDS ASSOCIATIONS AND RESOURCE DEVELOPMENT



Mr. Amos Gaver has been appointed to the position of Vice President of the Division of External Relations and Resource Development. Amos comes to the position with a wealth of experience in the field of resource development and management systems. The new Vice President has entered this position during a difficult global economic crisis; a situation that he believes requires twice the effort, while taking advantage of this period for the benefit of building a new system of resource development for better days ahead. Since his arrival, Amos has launched a number of initiatives to recruit new resources in order to assist with building a new divisional infrastructure. **Ms. Shirley Gerzon** has been appointed as Executive Director of International Relations and will manage the ongoing contact with Friends offices abroad.

The establishment of the new infrastructure will include advanced computerized systems, database systems and additional trained professionals. He has launched new campaigns along with the Chairman of the Board, Executive Committee and Academic Faculty & Staff in cooperation with many supporters in Israel and abroad. Simultaneously, he has initiated the re-creation of an Alumni Association of graduates of the University to serve as a basis for a new Alumni campaign in the future. Amos is working closely with the Friends of the University around the world who constitute an important and crucial element in the expansion of the Division of External Relations and Resource Development. The impact of targeting and improving activities worldwide will ultimately result in increasing resources for the University.

We are implementing the decisions made by the Board of Governors in last year's session. Decisions initiated by Chairman of the Board, **Mr. Leon H. Charney**, include implementing a comprehensive program to encourage and strengthen the connection between the members of the Board and the international supporting network of friends with the myriad of University activities. Amos will guide and direct the new Office of the Board of Governors, ensuring that the latest information is shared with the Chairman and Members of the Board. Striving to strengthen and broaden relationships internationally, we see a direct link between the Board and the University at large, embracing the concept of "Twinning" between projects and research activities with personal contacts in order to advance the stature of the University.

Throughout the year, the Division of External Relations and Resource Development oversees the Communications and Media Relations Department, which manages media relations, produces and distributes pamphlets, updates and maintains the University website.

The University continually informs friends worldwide by communicating the latest university news about research, major seminars and events.

A new Presidential Scholarships campaign has been introduced for outstanding doctoral students throughout the country indicating the University's aim of promoting academic excellence and investing in Israel's future leaders in many fields. We will operate an Action Committee composed of several members from Israel and abroad which will meet several times during the year and decide on issues related to the University's progress in resource development.

The University of Haifa is a unique pearl in the State of Israel which requires nurturing and special "treatment."



NORTH AMERICA

UNITED STATES

The Association of Friends in the United States, headed by **Dr. Lorne Buchman** - President and **Dr. Gail Gottlieb** – Director,



has continued its efforts to successfully increase the circuit of support for the University. We work very closely with this office to maintain and cultivate new contributors to the University. Thanks to the efforts of **Dr. Buchman**, the **David and Fela Shapell Family Foundation** is giving a generous contribution for publishing "Dapim: Studies on the Holocaust Journal." **The Laszlo N. Tauber Family Foundation** headed by **Drs. Alfred (Fred) and Ingrid Tauber** has made a significant impact in the realm of psychiatric rehabilitation through the groundbreaking Community Mental Health grant for a five year internship program in Psychiatry. Another project in the Department of Community Mental Health backed by the Tauber Foundation is the Moshe Hess Society, which supports research and examination of the effectiveness of service coordination, pioneering experimental individual rehabilitation programs. A new contribution from **Mr. Paul Amir**, a longtime friend of the University, will provide scholarships for students in the advanced life sciences. The Leon H. Charney School of Marine Sciences, established by a most generous contribution from **Mr. Leon H. Charney**, Chairman of the Board, has begun operation. Thanks to the benevolence of the Rieger Foundation, construction of the Rieger Café and Garden commenced. **The Rieger Foundation** also provides scholarships for students studying for bachelors and masters degrees. The expansion and renovation of the library, a project generously supported by **Soraya and Younes Nazarian**, is well underway. The Nazarians granted



scholarships in memory of soldiers who fell in the Second Lebanon War for the second year. Support for the University's Institute for the Study of Affective Neuroscience from **Mrs. Audrey Gruss' Hope for Depression Foundation** continued this year.

CANADA

We are working hand-in-hand with **Dr. Karen Mock**, the newly elected President of the Canadian Friends, in promoting the University to longstanding and newly identified Canadian supporters. At a gala event organized by the Canadian Friends of the University, **Dr. Jane Goodall** received an honorary degree of Doctor of Philosophy from the University of Haifa in recognition of her work as a humanitarian, conservationist, and peace activist. In particular, she was noted for her Roots & Shoots initiative, a world-wide program that encourages young people to address both human and environmental issues in their communities and aims to foster a new generation of enlightened leaders. The event raised money for scholarships in environmental studies. **Mr. Tony Comper** contributed to scholarships for students at the Comper Interdisciplinary Institute for the Study of Antisemitism and Racism. **Ms. Amira Bojadzija-Dan and Dr. Michael Dan** provided scholarships to worthy doctoral candidates.



LATIN AMERICA

ARGENTINA

The Argentinean Friends led by **Dr. Mirta Goldstein**, organized several international conferences and lectures in Buenos Aires by University professors.

Prof. Perla Werner, Dean of the Faculty of Social Welfare and Health Sciences presented her research on computerized methods for the assessment of mild cognitive impairment and Alzheimer's disease at the School of Gerontology at the University of Maimonides in Buenos Aires. Prof. Sophia





Menache, Dean of Graduate Studies at the University, delivered a lecture at the University of Belgrano entitled "Meeting Points, Accords and Disagreements among Monotheistic Religions: Judaism, Christianity and Islam from a Historical Perspective. Dr. Brenda Shaffer, senior lecturer at the School of Political Science and Department of Asian Studies and Director of the Energy Center delivered lectures on "The Geopolitics of Global Energy Security" and "Energy Supply in Peace and Conflict."

BRAZIL

The University is indebted to **Mr. Tobias Cepelowicz**, President of the Brazilian Friends who has concluded his term in office. The University's goal to expand the activities of the Brazilian Friends will continue. **Mr. Roberto Ruhman** has contributed to building a cafeteria in the new Hatter Student Building.



EUROPE

UNITED KINGDOM

We are working closely with the office in the United Kingdom in all areas related to the promotion of the University in terms of maintaining and attracting new donors. In March, **Mr. Michael Crystal** – Chairman, and **Ms. Tali Sayar** – Director of the British Friends, embarked on a new initiative to raise awareness and funding through expanding the circle of friends of the University. The British



Friends organized a reception, which took place during Jewish Book Week in London, in honor of the President of the University, Prof. Aaron Ben Ze'ev, and distinguished author, Prof. A.B. Yehoshua, with the participation of Mr. Leon H. Charney. The British Friends, in conjunction with the Zionist Federation, sponsored Science Day with a fascinating lecture by Dr. Michael Lazar from the School of Marine Sciences. Generous support from the **Polonsky Foundation** is providing scholarship support for Ethiopian students, psychological assistance at the Berman Center for students who were effected by the Second Lebanon War and funding for library projects. **Mr. Ernst Fraenkel**, a longtime friend of the University, will receive an Honorary Doctorate this year, marking the multitude of contributions to the University he has made over the years. **The Kennedy Leigh Foundation** is providing valuable funding for training workshops for teachers equipping them with the necessary tools to make early assessments of learning disabilities in students. **The Sobell Fund** is supporting IHEAR, a project aimed at the diagnosis of hearing problems among newborns and outfitting suitable hearing devices. Construction continues for the establishment of the new Hatter Student Building named in honor of **Sir Maurice Hatter** for his gracious contribution to the students of the University.

SWITZERLAND

We are working to enhance the relationship and cultivate new contributors from Switzerland. During the Board of Governors meeting, the University will hold an official opening ceremony for the Dr. Moses Strauss Department of Marine Geosciences funded by the **Strauss Foundation** led by **Mr. Ernest Strauss**; the **Edmond J. Safra Philanthropic Foundation** established the Edmond J. Safra Brain Research Center for the Study of Learning Disabilities; and to the project called Brighter Future for Israeli-Arab Learners. During the Board of Governors meeting, the University is granting **Mrs. Lily Safra**, Chairwoman of the Edmond J. Safra Philanthropic Foundation an Honorary Doctorate degree in recognition of her ongoing friendship and support.



FRANCE

The French Society of the University of Haifa under the direction of **Dr. Yossi Chvika**, continues to invest its efforts in providing assistance to doctoral students and to students suffering economic hardship. During the year, meetings were held with representatives of the Jewish community, with businesspeople and with friends to broaden and deepen the relationships with the University in France.



GERMANY

The Association of German Friends of the University of Haifa, led by **Ms. Sonja Lahnstein-Kandel**, continues to raise funds and expand recognition and awareness of the University in Germany. Additional contributions were secured for further activation of the following projects: The innovative Community Leadership Program for Jewish and Arab students with more than 65 scholarships awarded in three years.

The **Werner Otto Scholarship** for Arab Women Graduate Students with more than 100 recipients in 7 years and a mentoring alumni network.

"Berlin meets Haifa", the unique project of academic cooperation between the School of Social Work at the University of Haifa and the Alice-Salomon University of Applied Sciences in Berlin, deals with remembrance and identity in a diverse reality.

Due to the intervention of **Prof. Dres. h. c. Manfred Lahnstein** a much reduced fee for subscriptions of 1800 Springer academic/scientific journals to the library of the University of Haifa will be secured for a number of years.

The German Science Foundation (DAAD) has established a Center for German and European Studies. **The Zeit-Foundation Ebelin and Gerd Bucerius** continued to provide funding for the Bucerius Center for Research of Contemporary German History and Society, making additional Manfred Lahnstein doctoral scholarships available. A series of high-level exclusive dinners with prominent personalities has been the continuing fundraising instrument in Germany.



AUSTRALIA

The National Council of Jewish Women of Australia generously contributed to the welfare of students of Ethiopian origin and to KIDMA, the project for the Advancement of Women at the University. Mr. Ralph Renard, granted scholarships to worthy students of Ethiopian decent in memory of his sister Lillian.



SOUTH AFRICA

Seven deserving doctoral students were recipients of scholarships from The **Sam Cohen** (Windhoek) Trust for Doctoral Students



ISRAEL

Mr. Israel Stockman has made a significant contribution to the ongoing activities of the Center for Study of National Defense. The **Rich Fund** has made a major impact on three separate projects at the University: returning scientists, academic leadership in the Druze community, and a program to study local government administration. **The Landa Foundation** has provided additional funding to the Landa Center of Equal Opportunities Through Education. **The Caesarea Foundation** helped to provide additional support for returning scientists. **The Beracha Foundation** contributed to the Center for Brain Research and to the Jewish-Arab Relations Index, an initiative of Israel Prize laureate, Prof. Sammy Smooha at the University of Haifa. This year the University will award an Honorary Doctorate to valued supporter **Mr. Harry Sessler**. Mr. Sessler is a member of the Board of the **Hecht Foundation** which contributes to the Hecht Museum each year as well as to additional projects at the University.



Alumni Campaign

Tens of thousands of graduates of the University are currently involved in all aspects of communal life in Israel and globally, participating in sectors ranging from the creative arts to high tech industries. We assessed the importance of broadening the University's circle of support by fostering the connection of alumni who feel committed to partner with and support the thriving institution where they studied. This campaign is designed to gradually attract alumni back to their university of choice. Initially, we will identify and cultivate a core group of alumni who can mobilize others to become active in all areas of the University based on their interests.

STUDENTS

Scholarships

The total cost of scholarships given as part of the regular 2007/08 budget was approximately NIS 29.3 million: NIS 8.7 million for bachelor's degree students and approximately NIS 20.7 million for master's and doctoral students.

In addition to scholarships granted as part of the regular budget, an additional NIS 12.6 million was allocated from closed budgets and research budgets.

In 2009, the scholarship budget within the framework of the regular budget amounted to NIS 28.1 million, a decrease of some NIS 1.2 million in contrast to 2007/08, due to lower allocations from the Planning and Budget Committee because of its commitment to scholarship assistance for students in Israel's northern region.

In 2008, the **Dean's scholarship division** granted a total of NIS 8,688,600 in scholarships from various sources to 2,631 students. Scholarships were given to 436 bachelor's degree students on the basis of academic excellence; 1,216 bachelor's degree students received scholarships on the basis of financial need. Scholarships were also granted to 280 students who participated in programs under the auspices of the University's Social Intervention Division and the ISEF program. Scholarships were given to 667 students who served as community volunteers and 32 students received scholarships as research assistants.

In 2007/08, the **Graduate Studies Authority** granted Advanced Studies scholarship for research students to 267 doctoral candidates. Full tuition exemption was granted to 518 doctoral candidates who met the academic criteria. In addition, 384 master's students were eligible for scholarships for excellence and 131 received scholarships as a registration incentive. The faculty budgets provided 31 scholarships for doctoral candidates and 133 scholarships for Master's degrees. In keeping with an Administration resolution, 102 tuition scholarships and special subsistence scholarships were granted to master's students in the Science and Science Education Faculty. Sixteen scholarships were granted to students on the basis of economic need. The institute's research budget enabled the conferment of scholarships for 277 doctoral candidates and 361 master's students. The Graduate Study Authority granted additional scholarships in keeping with the assistance and support given to students for publication, participation in conferences in Israel and overseas, and funds for research expenses.

The total scholarship budget for the graduate Studies Authority was NIS 19.3 million.

This year, the University's student body included 63 blind or visually impaired students, 5 hearing-impaired students and 17 disabled students.



These students receive assistance in accordance with their needs: adjusted examinations, assistance for the purchase of photocopying cards and general assistance. Visually impaired students are entitled to reading services, audio tapes, and loans of taperecorders. Hearing-impaired students are loaned FM devices for sound amplification. This year, too, a number of improvements are planned for those with special needs: expanding the library's learning center, adjusting the elevators, and improving signs to classrooms.

In 2008 a unique project was introduced to the student dormitories in cooperation with the IBM research laboratory. Ten IBM researchers provided voluntary tutoring to 17 dormitory students in a range of subjects (mathematics, statistics, computer science and other subjects).

Renovations to the Federman dormitories included sprinklers in the technical maintenance areas, the replacement of shutters and windows and the replacement of electrical circuit boards.

A number of innovations were introduced to the **Division of Academic and Personal Assistance**, including: the initiation of "High Learn", an on-line system for instructors to provide tutoring for students; an academic monitoring program to identify students with difficulties and to prevent them from dropping out; and an internal supervision system that examines the division's operations and efficiency.

The Berman Center's Educational - Career Guidance provides psychological and educational guidance to unemployed individuals with academic degrees who are having difficulties in re-entering the workforce. The Center has also provided the counselors of the Pre-Academic Unit with tools to assist students who suffer from exam phobias. There has also been training for facilitators with advanced degrees in providing job-search workshops, while also upgrading the workshops in keeping with the new realities of the current job market.

The University's JOBRESUME website (for University of Haifa students and alumni) has undergone a "face-lift" to make it more user friendly. A collection of informational videos on study options has been compiled for those who have difficulty choosing a profession. A survey of University of Haifa graduates has been published and distributed, including information on the career development of alumni in their advanced studies and work. The Berman Center's Clinical Guidance Division has increased the number of therapeutic hours by 20%, from 8,000 to 9,600. The number of clients receiving individual therapy on a weekly basis has likewise risen by 20%, from 200 to 240. Group sessions have been established to provide assistance to a greater number of students in light of reduced resources. Focused cognitive therapy is provided to students who need this intervention. A review of outcomes conducted by the Center in 2005 and 2006 indicates substantive improvements among most of those treated. Research has also been carried out on the capacity of the acceptance to therapy interview to predict therapy outcome. The research will help to provide the most effective treatment and appropriate matches between therapists and clients.

This year the student body includes 542 **new immigrants**, most are from the former Soviet Union, and a few of Ethiopian origin. These students are entitled to individual guidance from the Dean of Student's Division for Academic and Personal Assistance. The services include tutoring by advanced students, tutorial courses, guidance, and counseling on a range of topics.

There are 2,000 students in the **Pre-Academic Unit**. In addition to the regular day and evening programs and programs for new immigrants, the unit seeks to adapt its services to the variable needs of Israeli society and is advancing a range of programs for different populations.

A new preparatory program, **Matriculation for Young Adults**, developed in cooperation with the Municipality of Haifa, is preparing young adults for matriculation exams. The aim of the preparatory program is to help young-adult school dropouts, aged 19–26, to earn their matriculation so that they can pursue a higher education. The young dropouts abandoned their studies due to lack of motivation or family financial limitations. They make the decision to return to their studies, and even pursue advanced studies after completing the program. The preparatory program, which takes place at the University, offers the students the opportunity to take all of the matriculation exams given by the Ministry of Culture and Education. They receive subsistence scholarships and are exempt from tuition (by the Association for the Advancement of Education) based on socioeconomic criteria. The participants study with teachers with expertise in preparing students for the exams, and they are offered academic and personal guidance as well. This year, 33 Haifa residents aged 19–26 were accepted to the program. They were identified by the Hadar Community Center and the Municipality of Haifa.

The fourth class of the academic preparatory program for the ultra-Orthodox was conducted in Bnei Brak in 2007/08. Twenty-six ultra-Orthodox women completed the day program, and most continued their studies with bachelor's degree programs in the University of Haifa's College in Bnei Brak, in the fields of occupational therapy, social work and nursing. Seventeen men completed their studies and some have enlisted in the University of Haifa's School for Social Work while others are awaiting enrollment in additional programs to be developed under the auspices of the College.

A broad-ranging cooperative endeavor among the Israel Defense Forces, the Ministry of Defense, and the Society for the Advancement of Education has increased the number of **discharged Druze and Bedouin soldiers** participating in the sixth year of a unique academic preparatory program. This year, 31 discharged Druze and Bedouin soldiers enrolled in the project. In addition, a singular program has enlisted 30 women in the **30+ Preparatory Program for Druze Women**. The program was made possible through the participation of the University of Haifa and the Achievements Fund in funding tuition. The women are guided by a multi-disciplinary team.





THE UNIVERSITY AND THE COMMUNITY

Alongside teaching and research, the University continues to strengthen its commitment to social responsibility through a range of activities on behalf of the community. The University views itself as an integral element of the City of Haifa and initiates social projects in the city. In this context, the flagship program, “the Student Village” in the Hadar Hacarmel neighborhood was launched in October 2007. The Student Village is a joint initiative of the Continuing Education and Extension Studies Unit, the Haifa Municipality, and the Jewish Agency. Some 60 students studying at the University of Haifa live in apartments in Haifa’s Hadar neighborhood and carry out initiatives, involving themselves in the lives of families there and the community, with the goal of inspiring a process of change among the residents. The project is intended to provide a holistic and multi-faceted approach to dealing with social gaps, responding to social distress and improving quality of life from a social and cultural perspective. Endeavors are initiated in which the residents take a role in shaping their own future, with the assistance of the students, who identified with the community. It is hoped that the student participants, who live in the neighborhood during their University studies, will retain their link with the Hadar neighborhood in the future. Over the course of the year, each student completes 370 hours of community service in varied venues.

This year, the **Continuing Education and Extension Studies Unit** conducted a number of additional educational programs: the Social Blossom Program and the Science and Horizons Blossom Program for individuals with special needs. The Social Blossom Program, conducted jointly with the Ministry of Welfare, involves some 160 students at six focal points in Northern Israel. The students provide support for families with complex problems, with the aim of helping them gain tools for empowerment. There are some 50 students enrolled in this special needs program. The program, which places the needs of the individual as the focus of the social-educational context, views society as being responsible for responding to each individual’s unique needs. Every participant student is given an individual program, thus offering the opportunity to gain knowledge in varied fields as well as professional training.

The Academic Channel is the first Israeli television channel to be broadcast via the internet (www.actv.haifa.ac.il). It was founded by the University of Haifa to bring higher education into every Israeli home, with the perspective that it is important that the great cache of knowledge advanced in academia should be accessible to the community through telecasts that are academically and intellectually enriching. Because of reduced budgets, productions this year have been scaled back to the minimum. That said, a new program, “Academic Plus,” is being taped. This program hosts academia’s leading experts, who present their latest research and discuss a range of intellectual issues. The program is produced in cooperation with Israel TV’s Channel One and telecast weekly.

The Office of the Dean of Students is advancing a number of projects on behalf of the community. **The Academic Leadership Program for the Druze Community** is a unique program that was introduced during the previous academic year with the support of the Rich Foundation. The program is intended to promote and support leaders with higher education in the community. Participants study in prestigious departments and study tracks, with an emphasis on responding to the needs of their community. The focus is on the Department of Education, the Faculty of Social Welfare and Health Studies, and the Faculty of Law in B.A. and Master’s tracks.

The program seeks to form an elite group of alumni, who will be empowered and will lead the community after entering fields in which there is a strong demand for highly qualified professionals. This year, there are 24 students in the program, 19 of whom are studying for a Bachelor’s degree in a range of departments and 5 are M.A. students. They are studying in the Department of Education, in the Managing Educational Systems and the Educational Guidance tracks, the Department of Community Mental Health, and the Department of Psychology, in a track specializing in clinical-educational psychology for the Arab sector. The students are eligible for scholarships, which require four weekly hours of community service in their communities. In addition, the students receive individual guidance and academic assistance.

Program to Cultivate an Academic and Social Leadership Reserve was also launched in the previous academic year. The Friends of Raveh Ravid Fund and the University of Haifa established a scholarship fund for doctoral students whose combination of social leadership and academic excellence is targeted for Israel's peripheral regions. The program is intended for an elite group of students drawn from varied fields. Students begin their studies for a Bachelor's degree and remain in the program until they earn their doctorates, receiving financial aid throughout their studies. Participating students, drawn from peripheral regions, are chosen according to criteria academic excellence, leadership characteristics, capacity for endurance, and community service. They participate in a leadership training program, during which they formulate a social project, giving expression to their leadership ability, and establishing a focus for social change. Twenty-five students are participating this year, 15 of whom began last year and 10 new students who joined this year.

This year, 44 students participated in the **Arab and Jewish Community** Leadership Program, supported by the University's German Friends Association. The program is in its third year, and this year's participants includes of 22 Arab and 22 Jewish students. The program is intended to advance multi-cultural dialogue and interaction between Jewish and Arab students through shared community activities in mixed neighborhoods. This year, students participated in a unique academic course, "Community Leadership in

Mixed Societies," under the auspices of the Department of Multi-Disciplinary Studies. The course focused on issues of leadership, Jewish-Arab relations, and community projects. Students receive two academic credit points for their participation.

The **"Open Apartments"** project is a robust model of the University's special commitment to the community. In exchange for a scholarship and housing in socio-economically deprived neighborhoods, students offer their personal and academic skills, and primarily their social presence, to serve the neighborhoods in which they live. The students provide 12 hours of community service in a number of settings in community centers and social service offices. This year 19 students resided in 6 apartments.

There were 49,253 visitors to the Reuben and Edith Hecht Museum in 2007/08. A total of 14,222 children, youth, and adults participated in programs of the Museum's Center for Learning and Creativity. The Hecht Fund supported visits from 2,500 children from distressed regions and special education frameworks. In addition, 393 educators and students took part in the Museum's in-service programs. The Museum also held visits for "the Children's Garden" (for children with disabilities), Jewish and Arab youth, and other groups.

Members of the "Enosh" organization from the cities of Nesher and Haifa participated in sessions in art and archeology held at the Center for Learning and Creativity. The Museum conducted activities for gifted youth in Nesher and activities to honor the memory of Orly Ofir, who was killed in a terrorist attack.

Two hundred and sixteen children participated in creative workshops conducted prior to the holidays. The summer creative workshops were attended by 431 children.

The Museum's special projects included continued research cooperation between the Caesarea Institute and the Management Information Systems Department, and the research institute ITC-irst of Trent, Italy, where a Museum visitor support system was developed. To commemorate Israel's 60th anniversary, the Museum conducted a competition to design a coin, entitled "Sixty Coins in Honor of Sixty Years of the State."





PRIZES

Dr. Dana Amir, Department of Counseling and Human Development, was awarded the Bahat Prize for her book **On the Lyricism of the Mind**.

Dr. Oren Gazal, Faculty of Law, recipient of the 2008 Minister of Public Security's Research and Development Prize.

Professor Yoav Gelber, Department of Land of Israel Studies, was awarded the 2008 Michael Landau Prize (awarded by the Israel National Pairs Lottery for achievements in science and research) for his work on the history of Zionism.

Professor Aviva Doron, Department of Hebrew and Comparative Literature was awarded the Dr. Haim Kugel Prize of the Municipality of Holon for her new book of poetry, **Poems of Your Love**.

Dr. Ilana Zinger, Department of East Asian Studies and curator of the Tikotin Museum of Japanese Art, was awarded the 2007 Curator's Award by the Ministry of Science, Culture and Sport.

Professor Emeritis Amnon Carmi, Faculty of Law, was given an award for his life's work in the field of medical law by The World Association of Medical Law.

Professor Rachel Lev-Wiesel, Faculty of Social Welfare and Health Sciences, was honored by the Ometz movement (Hebrew acronym for "Citizens for Good Governance and Social Legal Justice") in 2008, for her achievements in her struggle against domestic violence and her establishment of the Aminut association, which has made significant advances in the field.

Professor Ariela Lowenstein, Faculty of Social Welfare and Health, was awarded the International Rosalie S. Wolf Memorial Award in 2008 on the topic of Elder Abuse, given by the International Network for the Prevention of Elder Abuse.

Dr. Ayelet Shamir, Department of Hebrew and Comparative Literature, was awarded the Levi Eshkol Prime Minister's Award for Literature.