# Table of Contents

1. **Letter from Leadership** 4

2. **Impact**
   - 2.1 Hebrew University by the Numbers 6
   - 2.2 Student Profile 7
   - 2.3 Transformative Gifts 8
   - 2.4 Creating a Bequest 10
   - 2.5 Meet the Machines 11

3. **Knowledge Moves Us**
   - 3.1 Branding 12
   - 3.2 Impact Philanthropy 13

*Cover Photo*
Students at the Rothberg International School
## CONTENTS

4. OFFICERS AND COMMITTEES  
   14

5. FINANCIALS  
   16

6. NATIONAL AND REGIONAL OFFICES AND EXECUTIVE LEADERSHIP  
   18
Dear Friends,

American Friends of the Hebrew University is pleased to report that our organization raised more than $63 million in Fiscal Year 2017—helping the Hebrew University of Jerusalem (HU) to expand research projects, recruit outstanding new faculty, and provide students with scholarship support. These coordinated activities were enhanced by our new dynamic branding platform, Knowledge Moves Us, which aids in promoting the Hebrew University’s contributions to humanity.

Throughout our regions, AFHU worked diligently to expand our reach. FY’17 saw the opening of a Philadelphia office, led by Seth Bloom, and the election of Marc O. Mayer and Daniel I. Schlessinger as President and Chair of the Board respectively. Our first NEXUS:ISRAEL conference brought together entrepreneurs, innovators, and Nobel Laureates to stimulate ideas and build connections for the next generation of investment, knowledge exchange, and the commercialization of new technologies emerging from HU.

Throughout FY’17, American Friends provided support for varied priorities—from the Lautenberg Center for Immunology and Cancer Research to the Innocence Project at the Faculty of Law. Members of the Edmond and Lily Safra Center for Brain Sciences began moving into their permanent new home: the Suzanne and Charles Goodman Brain Sciences Building. The university is achieving physical growth and developing human intellectual capital, both of which are needed to accelerate breakthroughs.

We are proud of the strength of our community and the steadfast commitment of our leaders, donors, and professional team. Please accept our deep appreciation for your contributions in support of excellence at the Hebrew University of Jerusalem.
<table>
<thead>
<tr>
<th>HOME OF THE</th>
<th>307</th>
<th>FACULTY MEMBERS</th>
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<td>LARGEST</td>
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<td>23,000+</td>
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<tr>
<td>3,682</td>
<td>600K</td>
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Scholarships Fund a Better Future
Student Profile: Yehuda Mayteles

An outstanding bachelor’s degree candidate in the Faculty of Humanities, Yehuda Mayteles is a Hebrew University student ambassador studying Islamic and Middle Eastern Studies.

Yehuda grew up as the second of eight children in Brooklyn, New York, in an insular, ultra-orthodox community where secular university studies were not a priority. He knew that, despite the many challenges he would face, he wanted to pursue a college degree and expand his knowledge base. At age 19, he came to Israel for the first time as a lone soldier, volunteering to serve in the Israel Defense Forces. Several years later, he made Aliyah and began to study at Hebrew University.

Yehuda, who lives in Israel without any family, is deeply grateful for his scholarship. “The scholarship allows me to complete my studies with peace of mind, so I can fully devote myself to my education, freeing me from the distraction of financial worries.”

Being able to meet students from various backgrounds and cultures at Hebrew University has been a highlight for Yehuda. As he said, “I’ve been able to get a more well-rounded view of Israeli society by being at HU.” After graduation, Yehuda hopes to work in diplomacy to facilitate peace between Israel and its neighbors.

Yehuda served as moderator for the Wall of Life ceremony at the 2017 Board of Governors Meeting and visited the U.S. in September 2017, where he attended meetings and events in both the Northeast and Western Regions. He impressed all as a consummate spokesman for HU. He spoke at the Bel Air Affaire about the impact of support for student scholarships.

Acutely aware of how others’ generosity has enabled his academic success and personal fulfillment, Yehuda believes strongly in giving back. He volunteers at the Michael Levin Home for Lone Soldiers, and several years ago, donated a kidney to a young woman he didn’t know.
Partnering with the Neubauer Family Foundation to Support Multicultural Talent

Established by U.S. philanthropic leaders Joseph Neubauer and Jeanette Lerman-Neubauer, the Neubauer Family Foundation of Philadelphia is dedicated to broadening educational access for financially disadvantaged graduate students matriculating at prominent universities in the United States and Israel. The Neubauer Foundation is similarly committed to promoting multiculturalism in academia, a goal shared by the Hebrew University of Jerusalem.

In 2017, the Neubauer Foundation provided the Hebrew University with a high-impact grant to establish the Neubauer Doctoral Fellowship Program. These targeted funds will help to support Ph.D. candidates from underrepresented minorities earning their degrees in crucial fields such as engineering and computer science, biological sciences, and pharmacological research. A second Neubauer Foundation grant assists the recruitment of minority faculty across a range of scientific disciplines. In combination, these grants are helping HU to ensure that its next generation of faculty and students reflect the diversity of Israel today and reinforce its continued commitment to excellence in research while developing leaders with valuable knowledge and cutting-edge skills.

Born in Israel, Joseph Neubauer immigrated to the U.S. alone at age 14 at the urging of his parents, who were refugees from Germany. He worked his way through Tufts University and earned an M.B.A. at the University of Chicago, aided by scholarship assistance. After decades of business achievements, the former Chairman and CEO of Aramark, a global hospitality company, launched his family foundation with his wife Jeanette, a former Vice President of Communications for Time Warner and founder and President of J.P. Lerman & Co., a consulting firm devoted to strategic marketing and communications. Widely recognized for their extensive civic and Jewish communal leadership, the Neubauers are staunch advocates of higher education as a means to strengthen and enrich our world.
Kathleen Hart Solovy, a Chicago businesswoman, philanthropist, and Jewish communal leader, has maintained a longstanding commitment to the Hebrew University’s Faculty of Law. The recipient of an Honorary Fellowship in 2017 and an HU Benefactor, Kathleen and her late husband Jerold S. Solovy (z”l), have long supported legal studies and professional excellence in varied and meaningful ways.

Speaking Up for the Voiceless Through the Innocence Project With Kathleen Hart Solovy

Kathleen, who serves on AFHU’s Midwest Region and National Board, endowed the Innocence Project at Hebrew University’s Clinical Legal Education Center (CLE). The CLE, staffed by second and third-year law students, provides pro bono legal services to underrepresented populations. The goal of the Innocence Project, which launched in 2012, is to raise awareness of the issue of retrials in Israel. Operating in partnership with Israel’s Public Defender’s Office within the CLE’s Criminal Justice Clinic, the Innocence Project handles real cases, providing legal representation to indigent convicts filing retrial petitions. The project also aims to achieve legal policy reform as a means of eliminating cases of wrongful conviction.

Thanks to the Jerold S. and Kathleen Hart Solovy Moot Courtroom, future attorneys can hone their skills while giving back. Many outstanding HU law students have benefitted from their scholarship support throughout the years.
Ambassador Stuart Bernstein: Creating a Bequest in Support of Israel’s Future

Ambassador Stuart and Wilma Bernstein are devoted to Israel, enhancing the progress of many Jewish, civic, educational, and cultural causes. Committed to the Hebrew University’s long-term growth, Ambassador Bernstein created a bequest that will foster academic and research activities at the Edmond and Lily Safra Center for Brain Sciences. This type of planned gift creates an enduring legacy that shows how it pays to pay it forward.

The Ambassador’s dedication to Hebrew University and AFHU’s mission has taken many forms, including moderating Middle East Affairs panels at AFHU’s Annual Leadership Education Forums in Palm Beach. Admired for their humanitarianism and philanthropic leadership, Stuart and Wilma were honored with the Scopus Award in Washington DC (2008) and subsequently in Palm Beach (2011), where the community saluted their impact and extensive public service.

For more than 50 years, Ambassador Bernstein was a recognized leader in real estate development, investment, and management in the Washington, DC area. His business career was followed by a prestigious diplomatic assignment: in 2001, President George W. Bush appointed him Ambassador to the Kingdom of Denmark, a position he held with distinction until 2005. During the administration of President George H.W. Bush, he served as a Commissioner of the International Cultural and Trade Center and a Trustee of the Kennedy Center for the Performing Arts. In 2009, he joined the National Finance Committee for the George W. Bush Presidential Center in Dallas.

Among his current activities, Ambassador Bernstein serves on the Board of Directors of the Council of American Ambassadors and the Diplomacy Center Foundation. He is a member of the Council of the Woodrow Wilson Center, the International Council of CSIS, and the Aspen Institute Society of Fellows. A graduate of American University, he has served on the Board of Trustees for more than two decades.

Always supportive of the Jewish community, Ambassador Bernstein provides invaluable leadership on the boards of key organizations throughout the Washington DC area.
Technology That Helps Treat Animals Humanely

A generous donation from Karen and David Shatz enabled the purchase of two patient monitors at the Hebrew University’s Koret School of Veterinary Medicine and its Veterinary Teaching Hospital. These pieces of equipment are vital for procedures requiring anesthesia.

Patient monitors are not only used to teach veterinary students how to safely administer anesthesia; they are also used for data collection and clinical research. This equipment has the additional benefit of increased safety for all animals undergoing various procedures requiring general anesthesia.

The Koret School of Veterinary Medicine, Israel’s only veterinary school, was founded in 1985. It was established by Professor Kalman Perk and is part of the Robert H. Smith Faculty of Agriculture, Food, and Environment.

The Veterinary Teaching Hospital of the Koret School of Veterinary Medicine receives over 12,000 cases annually, including cats, dogs, birds, horses, and exotic animals. The hospital is the only veterinary hospital in Israel with modern facilities and equipment and is staffed by more than 45 veterinarians and a wide range of internationally and nationally recognized specialists.
Knowledge Moves Us: An Integrated Brand Campaign

In 2017, American Friends of the Hebrew University spearheaded the development of an integrated brand campaign in support of the Hebrew University of Jerusalem. The “Knowledge Moves Us” campaign is designed to showcase Hebrew University’s contributions to humanity. The campaign was successful in galvanizing our existing audience and expanding our sphere of influence to new audiences.

The brand platform evolved from a research and discovery process that took into account the wide-ranging interests and passions of American Friends. A manifesto video, visual and thematic brand guidelines, and fresh collateral materials were among the many tools created to build brand recognition in the U.S. for Israel’s leading university.

This new work is supported by a strategic media and marketing plan that relies on multiple distribution channels: digital and social media, print and radio advertising, a refreshed AFHU website, direct response vehicles, and new videos for use at events. Success is registering in multiple ways, including heightened engagement through our website, social media, and traditional channels.
Impact Philanthropy Feeds Agricultural Innovation

A new form of impact philanthropy is creating a virtuous cycle of giving: A donor makes a charitable contribution in support of innovation, and when the invention is commercialized and begins to yield financial returns, these dollars are reinvested in the same enterprise, enabling further discoveries.

In 2017, an anonymous donor gave $1 million to American Friends of the Hebrew University to invest in Agrinnovation, an Israeli agricultural investment fund partially owned by Yissum, Hebrew University’s technology commercialization company. Agrinnovation invests exclusively in cutting-edge agricultural technologies based on the university’s food, plant, and animal sciences research. AFHU helped to structure the gift in accordance with the benefactor’s desire to support groundbreaking advancements with the potential to address global food supply challenges.

The Agrinnovation fund currently has a portfolio of six companies. Among them, ChickP invented a high-grade, plant-based protein for food; Sufresca created a safe-to-consume vegetable and fruit coating to increase the shelf life of such products; and Gemma-Cert, a medical marijuana company, is developing an affordable device for the detection, analysis, and sorting of medical cannabis flowers.
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**TREASURER**  
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**ASSISTANT TREASURER**  
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Pamela N. Emmerich

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Richard D. Weinberg

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Harvey M. Krueger (z"l)  
Barbara A. Mandel  
Harvey M. Krueger (z"l)  
Barbara A. Mandel

**HONORARY VICE CHAIR**  
Lawrence E. Glick

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Keith L. Sachs (z"l)

**HONORARY DIRECTOR**  
Leonard Cordes (z"l)

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π Indicates ex officio

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Michael S. Kurtz  
Michael A. Lobel  
Barbara A. Mandel  
George A. Schieren  
π Daniel I. Schlessinger  
Ira Lee Sorkin

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John Bauman  
Stanley M. Bogen  
I. Steven Edelson  
Pamela N. Emmerich  
Michael J. Freed  
** Brindell Gottlieb  
Arthur Gutterman  
Alex Halberstein  
Renae Jacobs-Anson  
Clive P. Kabatznik  
** William Kilberg  
Michael S. Kurtz  
Barry H. Lippman  
Barbara A. Mandel  
**James E. Matanky  
Richard Rothschild  
George A. Schieren  
** Mitchell Shadowitz  
** John S. Siffert  
David Bruce Smith  
** Eric C. Stein  
Mark S. Vidergauz  
Lawrence J. Zweifach

* Indicates non-voting member  
** Indicates Regional President  
π Indicates ex officio
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**CHAIR:** KENNETH L. STEIN

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Charles H. Goodman  
Mark R. Gordon (z"l)  
Clive P. Kabatznik  
Ellen Klersfeld  
Michael S. Kurtz  
Michael A. Lobel  
π Joshua M. Olshin  
Sam Sandler  
π Daniel I. Schlessinger  
Ronald M. Zimmerman

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**CHAIR:** MICHAEL A. LOBEL

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Mark Gordon (z"l)  
Michael S. Kurtz  
Marc O. Mayer  
Avner Mendelson  
π Joshua M. Olshin  
Keith L. Sachs (z"l)  
George A. Schieren  
π Daniel I. Schlessinger  
Ira Lee Sorkin  
π Kenneth L. Stein  
Barry N. Winograd

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**CHAIR:** IRA LEE SORKIN

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Lawrence E. Glick  
Nancy Hamburger  
Renae Jacobs-Anson  
Michael S. Kurtz  
Barbara A. Mandel  
Keith L. Sachs (z"l)  
George A. Schieren  
π Daniel I. Schlessinger  
Eric C. Stein

#### GRANTS
**CHAIR:** EMMA J. JOELS

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Ellen S. Gendal  
Nancy Hamburger  
Helen Jacobs-Lepor  
Joshua M. Olshin  
George A. Schieren  
π Daniel I. Schlessinger

#### COMPENSATION
**CHAIR:** MICHAEL S. KURTZ

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Diane B. Belfer - FL  
James Blum - MD  
Ernest Bogen - FL  
Rita Bogen - FL  
π+Stanley M. Bogen - NY  
Joyce Brandman - CA  
*Scott R. Burg - OH  
Michael Cypers - CA  
I. Steven Edelson - IL  
Pamela N. Emmerich - NY  
Alan P. Fiske - FL  
Ruth Flinkman-Marandy - CA  
Michael J. Freed - IL  
Patricia L. Glaser - CA  
Steven C. Good - CA  
Charles H. Goodman - IL  
Mark R. Gordon (z"l) - NY  
*Brindell Gottlieb - CA  
Arthur Gutterman - FL  
Nancy Hamburger - MD  
William H. Isacoff - CA  
Renae Jacobs-Anson - CA  
Helen Jacobs-Lepor - CA  
Emma J. Joels - FL  
Marvin Jubas - CA  
Clive P. Kabatznik - FL  
Brad S. Karp - NY  
Frances R. Katz - NY  
Myron Kaufman - FL  
*William Kilberg - VA  
Ellen Klersfeld - FL  
π+Harvey M. Krueger (z"l) - NY  
Michael S. Kurtz - NJ  
Marla Lerner Tanenbaum - MD  
Barry H. Lippman - CA  
Michael A. Lobel - NY  
πBarbara A. Mandel - FL  
Mindy Mann - CA  
*James E. Matanky - IL  
Marc O. Mayer - NY  
Dr. Beno Michel - FL  
Joshua M. Olshin - NY  
Leona Z. Rosenberg - IL  
Steven C. Rubinow - NY  
π+Keith L. Sachs (z"l) - PA  
Samuel Sandler - MD  
π+George A. Schieren - NY  
Daniel I. Schlessinger - IL  
*John S. Siffert - NY  
Lynne G. Silbert - CA  
*Mitchell L. Shadowitz - FL  
David Bruce Smith - MD  
π+Ira Lee Sorkin - NY  
*Eric C. Stein - CA  
Kenneth L. Stein - NY  
Mary Ann Tuft - IL  
Mark S. Vidergauz - CA  
Richard S. Zimran - CA  
Ronald M. Zimmerman - NY  
Lawrence J. Zweifach - NY

π Indicates ex officio

* Indicates Regional President  
ο Indicates Honorary President  
+ Indicates Honorary Chair
## PRESIDENTS OF REGIONAL AND CHAPTER BOARDS

<table>
<thead>
<tr>
<th>Mitchell Shadowitz - FL</th>
<th>Scott R. Burg - OH</th>
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<td>James Matanky - IL</td>
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## AFHU BOARD OF REGENTS

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<td>Harriet Lainer - NJ</td>
<td>Martin C. Shapiro - CT</td>
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# American Friends of the Hebrew University, Inc.

**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS OF SEPTEMBER 30, 2017 AND 2016 (IN THOUSANDS)**

## ASSETS

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<tr>
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<td>Contributions receivable, net</td>
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<td>Interest receivables and other assets</td>
<td>1,485</td>
<td>1,033</td>
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<tr>
<td>Marketable securities and other investments</td>
<td>588,091</td>
<td>529,687</td>
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<tr>
<td>Investment in split-interest agreements</td>
<td>24,383</td>
<td>21,239</td>
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<tr>
<td>State of Israel bonds</td>
<td>2,567</td>
<td>2,575</td>
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<tr>
<td>Real estate holdings</td>
<td>2,865</td>
<td>2,865</td>
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<tr>
<td>Assets of trusts and other split-interest agreements held by others</td>
<td>31,731</td>
<td>29,830</td>
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<tr>
<td>Fixed assets, net</td>
<td>135</td>
<td>208</td>
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<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$676,978</strong></td>
<td><strong>$614,480</strong></td>
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## LIABILITIES

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<tr>
<td>Accounts payable and accrued liabilities</td>
<td>2,160</td>
<td>2,125</td>
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<tr>
<td>Liability under split-interest agreements</td>
<td>13,864</td>
<td>12,405</td>
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<td>Due to Hebrew University</td>
<td>23,253</td>
<td>24,622</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>39,277</strong></td>
<td><strong>39,152</strong></td>
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## NET ASSETS

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<tr>
<td>Unrestricted</td>
<td>9,088</td>
<td>5,009</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>266,349</td>
<td>219,717</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>362,264</td>
<td>350,602</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>637,701</strong></td>
<td><strong>575,328</strong></td>
</tr>
</tbody>
</table>

## TOTAL LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$676,978</strong></td>
<td><strong>$614,480</strong></td>
</tr>
</tbody>
</table>
# CONSOLIDATED STATEMENTS OF ACTIVITIES FOR THE YEARS ENDED SEPTEMBER 30, 2017 AND 2016

## SUPPORT

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and events</td>
<td>26,509</td>
<td>34,681</td>
</tr>
<tr>
<td>Government grant revenue</td>
<td>0</td>
<td>1,161</td>
</tr>
<tr>
<td>Legacies and bequests</td>
<td>20,869</td>
<td>8,606</td>
</tr>
<tr>
<td><strong>Total support</strong></td>
<td>47,378</td>
<td>44,448</td>
</tr>
</tbody>
</table>

## REVENUE

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment income (loss)</td>
<td>72,597</td>
<td>61,657</td>
</tr>
<tr>
<td>Changes in value of split-interest agreements</td>
<td>1,557</td>
<td>143</td>
</tr>
<tr>
<td>Changes in assets of trusts and other split-interest agreements held by others</td>
<td>1,644</td>
<td>1,936</td>
</tr>
<tr>
<td><strong>TOTAL SUPPORT AND REVENUE</strong></td>
<td><strong>$123,176</strong></td>
<td><strong>$108,184</strong></td>
</tr>
</tbody>
</table>

## EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants to Hebrew University</td>
<td>46,001</td>
<td>48,442</td>
</tr>
<tr>
<td>Grants to other charitable and educational institutions in the United States and Israel</td>
<td>201</td>
<td>160</td>
</tr>
<tr>
<td>Educational and other programs</td>
<td>2,481</td>
<td>2,017</td>
</tr>
<tr>
<td><strong>TOTAL PROGRAM SERVICES</strong></td>
<td><strong>$48,683</strong></td>
<td><strong>$50,619</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>4,070</td>
<td>3,999</td>
</tr>
<tr>
<td>Fundraising</td>
<td>8,050</td>
<td>7,482</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>12,120</td>
<td>11,481</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>60,803</td>
<td>62,100</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>62,373</td>
<td>46,084</td>
</tr>
</tbody>
</table>

## NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>575,328</td>
<td>529,244</td>
</tr>
<tr>
<td>End of year</td>
<td><strong>$637,701</strong></td>
<td>575,328</td>
</tr>
</tbody>
</table>
### National and Regional Offices

<table>
<thead>
<tr>
<th>Region</th>
<th>Address</th>
<th>Telephone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>PACIFIC NORTHWEST REGION</td>
<td>180 Grand Ave, Suite 955, Oakland, CA 94612</td>
<td>415.299.8691</td>
<td>415.299.8693</td>
<td><a href="mailto:pacificnorthwest@afhu.org">pacificnorthwest@afhu.org</a></td>
</tr>
<tr>
<td>WESTERN REGION</td>
<td>16633 Ventura Blvd, Suite 715, Encino, CA 91436</td>
<td>310.843.3100</td>
<td>310.843.3109</td>
<td><a href="mailto:western@afhu.org">western@afhu.org</a></td>
</tr>
<tr>
<td>MIDWEST REGION</td>
<td>20 N. Wacker Dr, Suite 2020, Chicago, IL 60606</td>
<td>312.329.0332</td>
<td>312.329.0334</td>
<td><a href="mailto:midwest@afhu.org">midwest@afhu.org</a></td>
</tr>
<tr>
<td>NORTHEAST REGION</td>
<td>One Battery Park Plaza, 25th Floor, New York, NY 10004</td>
<td>212.607.8510</td>
<td>212.809.4184</td>
<td><a href="mailto:northeast@afhu.org">northeast@afhu.org</a></td>
</tr>
<tr>
<td>PHILADELPHIA OFFICE</td>
<td>2100 Arch St, Suite 455, Philadelphia, PA 19103</td>
<td>215.330.6722</td>
<td>215.330.6692</td>
<td><a href="mailto:philadelphia@afhu.org">philadelphia@afhu.org</a></td>
</tr>
<tr>
<td>SOUTHEAST REGION</td>
<td>100 W. Cypress Creek Rd, Suite 865, Fort Lauderdale, FL 33309</td>
<td>561.750.8585</td>
<td>561.750.8292</td>
<td><a href="mailto:southeast@afhu.org">southeast@afhu.org</a></td>
</tr>
<tr>
<td>NATIONAL OFFICE</td>
<td>One Battery Park Plaza, 25th Floor, New York, NY 10004</td>
<td>212.607.8500</td>
<td>T: 800.567.AFHU (2348)</td>
<td><a href="mailto:info@afhu.org">info@afhu.org</a></td>
</tr>
</tbody>
</table>

### Executive Leadership

- **Beth Asnien McCoy**
  National Executive Director
- **Glennys Huhn**
  Chief Human Resources Officer
- **Monica Loebl**
  National Director of Development
- **Eileen Hume**
  Chief Marketing Officer
- **Elissa Fishman**
  Chief Financial Officer
- **Daniel M. Rutberg**
  Chief Operations Officer