To all Board Members

Dear all,

It is now just over three months to go until the annual meeting of the Board of Governors.

As a matter of formality I present to you the Interim Report.

Please give your due attention to every detail. The Report responds to the 2016 resolutions of the Board and updates you on what actions have been taken in their implementation.

Once again, it has been a fantastic year for the Technion.

As its Board of Governors, we should be proud of all that has been achieved.

The senior administration, faculty, students and staff deserve our respect and sincere appreciation.

Please read the Interim Report, be enthused by its contents and come and join us from June 9 to June 14 for the Board Meeting.

With kindest regards,

[Signature]

Lawrence S. Jackier
Chairman of the Board of Governors
INTERIM REPORT

Relating to the Resolutions
of the
Board of Governors Meeting 2016

February 2017
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1. **Report of the Executive Vice President for Academic Affairs**

1.1 The Academic Committee of the Board heard and discussed the report of the Executive VP for Academic Affairs, Professor Hagit Attiya.

1.2 The Board continues to be encouraged by the continued increase in postdoctoral fellows, particularly from overseas.

1.3 The Board is encouraged by the prestigious prizes and fellowships awarded to faculty members, especially recently-hired.

1.4 The Board commends the newly-established Zuckerman program for faculty members and post-doctoral fellows and its potential to contribute to the Technion's excellence.

1.5 The Board is concerned about the long time required to build laboratories for new faculty.

   *The incoming Senior VP, together with the Director General, is taking steps to improve the situation, in close cooperation with the EVPAA.*

1.6 The Board encourages the Technion to have departments share best practices in order to recruit and retain faculty.

   *A future meeting of the Department Heads Forum, as well as a session in the management retreat, will be dedicated to discussing best practices for recruiting and retaining faculty.*

1.7 Once again, the Board expresses its concern at the difficulties of recruiting excellent new faculty, and asks the Technion to develop creative, alternative, and even out-of-the-box approaches to attract top-level faculty, from around the world. A report to the Board on progress made in this critical area is requested on an annual basis.

   *We continued to recruit top faculty members, exploiting approaches outlined in previous reports of the EVPAA. In October 2016, 28 new faculty members joined the Technion. One more will join in March 2017, and five additional faculty members will join in October 2017.*
1.8 The Board encourages the administration of the Technion to enter into a dialogue with the Israeli government to reduce the barriers for hiring outstanding international candidates.

Following a coordinated effort of all Israeli universities, a new procedure for awarding permanent work permits to excellent faculty members was recently issued. The procedure is somewhat cumbersome, but we view it as a first step towards reducing the barriers for hiring outstanding international faculty members.

2. Report of the Executive Vice President for Research

2.1 The Academic Committee of the Board heard and discussed the report of the Executive VP for Research, Professor Wayne Kaplan.

2.2 The Board applauds the Technion faculty for carrying out excellent fundamental and translational research and its success in securing substantial research funding in many transformational research areas.

The Technion is continuing to push forward with transformational research while striving to maintain the balance between fundamental and applied research.

2.3 The Board commends the Technion for expanding on the existing interdisciplinary research programs, and encourages the Technion to continue developing existing and new interdisciplinary research programs, and to close those whose contributions are no longer a Technion priority.

The Technion is continuing forward with new programs in the fields of Additive Manufacturing, Recycling and Sustainability, and Brain Science.

2.4 The Board recognizes the efforts made to renew existing research infrastructure, and encourages the Technion to establish defined funds for continuous infrastructure expansion and renewal.

This important budget item has yet to be announced, but is being reviewed at the management level prior to BOG 2017. The new ATS fund raising campaign that will be announced at the end of 2017 will include specific elements for infrastructure renewal and expansion.

2.5 The Board appreciates the efforts of the Technion to collaborate with other universities towards diversifying Technion’s intellectual and research funding base.

This has continued, including a new collaborative effort with the University of Calgary on Energy based on Canadian funding,
participation as a lead partner in the European KIC on ‘food’, a three way collaborative effort with EPFL and PSL, and a MOU for three way collaborations in a number of fields between KAIST (Korea), NTU (Singapore) and the Technion.

2.6 The Board commends the success of the revised strategy of the Alfred Mann Institute at Technion (AMIT), as well as its initiating the T-Factor accelerator. The Board recognizes the large potential for increased collaboration with industry.

AMIT has now entered its third and last year. After one year of operation T-Factor was internally reviewed, and relaunched as “The Drive” using new operational parameters which will be reported on during the next BOG.

2.7 The Board requests that performance metrics be periodically reported to monitor the relative success of the research enterprise.

Metrics are being accumulated, on both funding and publications, and will be presented annually.

3. Report of the Dean of the Graduate School

3.1 The Academic Committee of the Board heard and discussed the report of the Dean of Graduate School, Professor Ben-Zion Levi.

3.2 Board reaffirms the importance of the graduate programs to the Technion's international standing and calls upon the Technion to continue its proactive approach to facilitate graduate programs for international students.

3.3 The Board views offering campus-wide graduate programs for international students taught in English as a critical issue for the Technion to receive the international recognition commensurate with its outstanding quality.

The Graduate School continued with the same policy reported to the BOG academic committee last June, e.g. advocating the advantages and necessity of English taught in graduate programs among non-committed academic units.

3.4 The Board encourages the Technion to ensure that graduate fellowships remain competitive with those given at other universities in Israel.

The Graduate School maintained constant exchange of information with all other 6 Israeli universities, to ensure that our fellowship level is competitive. The academic units are encouraged to increase the basic fellowship level for MSc students to 5 portions and for
PhD students to 6 portions. Yet, budget constrains prevent some academic units, blessed with a relatively higher number of graduate students, to take such action.

3.5 The Board expresses its gratitude and praise to Professor Ben-Zion Levi, the outgoing Dean of the Graduate School for his dedication and initiatives that helped in advancing the school and wishes success to the future Dean.

4. Report of the Dean of Undergraduate Studies

4.1 The Academic Committee of the Board heard and discussed the report of the Dean of Undergraduate Studies, Professor Yachin Cohen.

4.2 The Board commends the faculties and the administration on their continued efforts to implement the recommendations of the Committee for Review of Undergraduate Program Structure and Study Load, and on vigorous action to enhance the learning experience and quality of undergraduate studies at the Technion.

The following recommendations will be at the focus of the Undergraduate Studies office during the next two academic years:

2016-2017 academic year:

- Recommendation 11, #8: An introductory course for each faculty.
- Recommendation 18: Mentoring program of new students by students in the more advanced years.
- Recommendation 11, #6: Review of the courses with a small number of credits in an attempt to restructure and unify their contents. The purpose is both cognitive and emotional: cognitively, disciplinary knowledge is learned in a more meaningful and comprehensive context; emotionally, the number of tasks and exams a student performs each semester will be reduced.
- Recommendation 19: Excellence Programs in each faculty (in addition to the campus wide program).
- Recommendation 15: Coordination mechanism in each faculty to synchronize the tasks and exams among courses.
- Planning a 3-year review of the implementation of actions applied as result of the recommendations of the Committee for Review of Undergraduate Program Structure and Study Load.
2017-2018 academic year:

- Review study of the impact of the actions implemented as a result of the recommendations of the Committee for Review of Undergraduate Program Structure and Study Load.

4.3 The Board urges the continued commitment of instructors, faculties and administrators to uphold the validity, consistency and fairness in preparation and grading of examinations, so as to positively impact the undergraduate learning experience at the Technion.

The following actions are implemented:

- The exposure to the services provided by the Center of the Promotion of Learning and Teaching in general and specifically, with respect to the preparation of exams has been increased. In practice, all the new faculty members were approached proactively and were invited to use this service. All of them responded positively.
- An explicit message which highlights the Technion commitment to the fairness of exams is sent to all faculty members prior to each exam period.
- The number of exams which do not adhere to these guidelines is traced systematically and specific actions to avoid such cases in advance are implemented.

4.4 The Board requests a review of the efficacy and impact of the actions as a result of the recommendations of the Committee for Review of Undergraduate Program Structure and Study Load in one of the upcoming Board meetings.

Specific measures should be defined as part of the above mentioned planning of the review (see # 4.2). The Board’s specific recommendations for specific measures are welcome.

4.5 The Board encourages the Technion to further explore the implementation of modern teaching methodologies and technologies.

Among the different options to pursue this recommendation, interdisciplinary projects are promoted. These projects will be developed by students from different faculties in order to provide the students comprehensive and integrative perceptions with respect to the crucial importance and role of science and technology in the 21st century. Accordingly, specific attention is given to 21st century skills.

4.6 The Board expresses its gratitude and praise to Professor Yachin Cohen, the outgoing Dean of Undergraduate Studies for his dedication and initiatives to implement the recommendations of
5. **Technion Integrated Cancer Center (TICC)**

5.1 The Academic Committee of the Board heard from Professor Zeev Ronai a report of the new TICC program and the plan to complete the first phase of recruitment to establish the core center during the coming year.

We have completed the recruitment of Dr. Na’ama Geva-Zatorsky from Harvard Medical School. Na'ama, an expert in computation and microbiota research, will join the Faculty of Medicine to establish the first microbiome based research group and mouse gnotobiotic facility. Naama joins the recruitment of Drs. Ronai and Gottlieb at the TICC. Efforts to recruit lead system biologists are expected to be completed in 2017.

5.2 The Board encourages the TICC to establish integrated collaborative programs with the science and engineering faculties to enable innovative cancer research initiatives.

A number of collaborative initiatives were launched during 2016 and will be part of TICC activities in 2017. Those include:

5.2.1 First TICC integrative two-day workshop was held in June 2016. Participants included engineers (10), clinical oncologists (2) and biologists (10). Key unmet needs identified by the clinical oncologists were discussed, focusing on 3 main problems – early diagnosis, therapy resistant, and tumor heterogeneity. Working groups were established where defined paths for developing research programs addressing these critical questions were mapped.

5.2.2 As a result of the TICC integrative workshop, a group consisting of engineers and biologists (Amit Meller, Shulamit Levenberg, Yoni Savir, Moran Berkovicci) teamed for a Wolfson application focused on single cell analysis. Single cell technology is the premier approach to address problems in tumor heterogeneity. The application was recently funded by the Wolfson foundation, with matching funds of over $450,000 from TICC money.

5.2.3 TICC launched collaborative discussions across faculty and medical oncologists. These TICC FORUM meetings will be held every 2 months at the Medical School or Upper campuses. The first TICC FORUM meeting was held in December 2016, where over 30 participants (engineers, biologists and medical oncologists) participated.

5.2.4 TICC- Cancer Center at NYU Langone, funded by the Laura and Isaac Perlmutter initiative. So far 2 calls and 4 research groups which consist of collaborators from Technion and
NYU have been awarded. Third call expected in early 2017 and will focus on expertise concerning computational biology/bioinformatics/big data, nanotechnology, materials sciences, sensors/lab on a chip, imaging.

5.2.5 Rubinstein postdoctoral fellowship, to encourage multi-disciplinary collaborations within the TICC faculty. Out of 4 calls, 6 post-doctoral fellows with background in different disciplines and who are from different faculties, were awarded. Fifth call for applicants was released in the beginning of January.

5.2.6 New funding initiative for core based services was launched by TICC, to promote and enable research in facilities that do not benefit from any other Technion support. Applications will be combined for philanthropy-based funding. First RFA was released in the beginning of January.

5.3 The Board encourages the TICC to initiate advanced clinical initiatives with Israeli hospitals to establish innovative oncology solutions.

5.3.1 TICC has developed an MOU with Clalit, the biggest HMO in Israel with the largest patient population in Northern Israel, for collaborative studies and personalized medicine that will be part of enhanced oncological services to Northern Israel, in collaboration with affiliated hospitals (Carmel, Ha’mek) and related day service centers. As part of this MOU there will be access for TICC members to the largest database of oncological patients in Israel.

5.3.2 TICC has initiated a personalized medicine initiative with Rambam, the biggest oncology center in Northern Israel, and one of the Technion’s affiliated hospitals. As part of this initiative, TICC will enable the use of software allowing to project possible treatment modalities for cancer patients based on simple and relatively inexpensive biopsy-based analysis.

5.3.3 Collaborative forums, where oncologists, engineers and scientists meet to discuss innovative solutions to existing problems were established as bi-monthly meetings and annual workshops.

5.3.4 The first TICC cancer symposia was held in November 2016, where over 400 participants from all Israeli academic institutions have attended, with special sessions devoted to clinical initiatives and future development in cancer management.

5.4 The Board encourages the Technion management to continue the fundraising process to enable the completion of the TICC construction and implementation of the first phase of its planned programs.
During 2017 TICC and the Technion President expect to raise another $43M of which $30M will be dedicated for the construction of the TICC building adjacent to the Medical School. Fundraising to achieve the goal of $100M will be part of the Technion leadership campaign in 2017/8.

6. **Cyber Security Center**

6.1 The Academic Committee of the Board heard from Professor Eli Biham report on the new Cyber Security Center.

6.2 The Board commends the Technion for initiating the cyber security research center in cooperation with the national Cyber Bureau.

6.3 The Board encourages the Technion management and the program leaders to identify areas of focus within the field of cyber security where the Technion will become a global leader in this important and rapidly evolving field.

6.4 The Board encourages the Technion management to launch a major effort to raise the necessary funds from international as well as domestic sources.

The initiation of the center took more time than expected due to various issues with the national cyber bureau. At the current time it looks like the issues are resolved, and the center is increasing its activities. E.g., a center manager will start working in February. Several main directions for activity were already identified, and they will be brought to the center assembly once all issues are resolved.

The Technion management launched funding activities in Israel and abroad, and we have already received some donations.

7. **Technion Minorities’ Inclusionary Program**

7.1 The Academic Committee of the Board heard and discussed the annual report presented by Prof. Yosef Jabareen, the Assistant to the Senior Executive VP for Minority Affairs.

7.2 The Board recognizes the significance of the findings regarding the academic achievements and gaps of minority students at the Technion.

7.3 The Board commends the Technion and Prof. Jabareen for the efforts invested regarding this important issue.
7.4 The Board strongly encourages the Technion to continue to promote the full integration of minorities into both the social life and academic work of the students.

7.5 The Board endorses the Minority Excellence Program at the Technion and encourages the Technion to support the best students so that they will continue on to graduate studies.

7.6 The Board encourages the Technion to develop innovative approaches to further improve retention of minority students.

7.7 The Board continues to encourage the recruitment of qualified faculty from minority groups.

7.7.1 The Technion continues promoting a full integration of minorities into both the social life and academic work of the students through its various programs. The Assistant to the Senior VP for Minority Affairs has been working since the decision in preparing a detailed plan for the Inclusionary Campus strategy.

7.7.2 The Assistant to the Senior VP for Minority Affairs with the Dean Office conduct the Excellence Program aimed at promoting excellence among minority population groups through various academic and social measures, and encourage and support the best students so that they will continue on to graduate studies.

7.7.3 The Technion continues to develop innovative approaches to further improve retention of minority students.

7.7.4 The recruitment of qualified faculty from minority groups still shows very little progress.

8. New MD Program

8.1 The Board heard the report on the new MD Program from the Dean of the Faculty of Medicine, Professor Eliezer Shalev, and looks forward to future updates.

We have now two classes studying under said MD program, allowing the faculty to assess points of strength and weaknesses. Several problems in implementation of the program are now carefully studied and adjustments are accordingly devised.
9. Guangdong Technion Israel Institute of Technology (GTIIT) Technion Guangdong (TG)

9.1 The Academic Committee of the Board heard and discussed the progress in formally establishing TG, which was presented by the VP for strategic projects, Professor Paul Feigin.

The establishment of GTIIT – or for short we have recently decided to use Guangdong Technion (GT) – has been approved and will start recruiting students for the 2017-18 academic year.

9.2 The Board recognizes the potential benefits to the Technion, as well as to Israel, of this project, and its ability to enhance Technion’s global reputation.

We have received encouragement and support from the Council of Higher Education and the Ministry of Foreign Affairs as we proceed to realize this challenging project.

9.3 The Board believes it is critical that TG shall emulate the Technion’s academic quality and encourages Technion established faculty and staff to play an active role in ensuring this outcome.

Technion faculty, including recent deans such as Professor Eliezer Shalev (Medicine) and Professor Noam Soker (Physics), have agreed to take on senior leadership roles in establishing GT. Faculty from the participating Departments (Chemical Engineering, Biotechnology and Food Engineering, Materials Engineering) are helping with the recruiting of new faculty for GT, and also with the taking on the teaching tasks during the initial years. The same is true for supporting Departments – Mathematics, Physics, Chemistry, and Biology as well as the Division of Environmental Engineering, Water and Agriculture (of the Department of Civil and Environmental Engineering).

9.4 The Board expresses the need for the Technion administration to closely monitor the details of the developing program and to ensure its timely execution and success.

The main liaison with the growing number of GT officers and staff is through Dr Moshe Marom, the Pro Vice Chancellor and Director General of GTIIT, who spends 75% of his time in Shantou. Professor Paul Feigin, the Assistant to the President for Strategic Projects, visits the campus regularly during the year, and is in close contact with Dr Marom and other GT officers and staff. Although no longer a member of Technion management, Professor Feigin meets weekly with the President and coordinates actions and decisions with Mr Englman, Technion’s Vice President and Director General.

The Technion initiated the negotiation of a formal 4-way agreement between the Shantou Government, the Technion,
Shantou University, and Guangdong Technion Israel Institute of Technology (Preparatory Office) to formalize the commitments of all the parties with respect to the ownership of land, construction and fitting out costs, and future development of GTIIT. The agreement restated that the Technion will not be held financially responsible for the construction, fitting and running costs of GTIIT. This agreement was approved by the Technion Council and sent to the Israel Council of Higher Education and the Planning and Budgeting Committee.

9.5 The Board appreciates the leadership shown by Distinguished Professor Aaron Ciechanover in promoting the academic development of TG. Professor Ciechanover continues to lead the development of GT, focusing on maintaining the academic standards required by Technion in recruiting faculty and students, and ensuring infrastructure needs are adequate for establishing a research university.

9.6 The Board notes that the construction of the North Campus is progressing at a rapid pace, in order to start teaching in 2017.

9.7 The Board believes that it is premature to plan the detailed academic development of the South Campus at this stage, and strongly recommends waiting until more information on supply-and-demand is received before developing such plans.

The Shantou Government is very keen to make a start on developing the South Campus, although we have explained to them the strong recommendation expressed in Resolution 9.7. In the 4-way agreement mentioned above it states:

1.6 The standard and plan of the GTIIT South Campus shall be consulted and approved by the Parties, according to specific needs and operational experience, during the first 5 years of operation. A preliminary master plan for the South Campus is included as Appendix B. The timetable for detailed planning and construction of the South Campus will be jointly agreed on by all Parties, based on the development status and corresponding needs of GTIIT.

1.7 GTIIT Preparatory Office and Technion will approve each design plan of the South Campus before it is submitted for execution. The detailed design of any part of the South Campus will be tendered out, based on the procedures established according to relevant laws, after a written consensus has been reached between Shantou Government, GTIIT Preparatory Office and Technion specifying the construction standards. The South Campus shall be handed over to GTIIT for use in phases, along with the completion of each area or building, according to the actual needs of GTIIT and subject to approval by GTIIT.
The Shantou Government has started preparing the ground and are working on supplying basic infrastructure such as access roads and basic services. They have presented Technion Management with a “conceptual plan” to which they request approval. It defines areas and functions, without specifying the type of the research and teaching disciplines to be accommodated. One component that is of particular interest is the Technology Transfer Office and innovation center (including, for example, an incubator, an accelerator, or other industrial co-location facilities). Technion will have to supply a response in the coming weeks to this conceptual plan.

10. Jacobs Technion-Cornell Institute

10.1 The Academic Committee of the Board was updated on the development of the Jacobs Technion-Cornell Institute (Jacobs Institute), and its plans for future growth by its Director, Professor Adam Shwartz.

10.2 The Board supports the priorities of the Jacobs Institute as a partnership of Technion and Cornell, and within Cornell Tech in building its vision, unique identity and brand, recruiting leading faculty and excellent students, developing its resources and continuing to grow its student population.

10.3 The Board welcomes the incoming Director of the Jacobs Institute, Professor Ron Brachman, notes his impressive record as a builder and leader of research organizations, and wishes him success.

10.4 The Board expresses its gratitude and praise to Professor Adam Shwartz, the outgoing director of the Jacobs Institute, for his vision and efforts in energetically moving the Jacobs Technion-Cornell Institute towards success, and increasing the international branding and recognition of the Technion and wishes him success as the next Senior Executive Vice President.

The new Director, Ronald Brachman, assumed office on October 1, 2016. He will report on progress at the meeting of the Academic Committee in 2017. The update will cover our branding platform, new graduates of our dual-degree program, faculty student and Runway Postdoc recruitment, progress in commercialization and other items.

11. Commendations and Retirements

11.1 The Board recognizes and commends the many contributions of Prof. Eliot A. Phillipson who is now retiring from the Board after 6
years of service. During his term he served as co-chair for 3 years, always providing important advice and counsel to the Board and the Technion community. We wish him success in his future endeavors.

11.2 The Board recognizes and commends Prof. Moshe Sidi, Senior Executive Vice President of the Technion who is now retiring from the Board as he completes his term as SEVP. The Board and the Technion community have benefitted immeasurably from his deep experience, guidance, wisdom, knowledge of the Technion, and his warm friendship over the last several years as Chair of the academic committee. We wish him success and happiness in all of his future endeavors.
1. **Financial Reports for 2014/2015**

1.1 The Board of Governors ratifies the financial statements for 2014/2015 as approved by the Council.

1.2 The Board of Governors takes notes that:

   1.2.1 Budget framework for the fiscal year 2014/2015, as approved by the Council, was NIS 1,406.9 million, with a deficit of NIS 34.3 million.

   1.2.2 Actual expenditure in the operating budget was NIS 1,426.8 million.

   1.2.3 Corresponding income was NIS 1,391.1 million.

   1.2.4 The deficit was NIS 35.7 million. The deficit was covered by a withdrawal from an internal unrestricted fund.

   1.2.5 The actuarial liability of the Technion as of September 30, 2015 was NIS 7.5 billion. The consolidated liability (Technion & TRDF) is NIS 8.2 billion.

1.3 The Board of Governors takes note that this year’s funding from sources for development as of September 30, 2015 amounted to NIS 184.1 million and the investment in development projects amounted to NIS 135.0 million.

1.4 The Board of Governors encourages the Technion Societies to make an effort to raise depletion donations to assist in financing new faculty member absorption costs. In addition, the Board of Governors recognized the importance of raising funds to upgrade the physical facilities, including safety adoptions and accessibility for people with disabilities.

1.5 The Board of Governors gratefully acknowledges the efforts of all Technion Societies and thanks them for their outstanding work for the Technion. The Technion sees its Societies as full partners in fulfilling the university’s joint, important objectives.

2. **The Operating Budget for 2015/2016**

2.1 The Board of Governors notes that the Technion Management presented a budget framework of NIS 1,429.2 million with an NIS 30.4 million deficit.

2.2 The Board of Governors notes that the deficit will be covered by a withdrawal from an internal unrestricted fund.
3. **Proposed Budget - 2016/2017**

The Board of Governors takes note that a detailed proposal of the 2016/2017 operating budget will be prepared within the coming months, will be submitted to the Technion Council for approval and then will be reported to the Finance Committee of the BOG in its June 2017 meeting.

4. **Investments Report**

The Board of Governors takes note of the Technion Investment Report, which, as of September 30, 2015, presents investments amounting to NIS 6,073.0 million.

The Board of Governors takes note that as recommended by the Investment Committee and according to the investment management procedure, the Council approved the investment policy.

5. **International Activities**

The Board of Governors recognize the major importance in promoting the international activities in JTCI and GTIIT while ensuring that no financial exposures will occur and that the Technion financial strength will not be damaged.

6. **Appreciations**

The Board of Governors expresses its appreciation to the Finance Committee of the Council, to the management and to the Executive Vice-President and Director General, the Deputy Director General and her staff, for their efficient financial management and for their comprehensive reports.

The Board of Governors expresses its satisfaction with the professional and responsible management control of the budgeted expenditure.

The Board of Governors expresses its appreciation to the Vice President for Research, TRDF senior management and staff for their efficient financial management and professional management of commercialization of knowledge and for their comprehensive reports.

The Board of Governors expresses its appreciation to the Senior Committee for Investments, for their efforts and dedication (voluntarily) in monitoring the Technion’s investment portfolio.
The Board of Governors expresses its appreciation to Technion's accountants, Somekh Chaikin - KPMG, for their efforts in auditing the consolidated financial statements of the Technion and the TRDF.

2016/2017 – The budget framework as approved by the Technion Council totaled NIS 1,454.6 million. Income is estimated at NIS 1,424.5 million, which results in an estimated deficit of NIS 30.1 million. The Planning and Budgeting Committee (VATAT) participation for this year increased by NIS 16.0 million compared to the previous year. Income from Societies budgeted with $18.0 million.

2015/2016 – The actual deficit will be approximately NIS 28.6 million, slightly lower than budgeted. The deficit will be covered by a withdrawal from Technion's reserve.

Total donations from the Technion's Societies during 2015/2016 accumulated to $108.1 million, including $18.6 million for the Current Budget.

Total expenditures in development projects during 2015/2016 were NIS 168.5 Million.

As of September 2016, the Technion's investments amounted NIS 6,263 million.

The Actuarial liability of the Technion, as of September 30, 2015 is NIS 7.5 billion (including TRDF – NIS 8.2 billion).
1. The Board of Governors expresses its deep thanks and appreciation to the donors and the Technion Societies for their support of the Technion's continuing development and expansion.

2. The Board of Governors is proud to announce that thanks to the support provided by the Technion Societies, the following projects were completed this year:

<table>
<thead>
<tr>
<th>NO.</th>
<th>UNIT</th>
<th>PROJECT</th>
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<tbody>
<tr>
<td>1</td>
<td>Shulich Faculty of Chemistry</td>
<td>Renovation of laboratories and offices</td>
</tr>
<tr>
<td>2</td>
<td>Zielony Graduate Student Village</td>
<td>Community Center including 4 kindergarten classes, a playroom, a multipurpose hall, courtyard, covered parking</td>
</tr>
<tr>
<td>3</td>
<td>Zielony Student Union Bldg.</td>
<td>Completion of Learning Center on the 4th floor</td>
</tr>
<tr>
<td>4</td>
<td>Rappaport Faculty of Medicine</td>
<td>Renovation of Pre-Clinical Research Authority; Renovation of experimental research labs; Renovation and expansion of the cafeteria</td>
</tr>
<tr>
<td>5</td>
<td>Wolfson Faculty of Chemical Engineering</td>
<td>Renovation of laboratories, offices and public areas Pilot stage &quot;C&quot;</td>
</tr>
<tr>
<td>6</td>
<td>National Building Research Institute</td>
<td>Auditorium Renovation</td>
</tr>
<tr>
<td>7</td>
<td>Faculty of Architecture – &quot;Hadarion&quot;</td>
<td>Renovation and Restoration of former Library Bldg. in Hadar Campus to house studios, public clinic – stage &quot;A&quot;</td>
</tr>
<tr>
<td>8</td>
<td>MicroElectronics (Wolfson) Bldg.</td>
<td>EBL lab and upgrading AC systems</td>
</tr>
<tr>
<td>9</td>
<td>Canada Dormitory Village</td>
<td>Renovation of communal areas and upgrading AC systems – bldg. 931</td>
</tr>
<tr>
<td>10</td>
<td>DeJur Dormitories</td>
<td>Renovation of communal areas - bldgs. 115,117</td>
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</table>
3. The Board of Governors takes note that the following projects are currently in the construction stage and expresses hope that they will all be completed as planned:

<table>
<thead>
<tr>
<th>NO.</th>
<th>UNIT</th>
<th>PROJECT</th>
<th>Completion Date</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Undergraduate Student Village</td>
<td>4 dormitory buildings with 112 apartments for mainly single students, total number of 488 beds</td>
<td>May 2017</td>
</tr>
<tr>
<td>2</td>
<td>Shulich Faculty of Chemistry</td>
<td>Renovation of laboratories and public areas; Renovation of library</td>
<td>Apr. 2017</td>
</tr>
<tr>
<td>3</td>
<td>Wolfson Faculty of Chemical Engineering</td>
<td>Renovation of research labs and auditorium</td>
<td>Nov. 2016</td>
</tr>
<tr>
<td>4</td>
<td>Grand Technion Energy Program</td>
<td>Research labs on an additional floor including a &quot;reinforced shelter-tower&quot;</td>
<td>Nov. 2016</td>
</tr>
<tr>
<td>5</td>
<td>Faculty of Architecture – &quot;Hadarion&quot;</td>
<td>Renovation and Restoration of former Library Bldg. in Hadar Campus to house exhibitions on entrance floor; Building an exterior elevator and site development – stage &quot;B&quot;</td>
<td>Jun. 2017</td>
</tr>
<tr>
<td>6</td>
<td>Rappaport Faculty of Medicine</td>
<td>Renovation of library; Renovation of experimental research lab; Air conditioning systems improvement</td>
<td>Dec. 2016</td>
</tr>
<tr>
<td>NO.</td>
<td>UNIT</td>
<td>PROJECT</td>
<td>Completion Date</td>
</tr>
<tr>
<td>-----</td>
<td>------</td>
<td>------------------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>7</td>
<td>Southern Palm Beach Chapter Expansion of Student's Counseling Center</td>
<td>Additional Wing and accessibility arrangement for physically challenged individuals</td>
<td>Jun. 2017</td>
</tr>
<tr>
<td>10</td>
<td>Canada Dormitory Village</td>
<td>Renovation + upgrading AC systems – bldg. 932</td>
<td>July 2016</td>
</tr>
<tr>
<td>11</td>
<td>Various research Faculties</td>
<td>Renovation of labs as part of recruitment of new faculty members</td>
<td>Dec. 2016</td>
</tr>
<tr>
<td>12</td>
<td>Fire Prevention Zone</td>
<td>Stage &quot;C&quot; - including pavement of roads and security improvements</td>
<td>Sep. 2016</td>
</tr>
<tr>
<td>13</td>
<td>Accessibility for Physically Challenged Individuals</td>
<td>Upgrading of various projects in campus buildings and outdoor areas</td>
<td>Dec. 2016</td>
</tr>
<tr>
<td>14</td>
<td>Teaching Facilities</td>
<td>Ongoing renovation projects throughout the campus</td>
<td>Ongoing Construction</td>
</tr>
<tr>
<td>15</td>
<td>Campus Infrastructure Projects and Safety Upgrades</td>
<td>Upgrading safety measures of various projects in campus buildings and outdoor areas</td>
<td>Ongoing Construction</td>
</tr>
</tbody>
</table>

The Construction and Maintenance Division wishes to advise that as of January 2017, there are updates in the following completion dates:

<table>
<thead>
<tr>
<th>NO.</th>
<th>UNIT</th>
<th>PROJECT</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Grand Technion Energy Program</td>
<td>Research labs on an additional floor including a &quot;reinforced shelter-tower&quot;</td>
<td>Jun. 2017</td>
</tr>
<tr>
<td>6</td>
<td>Rappaport Faculty of Medicine</td>
<td>Renovation of library; Air conditioning systems improvement</td>
<td>Jun. 2017</td>
</tr>
<tr>
<td>7</td>
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<td>Additional Wing and accessibility arrangement for physically challenged individuals</td>
<td>Sep. 2017</td>
</tr>
</tbody>
</table>
4. The Board of Governors takes note that the following projects are currently in the planning stage:

<table>
<thead>
<tr>
<th>NO.</th>
<th>UNIT</th>
<th>PROJECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Technion Campus Gates</td>
<td>Design of 2 new entrance gates - Susan and David Wilstein Main Gate (Neve Shanan) and Nesher Gate</td>
</tr>
<tr>
<td>2</td>
<td>Ullmann Teaching Center</td>
<td>Building reinforcement, additional elevators, addition of classroom floor (8th floor)</td>
</tr>
<tr>
<td>3</td>
<td>Zielony Student Union Bldg.</td>
<td>Expansion of 4th floor</td>
</tr>
<tr>
<td>4</td>
<td>Tower Dormitory Buildings</td>
<td>Two high-rise buildings for families, couples and singles</td>
</tr>
<tr>
<td>5</td>
<td>Student Dorms in Hadar Campus</td>
<td>Demolition of existing buildings in Technion's Hadar Campus; Planning of new dorms complex, 500 beds (Design Competition)</td>
</tr>
<tr>
<td>6</td>
<td>Medical Student Dorms on Allenby Street</td>
<td>Demolition of existing building and planning of modern dorm tower in its place, 220 beds (Design Competition)</td>
</tr>
<tr>
<td>7</td>
<td>Danziger Bldg.</td>
<td>Mehoudar Center on the ground floor – public laboratories and elevator</td>
</tr>
<tr>
<td>8</td>
<td>Polak Visitors Center</td>
<td>Additional wing for exhibitions; Renovation of existing building</td>
</tr>
<tr>
<td>9</td>
<td>Cancer Research Center</td>
<td>New building near Rappaport Faculty of Medicine</td>
</tr>
<tr>
<td>10</td>
<td>Andrew and Erna Viterbi Faculty of Electrical Engineering</td>
<td>New wing within the existing building</td>
</tr>
<tr>
<td>11</td>
<td>Computer Center</td>
<td>New building including a Data Center</td>
</tr>
<tr>
<td>12</td>
<td>Rosen Solid State Institute</td>
<td>Renovation of entrances, corridors and public areas at 1st floor; Addition of a new lecture hall – stage &quot;B&quot;</td>
</tr>
<tr>
<td>13</td>
<td>Faculty of Materials Science and Engineering</td>
<td>Additional new wing</td>
</tr>
<tr>
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</tr>
<tr>
<td>-----</td>
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</tr>
<tr>
<td>14</td>
<td>Henry and Marilyn Taub and Family - Science and Technology Center</td>
<td>Rooftop terrace</td>
</tr>
</tbody>
</table>
5. The Board of Governors expresses its thanks and appreciation to the Division of Construction and Maintenance staff, engineers, technicians, maintenance people and management for their efforts in the past year.

6. The Board of Governors confirms and supports the Technion’s ongoing management policy regarding:
   6.1 Safety
   6.2 “Green projects”: energy and water savings, waste separation, etc.
   6.3 Comprehensive accessibility for physically challenged individuals in campus buildings and outdoor areas.

7. The Board of Governors supports and reinforces the Technion Management for investing efforts in establishing laboratories for new faculty members and researchers.

8. The Board of Governors supports and reinforces the Technion Management for investing significant resources to upgrade existing buildings and infrastructures at the Technion.

9. The Board of Governors welcomes and expresses its thanks and appreciation to the Division of Construction and Maintenance and to the Faculty of Architecture and Town Planning for their efforts to implement three new plans: Strategic Plan, Zoning Plan and Intervention Plan.

10. The Board of Governors encourages the Technion Management to promote local authorities to provide statutory approval of the new Technion Zoning Plan.

   The Technion Zoning Plan underwent a lengthy process of pre-regulation and was recently adopted by the Haifa Local Committee.

11. The Board of Governors welcomes the increased use of "GIS" for mapping existing buildings, infrastructures, forestation, and for examining future plans as recommended in the "Tech21" Strategic Plan.

   "GIS" mapping technology has been fully incorporated in the design and documentation system, and is currently routinely being applied.

12. The Board of Governors supports the Technion Management in its effort to plan a new Signage System, both for orientation and donor recognition.

   An open tender was conducted and a consultant was selected who will lead the program. The consultant started the work and completed the first stage of the program.

13. The Board of Governors supports the Technion Management in its effort to continue the development of additional dormitories, both on campus (high-
rise dorm towers) and in the City of Haifa (dorm tower for medical students on Allenby St. and Dorm complex on the Hadar Campus), in order to facilitate additional student housing solutions.

The Undergraduate Student Village will be occupied this year and about 500 beds will be added. New dormitory projects are promoted in various stages of planning.

14. The Board of Governors applauds the Technion Management for its ongoing professionalism and support of the project to establish a new campus in China (Guangdong Technion – Israel Institute of Technology).

The GTIIT project is in advanced implementation stages, both regarding dorms and academic areas. The inauguration ceremony of the Guangdong campus stage 1 has been scheduled for late June 2017.

The Technion is supporting and accompanying the project mainly in formulating the program according to academic needs, while the project is under the responsibility of the local government. In addition, specifications and detailed guidelines for the laboratories have been provided by consultants familiar with the Technion as part of this support.
Public Relations Committee - Interim Report
Relating to the Resolutions of the Board of Governors Meeting 2016

1. The Board of Governors commends the efforts of the Technion's Public Affairs and Resource Development Division (PARD) to create a Technion global campaign.

2. The Board of Governors encourages PARD to continue developing the marketing messages for existing and for new groups of supporters, in light of the increased competition and the shifts in the areas of interest.

Whereas the marketing messages are not uniform, the BOG encourages PARD to make the necessary adjustments for each Society and for different regions.

PARD has continued its work towards developing global unified marketing and communication messages aimed at existing as well as new groups of supporters.

Under the guidance of Technion management and following discussions and consultations with societies worldwide, PARD has identified three core messages it is focusing on promoting:

- Excellence in research
- Technion's unique ecosystem of innovation & entrepreneurship
- Globalization

These three core messages should be viewed as principle guidelines. Subsequently, much of the content and messaging across all major platforms that is coming out of Technion via PARD, relates to, and is aligned with at least one of these key messages.

Moreover, to better serve the evolving needs of Technion and its affiliated societies worldwide, structural changes have been made in PARD recently. PARD is now organized in three units:

- **Resource Development** - encompassing the projects department, the donor relations department, and the liaison with the global societies.
- **Hospitality & Events** - encompassing the Visitor Center and the Events & Ceremonies department.
- **Communication & External Relations** - encompassing the public affairs department, the marketing department, and the office of the spokesperson.

This new structure better serves Technion in its global campaign, while maintaining the much-needed balance between a unified, coherent global message coming out of Technion on one hand, and the need to adjust this message to local needs by the societies on the other.

3. The Board of Governors recognizes the strategic significance of the marketing messages for the development of the Technion and for the Technion’s future.
Therefore, the BOG calls on the Technion Societies to consider their own steps regarding the challenges of the Technion global campaign, following this general discussion, and to create a strategic plan and a supporting marketing plan accordingly.

Technion’s global messaging should be coordinated and developed based on the principals described above. Overseas and domestic marketing activities and publications will be designed and carried out in ways that allow them to complement one another, and the strategic goals set by the global campaign.

The three core messages referred to in article 2 are wide and inclusive enough to allow each society to make its own necessary adjustments and create local campaigns as needed.

PARD is in the process of implementing some additional steps to improve day to day coordination and communication with the societies. These include, among others, the following:

- Technion website is being restructured to include more information and resources relevant to the societies under one roof. A password-protected section for the societies with the most current information on projects and research areas is currently being live-tested and will be rolled out to all societies shortly.
- A community calendar and forum is being created. Each unit and society will be responsible to update the calendar with its own activities.
- Upgrading our current CRM will enable better, more rapid, secure and accurate responses to society and donor inquiries and ensure prompt, concise, and detailed reporting.
- All materials issued by Technion across all platforms and channels should follow the guidelines as specified in the online version of the brand book. The brand book will be updated and extended, to include all necessary materials, at which point societies will be encouraged to use it as well.
- It has been suggested that the upcoming PARD meeting during the BOG will be devoted to the global campaign and the messaging efforts it will require.
1. **Facilities**

1.1 **Plans for building a new gym**

Nothing compares to the scale and variety of the sports courses offered at the Technion. Recently, it has come to the attention of the administration, that the facilities currently in use cannot accommodate the growing demand. For the benefit of the students, ASA-Technion (the TSA’s sports department) and the Technion’s Department of Humanities and Arts pay rent that is sometimes too costly, to hold sports courses off campus. As a result, it is not uncommon for a course to be cancelled, despite high demand, due to the high cost. The TSA notes with satisfaction and appreciation the decision to build a new gymnasium, to fulfill the need, and requests to consult and collaborate in the repurposing of the existing facilities.

The Board of Governors calls on the administration to reallocate the use of the existing gymnasium, in collaboration with the TSA, to meet the growing students’ needs.

**The new gymnasium design is in the stage of bid announcements. The use of the existing gym will be coordinated with the Technion Student Association.**

1.2 **Study areas**

The present study spaces allow students to study both individually, and in groups 24/7. The students require study spaces equipped with desks, electrical sockets, and Wi-Fi. The TSA appreciates the completion of the new milestone study area on the 4th floor of the Stanley Shalom Zielony Student Union Building that is already fully occupied. The existing space, however, remains insufficient, especially during exam periods. Despite urgent need, a recent suggestion to renovate and repurpose the bomb shelter in the Faculty of Bio-Medical Engineering as a study area lacks the necessary funds to come to fruition.

The Board of Governors calls on the administration to promote and prioritize the renovation of the bomb shelter in the Faculty of Bio-Medical Engineering, as a study area. The Board calls upon the Technion and the Technion Societies to allocate priority funding to this project.
Study areas: In the Faculty of Biomedical Engineering a project for a study center was approved on Aug. 1, 2016 with a total cost of 700,000 NIS.

2. **Academia**

2.1 **Exams**

This past exam period, there were more than thirty instances of exams containing errors, misspellings, and other irregularities (e.g. multiple choice questions with no correct answer or several correct ones, questions containing unrelated/insufficient information etc.) This is a recurring issue and must be corrected. At the Technion, the final course grade is largely (80-100%) based on the student’s achievements in the final exam, and such errors have devastating effects on the student’s GPA. This also detrimentally affects the student-faculty relationship and creates a feeling of unfairness. The Senate decision reads: "The lecturer in charge will have another lecturer, or a TA, proofread all tests and quizzes. The academic unit will receive the proper resources to do this." This decision is not enforced properly.

The Board of Governors calls upon the administration to establish a procedure to ensure the revision of every exam by an additional entity for each course, as recommended by the Technion Senate.

The exposure to the services provided by the Center of the Promotion of Learning and Teaching with respect to the preparation of exams has been increased. The number of exams which do not adhere to these guidelines is traced systematically and specific actions to avoid such cases in advance are implemented.

2.2 **Enforcement of Academic Regulations**

Notwithstanding the 2015 Board of Governors decision to establish a forum to ensure the fulfillment of academic regulations, the TSA noted that no major action has been taken. There are no deterrents for non-compliant faculty members, and according to the TSA, the past year has seen little change in the number of failures to meet the relevant academic regulations (e.g. publishing grades after the allotted time period, unavailability of faculty/staff during exams, etc.). The non-compliance of the regulations alienates the students and impacts on the reputation of the Technion.

The Board of Governors calls upon the administration, for the third time, to create a set of measures to ensure responsiveness to the academic regulations, including the 10 day limit of time for the publication of the exams results.
An explicit message which highlights the Technion commitment to the fairness of exams is sent to all faculty members prior to each exam period.

3. **Staff Training**

The TSA notes with satisfaction the regulation that requires all new Teaching Assistants ("TA's") to attend a three-day qualification course at the Center for Promotion of Learning and Teaching. According to the Senior Executive Vice President's Assistant for Teaching, TAs repeatedly state that the tools they obtain are very valuable. However, such regulation is not compulsory for new faculty and adjunct lecturers. This lack of adequate tools and training often results in stress and frustration building up between faculty and students. The TSA requests that all new faculty and lecturers be required to attend the appropriate qualification course at the Center for Promotion of Learning and Teaching.

The Board of Governors calls upon the administration, to demand that new lecturers or those with low teaching grades participate in the special workshop at the Promotion of Teaching and Learning unit at the Technion, in order to allow them to acquire the needed teaching tools to become eminent Technion lecturers with the expected and requested standards.

Most of the new staff members undergo a two-day workshop at the Center for Promotion of Learning and Teaching. There is no formal decision requiring the staff to participate in the workshop; however, its importance is emphasized by the Technion administration. It is reasonable to make it obligatory for the new faculty members to participate in a basic workshop within two years from their arrival in the Technion. The center plans to expand its training program and develop a modular program, which will allow faculty members to continue to professionalize beyond the basic training given to them today. In addition, the Center began this year to invite the new faculty members to meet personally for training on exam composition.

Lecturers with low teaching scores are directed to the Center for Promotion of Learning and Teaching and are given personal advice, which includes observation of lessons and a detailed feedback is given. Even in this case, there is no formal decision requiring the deans to direct lecturers to the Center for Promotion of Learning and Teaching. It is the responsibility of the dean. The center can help and promote the teaching quality of the instructor.

The decision whether to recommend to the lecturer to attend the workshop and / or to refer him for personal advising, should be discussed with the teacher.
4. **Financing student activities from the Joint Technion-Haifa Fund**

The TSA places special emphasis on offering the students a great variety of civil, social, cultural, and athletic activities (e.g. the Technion Run, parties and fairs, cleaning Haifa beaches, volunteering at the Ruth Children's Hospital, supporting IDF reserve students etc.). Over the past two years, these and other activities enjoyed additional funding allocated by the Technion administration from the Joint Technion-Haifa Fund. Unfortunately, this year saw a substantial decrease in such extra funding, thereby limiting the array of activities offered to the students. The TSA wishes to present its needs and agenda to the Technion administration, in order to secure additional funding for the aforementioned activities.

The Board of Governors calls upon the administration to take into consideration the TSA’s yearly social activity plan, prior to allocating funds from the Joint Technion-Haifa Fund.

A request to the Steering Committee for funding approval of the student activities from the Joint Technion-Haifa Fund has been filed.

5. **Student Maternity Leave**

Graduate students on maternity leave are entitled to an extension of scholarships and postponement of a range of academic deadlines. Regrettably, other issues, one of which are candidacy exams, are not automatically postponed. The TSA appreciates the Irwin and Joan Jacobs Graduate School’s tendency to approve all such postponements and recommends that the Graduate School adopt new guidelines, so as to ensure future implementation of the current policy.

The Board of Governors calls upon the Administration to update the maternity regulations by allowing students to postpone all exams regarding advanced degrees within the span of the maternity leave.

The maternity regulations regarding exams in advanced degrees are described in article 6 of the maternity regulations.
In the case of candidacy exams, the School cannot automatically postpone the exam, but if a request is filed, the possibility of postponing the exam will be considered.
In the case of a request to postpone filing a research proposal, the request is approved automatically.
Filing a request should include an explanation by the student and the advisor recommendation.
It is important to note that not all students that have the right to postpone their exams always wish to do so.
6. **Appreciations**

6.1 The Board of Governors commends the Technion President, Prof. Peretz Lavie, on the increased support of the TSA Poland Mission. This year, 40 students joined the mission, doubling last year’s number. The mission was planned so as not to interfere with the students’ regular classes and exams. The broad spectrum of the participating students, and their faculty affiliation, contributed to meaningful dialogue amongst them. The students also participated in a variety of projects before and after the mission (volunteering with survivors, and participating in "Living Room Memories" to name a few). The Technion President has recently approved the expansion of the mission from 40 to 60 students, with additional funding from the Presidential Fund.

6.2 The Board of Governors commends the administration for its support of the expansion of the fourth floor in the Shalom Stanley Zielony Student Union Building, and maintaining its student vibe.

6.3 The Board of Governors expresses its gratitude to the Office of the Dean of Students for its continued commitment to the Dynamic Campus Project.

6.4 The Board of Governors expresses its gratitude to the units of the Dean of Students office, especially in relation to the establishment of the new accessibility center.

6.5 The Board of Governors expresses gratitude to the Technion administration for their continuous financial support of cultural and social events.

6.6 The Board of Governors commends the decision to create a second tier of awards of excellence for lecturers and faculties who are working for the advancement of teaching.

6.7 The Board of Governors commends the Dean of Undergraduate Studies for his continuous effort to ensure that each student receive a copy of their exams in all Technion courses.

6.8 The Board of Governors congratulates the Dean of Students office on receiving "The Reserve Shield Award". The Board commends the benefits that reserve soldiers receive, both academic and social.
6.9 The Board of Governors commends the Technion administration for the help given to active reserve serving students during their studies. The Board of Governors congratulates the Technion for being the national leading institution in providing these services.

6.10 The Board of Governors expresses its deepest appreciation to Prof. Moris Eisen, the outgoing Dean of Students, for his outstanding work and achievements and for his personal dedication to the welfare of Technion students.

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