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Our Values: The Five Torot

Yeshiva University is a unique ecosystem of educational institutions and resources that prepares the next generation of leaders with Jewish values and market-ready skills to achieve great success in their personal and professional lives, endowing them with both the will and wherewithal to transform the Jewish world and broader society for the better.



TORAT EMET

We believe in truth and humanity's ability to discover it.

The pursuit of truth has always been the driving force behind advances in human understanding, from Socrates' wanderings through the streets of Athens to the innovations of the Industrial Revolution. People of faith, who believe in a divine author of Creation, believe that the act of discovery is sacred, whether in the realm of philosophy, physics, economics or the study of the human mind.

The Jewish people in particular affirm that beginning with the Revelation of the Torah at Mount Sinai, God entrusted eternal teachings and values to us that we must cherish and study diligently above all else, for they represent the terms of the special covenant that God made with us. All people, regardless of their faith background, should value the accumulation of knowledge because it is the way to truth and a prerequisite to human growth.



TORAT CHAIM

We believe in applying our knowledge to impact the world around us.

Jewish thought asserts that truth is made available to human beings not simply so they can marvel at it but also so that they can use it. Students studying literature, computer science, law, psychology or anything else are expected to take what they learn and implement it within their own lives as well as apply it to the real world around them.

When people see a problem that needs addressing, their responsibility is to draw upon the truths they uncovered during their studies in finding a solution. They must live truth in the real world, not simply study it in the classroom.



TORAT ADAM

We believe in the infinite worth of each and every human being.

Judaic tradition first introduced to the world the radical proposition that each individual is created in the divine image and accordingly possesses incalculable worth and value.

The unique talents and skills each individual possesses are a reflection of this divine image, and it is therefore a sacred task to hone and develop them. The vast expansive human diversity that results from this process is not a challenge but a blessing. Each of us has our own path to greatness.



TORAT CHESED

We believe in the responsibility to reach out to others in compassion.

Even as we recognize the opportunities of human diversity, Jewish tradition emphasizes the importance of common obligations. In particular, every human being is given the same responsibility to use his or her unique gifts in the service of others; to care for their fellow human beings; to reach out to them in thoughtfulness, kindness and sensitivity; and to form a connected community.



TORAT ZION

We believe that humanity's purpose is to transform our world for the better and move history forward.

In Jewish thought, the concept of redemption represents the conviction that while we live in an imperfect world, we have a responsibility to strive toward its perfection. Regardless of a person's personal convictions about whether social perfection is attainable or even definable, it is the act of working toward it that gives our lives meaning and purpose. This common striving is an endeavor that brings all of humanity together.

The Jewish people's task to build up the land of Israel into an inspiring model society represents this effort in microcosm. But it is part of a larger project that includes all of humankind. If the arc of the moral universe bends toward justice, then redemption represents our responsibility to work together in the service of God to move history forward.



President's Initiatives Council

The President's Initiatives Council is an elite cadre of influential industry leaders, philanthropists and community leaders. Over the past 18 months, the Council has met multiple times for comprehensive strategy sessions to help develop the transformational initiatives that will shape the future of YU.



Danny Danon, then Israel's Permanent Ambassador to the United Nations, speaks to members of the President's Initiatives Council at the U.N.

PRESIDENT'S INITIATIVES COUNCIL

NAOMI AZRIELI
ADAM BEREN
MARTIN GELLER
MITCH JULIS
ALICIA KAYLIE
MARC LASRY

JERRY LEVIN
SEN. JOE LIEBERMAN
IRA MITZNER
ANNE NEUBERGER
IRINA NEVZLIN
INGEBORG RENNERT

JAY SCHOTTENSTEIN
JEANIE SCHOTTENSTEIN
MARK SILBER
MOSHAEL STRAUS
MARK WILF
ANITA ZUCKER

DEEPLY ROOTED FORWARD FOCUSED



This past year has been a year like no other. And through it all, Yeshiva University has had an exceptional year of growth both in the way we have addressed the inherent challenges and how we have risen above them.

Driven by our distinctive mission and our remarkable accomplishments, Yeshiva University continues to profoundly impact our students and our world. Our **Five Core Values** (The Five Torot, see page 2) and our **Four Strategic Priorities** (see page 12) guide our work as we lead a growing number of students to success, refresh the ranks of our distinguished faculty, engage our loyal alumni and friends, grow our donor base and boldly build a vibrant YU for the 21st century—and beyond.

The dawn of a new decade calls upon all of us—students, faculty, alumni and communities alike—to collectively and proactively move history forward.

We are galvanizing the next generation of rabbis and educators, doctors and lawyers, computer scientists and entrepreneurs not only to lead lives of great personal and professional success but also lives of impact, meaning and leadership, transforming the Jewish world and broader society for the better.

In this President's Report, you will read stories of our rabbinic and faculty leadership, student success and impact, award-winning research and financial and enrollment numbers that reflect our continued growth. I am deeply thankful to my partners in building the Yeshiva University of tomorrow—our students and parents, faculty and professionals, alumni and community leaders, Board of Trustees, Boards of Overseers and members of the **President's Initiatives Council** (see opposite page).

Building on last year's success, this year will prove to be the most important educational year of our students' lives as true character is born in times of adversity. We deeply miss those who were taken from us due to COVID-19 and continue to prioritize safety and health in charting our course forward. With our abiding faith in God and our values as our guide, we will navigate through the challenges, identify and embrace the opportunities and emerge at the end of this journey even stronger.

As President of Yeshiva University, I could not be more proud of the resilience and kindness of our YU community or more optimistic about our future.

Wishing you good health and prosperity in the new year ahead.

Warmly,

Dr. Ari Berman



Legacy Award Winners Dr. Naomi Azrieli (left) and Dr. Sharon Azrieli with Dr. Ari Berman at YU's 95th Annual Hanukkah Dinner & Convocation. At the event on Dec. 8, 2019, Dr. Naomi Azrieli, Chairman and CEO of the Azrieli Foundation, announced an \$18 million donation to the University. This extraordinary gift will provide continued support of the Azrieli Graduate School of Jewish Education and Administration as well as strengthen undergraduate scholarships.



Rabbi Hershel Schachter

DURING HARD TIMES, YU TAKES THE HIGH ROAD

Yeshiva University students, faculty and alumni battle COVID-19 with technology and innovation inspired by the values of charity, generosity and justice.

Throughout this unprecedented time, Yeshiva University's faculty, students and alumni have offered morally inspired and intellectually creative solutions to help the world handle the "now normal" ushered in by COVID-19.

For those familiar with YU, this comes as little surprise. Under the leadership of its President, Dr. Ari Berman, the University has continued its 134-year commitment to building what he calls "the world of tomorrow" for both the Jewish community and the world at large. And the world of tomorrow, shaped by a

pandemic that has created new economic and technological needs, requires the ingenuity and pioneering spirit that has defined YU since its establishment.

When assaulted by a disease that threatens to destroy institutions and upend rituals dear to the human spirit, YU has embraced the opportunity to find new ways to keep our shared lives intact and thriving. Guided by our four areas of focus (see next page), YU's community has offered solutions and comfort in a breadth of disciplines where its expertise, resourcefulness and dexterity could be helpful.

YU'S RABBINIC LEADERSHIP: UNPRECEDENTED RESPONSE DURING AN EXTRAORDINARY TIME

For rabbinic leaders, the coronavirus pandemic raised a barrage of questions: How can I sit shiva for my father in isolation? Can we host a seder by videoconference for my mother, sequestered in her home? How do we get a minyan together during a period of stay-at-home orders? Or make a bris during a pandemic?

Led by Rabbi Hershel Schachter and Rabbi Mordechai Willig, YU's roshei yeshiva were faced with these questions and more. They offered round-the-clock guidance to rabbis, rebbetzins and congregants worldwide to help them navigate halachic challenges

and questions concerning the pandemic, from sedarim and Shabbat to taharat hamishpacha [family purity], daily prayer, weddings and funerals.

The unprecedented crisis required a reexamination and rethinking of rabbinic guidance on both halachic and practical matters, and Jewish communities around the globe looked to YU roshei yeshiva for leadership and direction. Their extensively deliberated and carefully calibrated responses adapted law, ritual and tradition to emerging situations even as they were developing in real time.

The rabbinic leadership provided more than liturgical support; they offered strength and comfort during a time of anxiety and uncertainty. When synagogue gatherings were off-limits, they led pre-Shabbat ruach Zoom calls with words of inspiration and support for the YU community.

Throughout the darkness, YU's roshei yeshiva showed how our cherished age-old traditions can adapt, providing guidance to communities that looked to them to light the way.

So, our therapists pivoted to telehealth sessions, our data students created apps and analyzed the rampages of the pandemic, our academics gave us a context to understand what was happening to us—in short, YU became a proud part of the solution.

HEALTH SERVICES

Wurzweiler School of Social Work

Faculty at Wurzweiler School of Social Work quickly refocused their curriculum to prepare and reskill students to provide quality care remotely, as more and more students, providers and clients transitioned to teletherapy. Teletherapy training was integrated into the curriculum with the use of AI technology and students were placed in the field where they were trained in telehealth from an experiential and hands-on approach and provided support under supervision. Wurzweiler also offered a series of seminars to current students and a continuing education series with CEUs to recent graduates, alumni and others in the field.

“I became very interested in learning more and using my expertise to help with this type of disease. There is a lot of work in this field already completed, but I am sure that there is much more to discover and solve.”

—**JULIAN RUGGIERO**, Fulbright Scholar in the Data Analytics and Visualization Program at the Katz School of Science and Health

Several Wurzweiler professors are currently studying telehealth through different lenses—from creating community, integrating AI technology in education and ways to combat trauma in online platforms, to name a few. The goal: to provide high-quality care on telehealth platforms and understand their implications as their use becomes more and more widespread.

Virtual Speech Clinic

The MS in Speech-Language Pathology at the Katz School of Science and Health, directed by Dr. Marissa Barrera, has been offering free online speech and language therapy to students, alumni, faculty, staff and their families residing in New York State.

As Dr. Barrera explained, “In doing this, we aim to provide supportive services to individuals who may not be receiving speech therapy due to school closures and/or individuals of all ages who are no longer able to travel to outpatient treatment centers.”

Dr. Barrera was the first U.S. speech-language pathology program director to confront COVID-19 because in early March, a Yeshiva student was confirmed to have the virus. Seeing how things were playing out in New York State, she took the initiative to bring together the ethics of the discipline and available technology to create the telehealth clinic.

Fortunately, she had had extensive experience in telehealth through her private practice, and last May, within a period of five days, she was able to train the program’s students in telehealth best practices, get faculty members on board, complete an approved website and consent form, and launch the clinic.

Maintaining the effort is difficult, but Dr. Barrera is staying positive. As she stated in an article in *The ASHA Leader*, “What COVID-19 Teaches About Online Learning,” “We’re still making plans, with the needs of our students in mind.”

Social Workers in Israel

A team of alumni from the Wurzweiler School of Social Work living in Israel provides anonymous telehealth counseling for frontline COVID-19 medical workers in hospitals around the United States.

As one team member pointed out, “Being in Israel plays in our favor since people can find support at odd hours of the day and night.” Given that COVID-19 is by no means over, what the team offers will even be more vital “to get us through what’s coming next.”



The Parnes Clinic

In June, the Max and Celia Parnes Family Psychological and Psychoeducational Services Clinic, the training clinic of the Ferkauf Graduate School of Psychology, instituted a free service called Hushmail, which allowed the therapists to email/correspond/exchange documents with patients in a HIPAA-compliant way. In this way, the Clinic was able to reopen intakes for the community. All therapeutic services remained online.

Dr. William Salton, director of the Clinic, observed that even during the pandemic, the Clinic has never abandoned its mission of “offering affordable state-of-the-art psychological care to everyone we serve.”

The Effects of COVID-19 on Vulnerable Populations

Four Ferkauf professors are delving into the impact of coronavirus. Dr. Katie Aafjes-van Doorn, assistant professor, Clinical Psychology; Dr. Vera Békés, assistant professor, Clinical Psychology; Dr. Tracy A. Prout, associate professor, School-Clinical Child Psychology Doctoral Program; and Dr. Jordan Bate, assistant professor, Clinical Psychology, have been researching the effects of COVID-19 on four groups: parents, children 6–12 years of age, therapists and the general population.

They have recently published four papers on what they have discovered (with a fifth pending by Dr. Bate),

adding their insights to the ever-enlarging understanding about how the novel coronavirus has upset our notions of what is normal, reliable and predictable. Overall, they conclude that “our current studies ... highlight the public mental health crisis that is unfolding.”

LEGAL CONSULTING

Cardozo Students and Boutique Firm Team up to Help Amidst the Pandemic

Prior to the COVID crisis, Slarskey LLC, a boutique litigation firm in midtown Manhattan, interviewed approximately 10 first-year law students from the Benjamin N. Cardozo School of Law and New York University Law School for summer internship positions.

When the pandemic hit, they decided to focus the firm’s efforts on handling pro bono legal work for small businesses in New York City impacted by the market dislocation and invited a handful of summer interviewees to join in performing legal work.

“Slarskey identified early on that many of our community’s small businesses were dealing with similar challenges and that the legal community could provide a valuable service to business owners facing alike, yet unprecedented, pressures,” said Tyler Kamperschroer, a Cardozo 1L student.

SOFTWARE APPLICATIONS

Technicians and computer coders at YU have crafted new apps to battle COVID-19.

Mapping the Path of the Coronavirus

Israel-based Emnotion asked YU’s Innovation Lab, a faculty- and student-led enterprise designed to apply innovation in the service of startup business acceleration, for strategic guidance in introducing its powerful predictive AI platform in the service of mapping the path of the coronavirus. Founded in 2016, Emnotion develops climate-forecasting solutions for urban and rural areas, often block by block, using mathematical algorithms.

Members of the Lab's team met via Zoom with Emnotion's CEO and lead data scientist, and since then, the Lab has focused on developing strategies for reaching key decision makers in public health, government, industry and technology. Their goal is to integrate their advanced AI dataset with other efforts to get in front of the disease's exponential growth.

Online Tutoring

Last June, Ben-Gurion University of the Negev organized The Triple Bottom Line Challenge to turn the isolation of the COVID-19 quarantine into a startup that would improve the world.

Shira Feen '20K and Lavanya Karanth '20K from the MS in Digital Marketing and Media at the Katz School won the overall competition with Remote Education for All, their proposed virtual tutoring app. As they described it, Remote Education for All "sets out to break down the barriers that bar students from an education they deserve."

In the midst of the pandemic, students rushed to Zoom and Google Classroom to fill the gap in education, but preliminary research suggests that students in the United States will return to school in the fall with roughly only 70% of learning gains in reading and less than 50% in math, relative to a typical school year.

The goal of Remote Education for All is "solving the immediate need at home: a student is busy working on math homework, they didn't fully grasp the concepts at school, and their parent is working late and cannot assist. The app allows students to scroll through the teachers available online and swipe right on the one they want to schedule a call with. They can launch a video call and start a virtual tutoring session."

Diagnosis and Treatment

Two alumni of the Data Analytics and Visualization program at the Katz School, Maridor Bocalbos '19K and Dean Pienica '19K, have produced Image2Txt.Doc, where users can get an instant diagnosis and treatment of an injury by either speaking with a chatbot or finding a clinician based on their insurance.

Bocalbos cited the time and effort in scheduling a doctor's appointment, long waiting times during an

emergency or urgent care visit and the increasing cost of health care as the factors inspiring their efforts. She said that during the testing phase of the app, nine out of 10 users said they'd buy it for their own personal use.

"The app would be especially useful during the pandemic since most patients are scared to go to the hospital," said Bocalbos.

Bocalbos and Pienica were given the Investment Award after the app was judged by experts in both artificial intelligence and product design for presentation, user value, business value, prototype, analytics and insights.

RESEARCH AND TEACHING

Racial Disparity

Julian Ruggiero, a Fulbright Scholar in the Data Analytics and Visualization program at the Katz School, analyzed the occurrence of COVID-19 in New York City using publicly available datasets, finding that people in low socioeconomic zip codes had a higher incidence of the virus. His analysis showed that in some zip codes in Queens, up to 45 people per thousand tested positive whereas only 5 per thousand tested positive in Manhattan.

When asked what problem he would solve if he could solve any challenge using data, he said, "I would definitely love to work in health-related problems. I read some articles from *DataCamp*, an online platform to learn data science, about the use of data to analyze lung cancer cells and how they differentiate from benign tumors. One article was about recognizing different patterns in tumor cells over hundreds of records and studying how they get bigger over time to predict their behavior and help doctors diagnose cancer in the early stages.

"I became very interested in learning more and using my expertise to help with this type of disease. There is a lot of work in this field already completed, but I am sure that there is much more to discover and solve."

Academics

During the 2020 summer session, three courses covered the history, theology and science of COVID-19. This is a prime example of YU's core educational standard—Torah Umadda—in action, when the University brings together the intellectual authority of Jewish teachings and secular academics for fruitful conversations, spirited disagreements and mutual new discoveries.

As Dr. Berman has said, "We provide an educational experience suffused with values. Our values may be easy to discuss when the world is calm, but they are most needed when the world is in disarray."



Dr. Jeremy Brown offered *How Pandemics Shape the World*, a sweeping survey of the medical, social and religious impacts of epidemics from the Black Plague to COVID-19, with stops along the way for smallpox, cholera, influenza and HIV/AIDS, using eyewitness accounts, scientific writings, literature, public health policies and accounts by Jews, Christians and other religious believers.

Dr. Brown's background makes him eminently qualified to teach such a class. He is currently the Director of the Office of Emergency Care Research at the National Institutes of Health, where he leads efforts to improve emergency care throughout the country. "While the science has evolved," he observed, "the human reactions to pandemics have remained remarkably constant over the centuries. That history, together with that of the Jewish people during these pandemics, can help inform us about what is happening today."

Rabbi Dr. Shlomo Zuckier, in his Responses to COVID-19 in Jewish Ritual and Theology class, explored how COVID-19 has forced Jewish communities to reevaluate their teachings and practices. As a three-time alumnus of Yeshiva University (BA, MA and semicha [rabbinic ordination]) who has lectured, written and taught extensively about Torah and Jewish scholarship on a broad range of concerns, he noted that "leading scholars of Jewish law and thought, including some faculty at YU's Rabbi Isaac Elchanan Theological Seminary, have produced a body of significant rulings and perspectives on COVID-19 about the nature and function of Jewish law and how Jewish leaders respond to crisis that will occupy scholars for generations to come."

Dr. Jeremy Wertheimer took a deep and detailed journey into the world of proteins in his Introduction to Covid-19 Drug Development class. A former vice president of engineering at Google and the founder of several biotech startups, Dr. Wertheimer taught his students how to use computational tools to visualize proteins, search protein databases and model protein structure. They also learned about the lab techniques used to synthesize proteins and measure how well they bind target molecules, and there were opportunities for students to synthesize and analyze their own drug designs.

"The scientific community has responded to COVID-19 through widespread collaborative efforts to find therapeutics, vaccines and diagnostics," he pointed out. "Perhaps by taking this course some students will be interested in a career using computation to fight future infectious diseases and other health challenges." ■

The Four Strategic Priorities: Educating the Leaders of Tomorrow

- Values and Leadership
- Entrepreneurship and Innovation
- Science and Tech
- Great Jobs and Impactful Careers

Dr. Ari Berman established four working groups of faculty and administration to begin fleshing out new programs around these areas of growth across the University. In addition, he formed the President's Initiatives Council (see page 4) to bring together visionary lay leaders and captains of industry to strategize and help formulate new directions that will propel YU forward.



VALUES AND LEADERSHIP

CHAIRS:

Rabbi Dr. David Shatz

Ronald P. Stanton University Professor of Philosophy, Ethics, and Religious Thought

Rabbi Dr. Yosef Kalinsky

Dean, Undergraduate Torah Studies



ENTREPRENEURSHIP AND INNOVATION

CHAIR:

Dr. Noam Wasserman

Dean, Sy Syms School of Business



SCIENCE AND TECH

CHAIR:

Dr. Paul Russo

Dean, Katz School of Science and Health



GREAT JOBS AND IMPACTFUL CAREERS

CHAIR:

Susan Bauer

Executive Director, YU Career Center

The focus on these four strategic priorities will continue to guide Yeshiva University and over the course of this year, our working groups will expand to include additional faculty, students and alumni.

ALREADY, OUR EFFORTS IN THESE AREAS HAVE BORNE GREAT FRUIT:

- **NEW PATHWAYS PROGRAMS** for qualified graduating YU seniors expediting guaranteed admissions and scholarships in cutting-edge fields, such as quantitative economics, data analytics and cybersecurity
- **RECONSTITUTION OF THE KATZ SCHOOL OF SCIENCE AND HEALTH**, which now offers master's degrees in artificial intelligence, biotechnology management, cybersecurity, data analytics, digital marketing and media, mathematics, occupational therapy (OTD), physics, quantitative economics and speech-language pathology
- **GROWING NUMBER OF ONLINE GRADUATE PROGRAMS** that provide greater access to education for students who do not live within commuting distance or who have full-time jobs or childcare obligations to earn their degrees
- **RECRUITMENT OF TOP FACULTY**, including new deans and directors: Dr. Noam Wasserman, dean of Sy Syms School of Business; Dr. Leslie Halpern, dean of Ferkauf Graduate School of Psychology; Shoshana Schechter, associate dean of Torah Studies at Stern College for Women; and Rabbi Aryeh Lebowitz, director of semicha at RIETS
- **UPGRADE OF FACILITIES TO INCORPORATE EMERGING TECHNOLOGY THAT CREATES CUTTING-EDGE LEARNING ENVIRONMENTS:**
 - *YU's Innovation Lab, an entrepreneurial hub where Israeli-based startups can grow their U.S. market potential while leveraging YU's students*
 - *The Mitrani Computer Lab at the Stern College for Women, with dedicated space to work on coding, creating and collaborating*
 - *Smart classrooms that embrace high-tech tools to facilitate international learning via web conferencing, smart screens and wireless projections as well as new seating that allows for flexible learning arrangements*



WORKING WONDERS

YU helps students experience a summer of opportunity in a world of limitations.

In March, when the pandemic hit, one of the things it cancelled almost immediately were summer internships and research positions, leaving many YU students worried about how they were going to enhance their knowledge and polish their résumés.

Undeterred by the challenge, YU faculty and the YU Career Center went straight to work pivoting the crisis into an opportunity.

Dr. Noam Wasserman, dean of the Sy Syms School of Business; Dr. Selma Botman, provost and vice president of academic affairs; and Susan Bauer, executive director of the YU Career Center, were determined that the summer would not be a lost one for undergraduates.

Their response: a new initiative, months in the planning, called the 2020 Summer of Opportunity. Reaching out to YU administrators, faculty from the undergraduate and graduate schools, and alumni from around the world, the trio challenged their colleagues to use their inventive energies to create a series of engaging and professionally focused learning experiences, in the process building out a new model of internships for the COVID era.

Running from June through August, the Summer of Opportunity matched well over 100 students to experiential learning, research and internship projects—all undertaken virtually—including immersive training at consulting firms followed by hands-on client projects for leading Jewish nonprofits and Israeli startups. Students learned the skills needed to succeed in a world of work that was shifting platforms and functions on a daily basis while also contributing to the betterment of the broader world.

“Our summer initiatives demonstrated the power of YU as a small university with a big reach,” said

Dr. Wasserman. “As a small university, we had our finger on the pulse of students’ needs, and with that knowledge, we could leverage our big connections within the business world and Jewish community.”

YU Consulting Force/Innovation Lab Internships

The first program to be developed was the YU Consulting Force/Innovation Lab Internship Initiative, the brainchild of Dr. Wasserman.

The YU Consulting Force offered 35 students a nine-week, three-credit experiential learning program in partnership with experts from top-tier consulting firms, including Accenture, Deloitte Consulting, Boston Consulting Group and McKinsey, as well as select Jewish nonprofits and Israeli startups.

Students spent the first three weeks learning key skills and competencies from some of the country’s best consultants. During the final six weeks, they applied their newly acquired knowledge to client projects at Jewish nonprofits and Israeli startups, working on assignments with specific deliverables and a quantifiable impact.

YU Israel Virtual-Internships

Like the YU Consulting Force, the Israel Virtual-Internship Program was started in response to COVID-19’s impact on student internships, this time in Israel.

As Stephanie Strauss, executive director of YU Israel, explained, “We were about to greenlight an exciting new summer program that would have brought about 20 YU students here to work for a group of game-changing startups. But then COVID-19 happened, and it looked as if our program, several years in development, would be thrown out the window.” To meet the challenge, Strauss joined forces with

Dr. Wasserman and Bauer to reimagine the program in a virtual format.

Strauss reached out to Israeli-based YU alumni as she also reengaged with the numerous startups that had participated in the RENSOP Fellows Winter High-Tech Trip from previous years. The results were impressive. More than 40 virtual internship opportunities were secured at such companies as OurCrowd, MassChallenge Israel, accessibleGO, Cyabra, TalkMarkets, iAngels, Credi and Optibus, with a number of participating employers extending the internships well into the fall.

Research Internships and Workshops

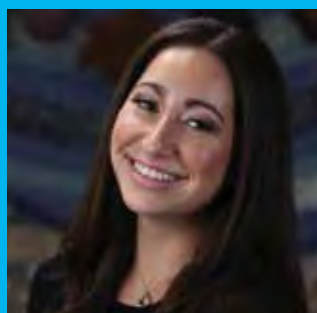
To make use of resources closer to home, Dr. Wasserman and Bauer solicited faculty from the undergraduate and graduate schools willing to take on research assistants, and they made close to five dozen matches between students and professors. Research projects ranged from exploring career paths of senior employees to investigating the connection between

Facebook friends and impulse buying.

But that wasn't all. Helping the virtual interns stay on track, the YU Career Center offered a five-part Zoom workshop series on the specific strategies and techniques students needed to succeed in their respective summer projects as they navigated the challenges of the remote workplace.

Bauer noted that through the Summer of Opportunity and related initiatives, "the Career Center created a positive narrative for YU students that for many years to come will reflect their diligence, perseverance and strong work ethic."

But for Evan Holzer '21SB, an intern in the YU Consulting Force, the impact of this novel initiative is being felt now. "The fact that I was able to be part of this unique experience during such a tumultuous summer was great. Where else could I have spent my time being so forward thinking and career focused?" ■



RACHEL DORETSKY '22SB: DISCOVERING A NEW CAREER PATH

Rachel Doretsky '22SB never thought she would consider a career in management consulting. But then she applied and got accepted into the YU Consulting Force, one of several internship initiatives comprising YU's 2020 Summer of Opportunity.

Participating in the nine-week program gave her a front-row seat to how consultants work and how to make nonprofits grow.

The program kicked off with three weeks of immersive training with execs from Accenture, Deloitte, Boston Consulting and McKinsey. The purpose: to help Doretsky and her fellow students, develop a specialized toolkit from which they could draw once they were placed as summer interns working virtually at a variety of nonprofits.

"During our initial training with consulting firms we learned about the skills and mindset needed to get into the client's head and build a solution as a team," said Doretsky.

Once she completed the skills-training phase of the program, Doretsky was paired with another YU Consulting Force intern for a six-week period at Project Extreme, a Jewish nonprofit that provides innovative services for at-risk teens. The duo were tasked with a specific set of deliverables: to improve the organization's funding and national visibility. As project "consultants," the pair worked on building brand awareness through social media and securing new funding sources through corporate sponsorships and grants.

For Doretsky, it was a fast-paced, memorable summer, one that opened up a new world of possibilities and placed her on an entirely new career path.

We provide an educational experience suffused with values. Our values may be easy to discuss when the world is calm, but they are most needed when the world is in disarray.

—DR. ARI BERMAN, President of Yeshiva University



CHAMPIONS OF GOOD

The only thing stronger than the Macs' talent is a commitment to their values.

Students, fans, alumni, faculty, administrators, rabbis, friends: they came from all over to cheer on Turell, Reef, Katz, Halpert, Halpert (no, not a misprint), Leifer, Hod, Alluf, Milobsky and the other superstars of the Maccabees men's basketball team. Thanks to a truly remarkable and edge-of-your-seat-exciting 2019–20 season, they are, and forever will be, legends at Yeshiva University.

“You guys created something different, something special, something that will be talked about forever—not just because of how it ended, but because of how it happened and how you acted throughout.”

—ELLIOT STEINMETZ '02SB, YU Head Coach

The team won the 2019–20 Skyline Conference Championship and made it all the way to the Sweet 16 of the NCAA Division III Tournament before COVID-19 cancelled the rest of their postseason. Along the way, they compiled a set of amazing stats, finishing the season ranked No. 8 in the D3hoops.com Men's Top 25 National Poll and leading Division III with a 29–1 record.

Led by Coach Elliot Steinmetz '02SB, who was named D3hoops.com National Coach of the Year, the 2019–20 Macs were a group of young men coming from different backgrounds who formed a powerhouse team that possessed a unity that other teams could only wish for. They displayed leadership, drive, confidence, integrity and a commitment to Torah values and their

Jewish faith. And knowing that the Jewish world and those outside it were watching them, they set for themselves the goal of being the kinds of exemplary role models and mensches that the entire YU community and beyond could admire. Jewish kids from all over were inspired by these genuine Jewish sports heroes and talked excitedly about their games and player statistics.

Their dedication, discipline and perseverance were truly amazing. Even with 6 a.m. practice sessions and the added challenge of a dual curriculum of Jewish and secular studies, they were so successful in keeping their multiple plates spinning that many on the team were named to the 2019–20 Skyline Conference Winter/Spring Academic Honor Roll. Their commitment to Torah and Jewish values was always front and center, from keeping Shabbat while on the road to delivering a d'var Torah [words of Torah] before each game and proudly displaying their YU kippot [yarmulkes] while they played.

On various occasions, the team stepped out of the comfort zone of the basketball court and addressed anti-Semitism. Throughout the season, they wore special warm-up shirts that honored the 11 victims in the Pittsburgh Tree of Life Synagogue shooting that occurred in November 2018. A jersey with “Tree of Life” on the back with the number 11 continues to hang prominently on the wall in the gym of the Max Stern Athletic Center on the Wilf Campus.

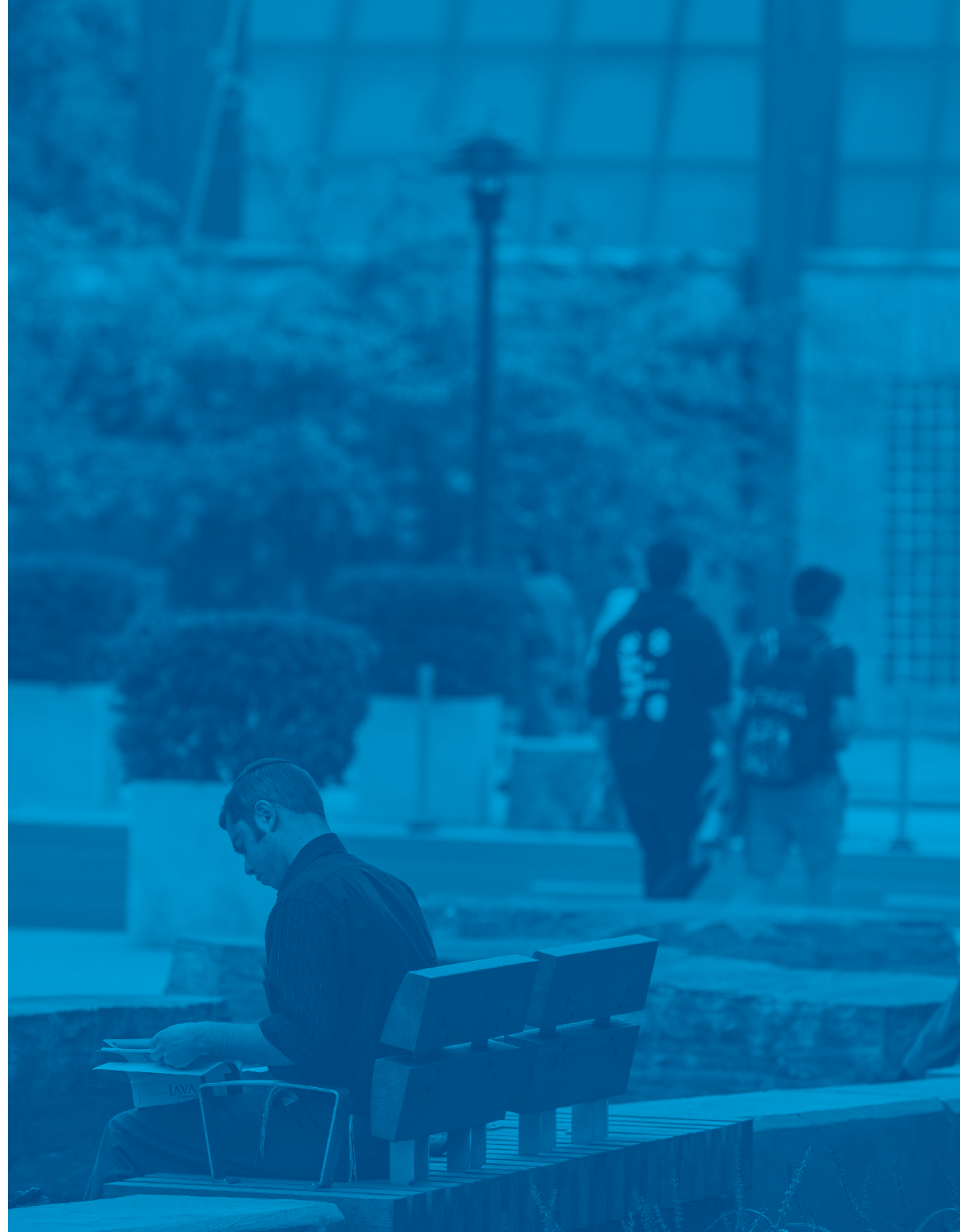
In addition, on December 17, 2019, the Macs and the New Jersey City University men's basketball team came together at the Athletic Center as the national anthems of the United States and Israel were played following a moment of silence in memory of the victims of the shooting in Jersey City at a Jewish market seven days earlier.

This team was not going to let these opportunities pass without making an important statement that only they, in their unique position as Jewish students at Yeshiva University, could make.

Over the course of the season, they handled with dignity the anti-Semitic slurs and taunts from opposing players and spectators and an unwelcome mat from a Maryland hotel at which they had reservations. In COVID-19, however, they met a different kind of opponent, one that caused the season to end prematurely, but the team handled that disappointment with maturity and dignity. “Life is bigger than basketball, always will be,” said Steinmetz in a tweet after the season was cancelled. “The world finds weird ways to remind us of that.”

In an email to the players, he said, “You guys created something different, something special, something that will be talked about forever—not just because of how it ended, but because of how it happened and how you acted throughout.”

Of course, we’ll never know the answer to what would have happened had the season not been cancelled. One thing, however, we do know for sure: How this group of outstanding and talented young men conducted themselves during a most memorable, unique, exhilarating and downright fun season will never be in question. ■





A CAPITAL IDEA

Maccabee Ventures, an early-stage technology fund created by YU alumni, gives students hands-on opportunities in venture capital.

Neither Avidan Rudansky '20YC nor Jacob Friedman '21SB ever expected to become players in the worldwide response to the COVID-19 pandemic as budding venture capitalists. But that's exactly what happened when they both completed two innovative courses on venture capital investing and fund formation and management at Sy Syms School of Business.

The courses are co-taught by two seasoned venture capitalists: Bruce Taragin '89YC, managing director of Blumberg Capital, and Moshe Bellows '90YC, '08W, an angel investor. Back in 2019, the VC duo founded Maccabee Ventures, a \$10 million early-stage technology fund, which has now become an integral component of their courses where students act as interns for the firm while learning the general risks and rewards of investing and the particular art and science of venture capital.

“A few months ago, we were just students taking a class. No one could have predicted that we’d choose to explore companies that would make such an impact during this terrible crisis.”

–JACOB FRIEDMAN '21SB

“In the first semester,” Bellows says, students learn “the fundamentals: the startup ecosystem, deal structure, term sheets and so on. In the second semester, they take it to the next level and learn how to manage and administer a fund, ingest deal flow and make investments in startups.”

Students get to assess investment opportunities and

source deals, evaluate startups and analyze real companies for returns.

In their course work, Rudansky and Friedman examined dozens of companies for potential investments. After performing due diligence on financials, interviewing founders, participating in client meetings, working with portfolio companies and preparing investment memoranda, they winnowed the field down to what they considered three investment-worthy companies. Two of those, Eleos Health and Tembo Health, deliver health care services vital to dealing with COVID-19. Maccabee Ventures made the decision to invest in both.

“The learning curve was steep,” Rudansky says, “but with the help of our professors, I have taken great strides in becoming a better investor, entrepreneur and person. Ideally, I’ll have a career in venture capital or with a startup.”

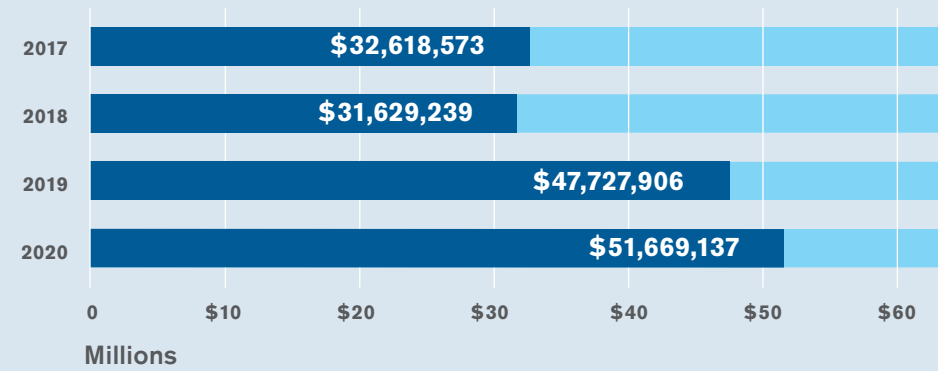
“It all happened so fast,” Friedman says. “A few months ago, we were just students taking a class. No one could have predicted that we’d choose to explore companies that would make such an impact during this terrible crisis.”

For Taragin and Bellows, their return to campus and their creation of Maccabee Ventures are important steps in helping YU develop a new generation of entrepreneurial leaders. “As alumni,” says Taragin, “we feel a deep responsibility to give back, while also creating a dynamic real-world learning environment for our students.”

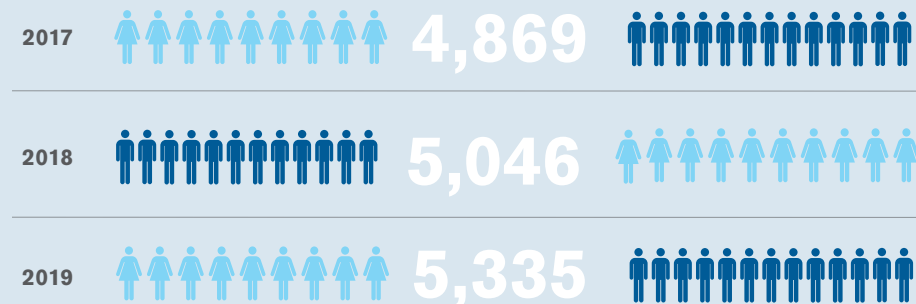
To illustrate how seriously they take their commitment to giving back, Taragin and Bellows have guided more than a few recent YU graduates into high-paying positions. Of the students who took the courses last semester, 100% received job offers. ■

YU BY THE NUMBERS

Philanthropy



Enrollment



95% of Sy Syms School of Business Class of 2019 graduates earn starting salaries of **\$50,000 or more**, a notable **30% increase** over the prior year

Cardozo School of Law ranked **#53** in the *U.S. News & World Report* law school rankings... a **22-place jump** in four years

Undergraduates come from **27 countries** in addition to the United States

100% of YU dental school applicants were accepted in 2020



94% of YU medical school applicants were accepted in 2020



YU saw an **89%** increase in number of grants awarded for faculty research and **114% increase** in dollars awarded



13 new programs registered with the New York State Education Department in four years

2020

- Occupational Therapy, OTD
- Liberal Arts, AA

2019

- Artificial Intelligence, MS
- Computer Science, BS

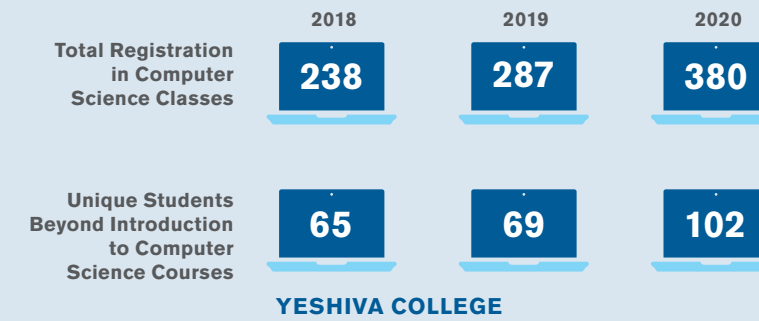
2018

- Finance, MS
- Jewish Political and Social Thought, Advanced Certificate
- Real Estate, MS
- Teaching Students with Disabilities, Early Childhood: Birth-Grade 2
- Teaching Students with Disabilities, Childhood: Grades 1-6

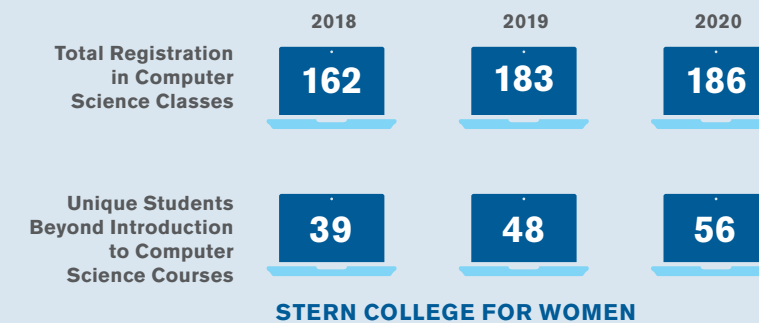
2017

- Biotechnology Management and Entrepreneurship, MS
- Cybersecurity, MS
- Data Analytics, MS
- Rabbinical Program in Gerontology and Palliative Care, Advanced Certificate

Growing Interest in Technology at YU



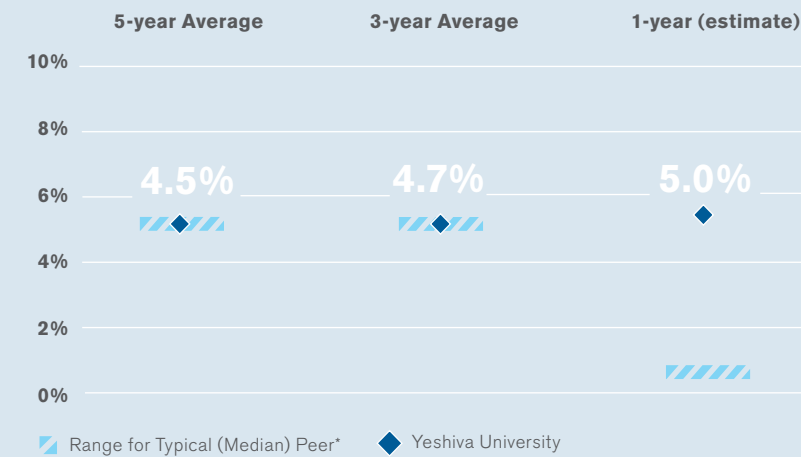
YESHIVA COLLEGE



STERN COLLEGE FOR WOMEN

Steady Returns Through Volatile Times

Average Investment Returns for Fiscal Years Ending June 30



Sources: Yeshiva University Investment Office, Cambridge Associates 2020 College & University Endowment Survey (preliminary)
*Typical Peer returns and asset mix is represented by the median value of \$500 million to \$1 billion endowment in the CA 2020 College & University Endowment Survey. Figures are preliminary.

70,000+ Alumni in the YU family



9 NCAA Tournament appearances by the Maccabees since 2014

\$4.4 million raised for the Emergency Scholarship Campaign



from 1,400 donors in just two months. **Thousands** of student scholarships during a time of unprecedented need

5% increase in alumni giving



11 number of Israeli startups, spanning a range of industries, participating in YU Innovation Lab's second cohort



80% of YU undergraduate students receive scholarships



94.3% of the undergraduate Class of 2019 had post-graduation destinations within six months of graduating

86% of graduates reported that their position was strongly or moderately related to their field of interest



Yeshiva University is a unique ecosystem of educational institutions, affiliates and resources that prepares the next generation of leaders with the Jewish values and market-ready skills to achieve great success in their personal and professional lives and endows them with the will and wherewithal to transform society for the better.

Your partnership ensures our future.

yu.edu/support



Undergrad

- THE KATZ SCHOOL
- STERN COLLEGE FOR WOMEN
- SY SYMS SCHOOL OF BUSINESS
- YESHIVA COLLEGE



Cardozo

BENJAMIN N. CARDOZO SCHOOL OF LAW



Wurzweiler

WURZWEILER SCHOOL OF SOCIAL WORK



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BERNARD REVEL GRADUATE SCHOOL OF JEWISH STUDIES



GPATS

GRADUATE PROGRAM IN ADVANCED TALMUDIC STUDIES FOR WOMEN



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THE PHILIP AND SARAH BELZ SCHOOL OF JEWISH MUSIC



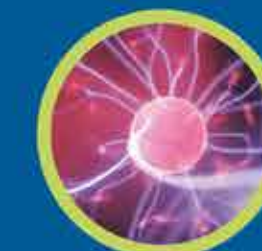
Azrieli

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Sy Syms

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OUR AFFILIATE ALBERT EINSTEIN COLLEGE OF MEDICINE



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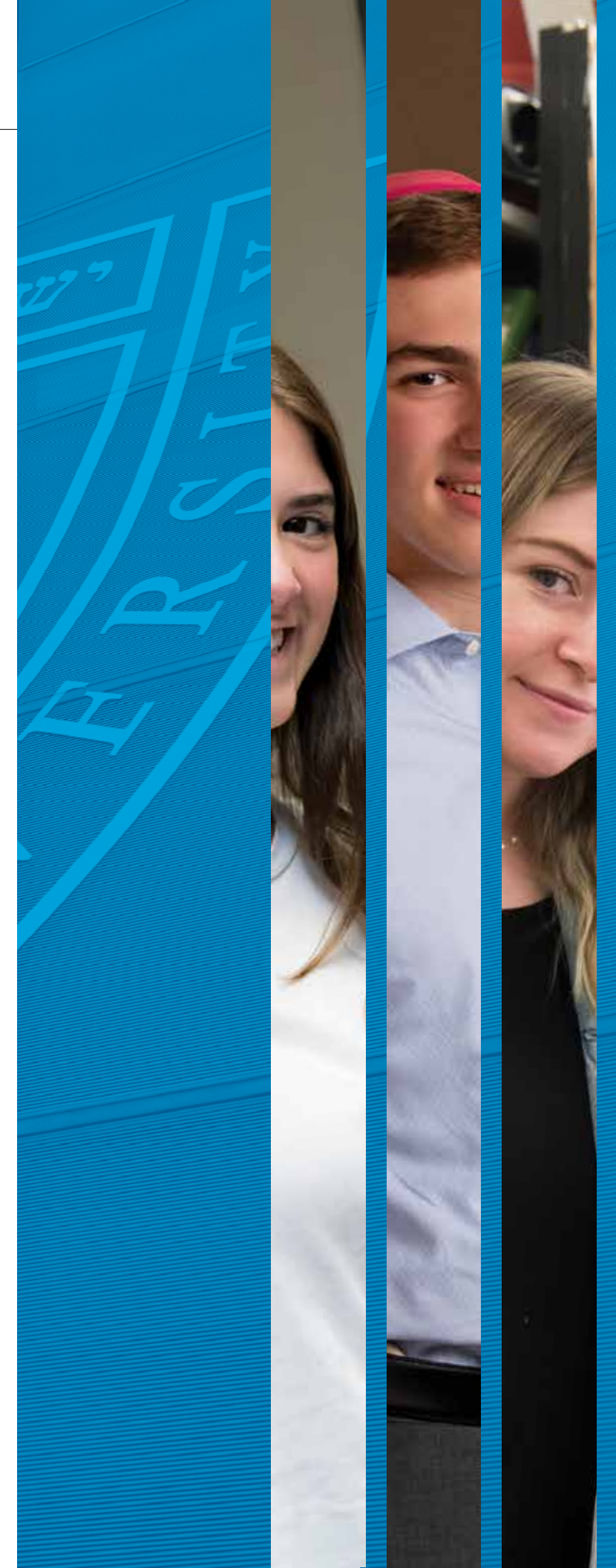
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