

August 26, 2020

Dear students,

On October 25, the 2020-2021 school year will commence. We are living in an era that is unlike any we have ever known, and we are all facing unprecedented challenges. You, most of you young people at the beginning of your journey, are dealing with personal challenges - emotional, family and financial - and we at IDC Herzliya are aware of this.

The year 2020 began as a record year for us, with unprecedented academic momentum. The Council for Higher Education approved the opening of Ph.D. programs in computer science and psychology, which will join the doctoral program in law that was launched last year. This year, in fact, we were recognized as a university - and we are now in the process of finalizing this transition. This is a tremendous achievement: IDC Herzliya is not only Israel's only private, not-for-profit, and non-state funded university, it is also a research institution that is unique in the Israeli landscape. Alongside groundbreaking research and teaching, IDC has set new standards for Israeli academia with regards to the treatment of students and partnership with them. The experiences and tools we provide you and the unique learning experience at IDC have made it a role model for many other institutions.

Although from day one we announced that we were establishing an independent institution that would not be supported by the government's budget for higher education, the academic establishment opposed us and the authorities mounted bureaucratic obstacles in our paths. Our success would not have been possible without the full and extraordinary cooperation that existed between IDC's administration and faculty and its students from the very first moment. The exceptional unity that was fostered here has brought IDC to where it is today - a world-renowned institution that is at the forefront of Israeli institutions of higher education.

Alongside these achievements, this year we have found ourselves in a serious crisis. The outbreak of the coronavirus forced us to close the campus for the first time in our history, and dealt us a financial blow. It is important for me, at the beginning of the new year, to give you an accurate picture of the current state of affairs - the implications of the COVID-19 crisis on us and how we are dealing with it.

IDC has the image of being an affluent institution, which stems from our success over the years in raising large donations and building a beautiful and modern campus with their help. Additional donations are allocated to the funding of other activities. For example, IDC Herzliya raises and allots about NIS 27 million each year to student scholarships - both for academic excellence and due to socioeconomic circumstances. Relative to our budget and number of students, we award more scholarships than any other institution.

But as stated, unlike public academic institutions, we do not enjoy a government safety net. 77% of our budget comes from your tuition. The rest comes from donations and income from other activities on campus that have been severely affected by the crisis, a fact that leaves us even more dependent on tuition in order to continue to function. At the same time, we were required to devote considerable resources to technological infrastructure and tools that would enable us to provide quality teaching and all campus services remotely.

In this state of affairs, there is no question that any horizontal cut in tuition fees would put IDC into financial peril that it would be hard to get out of. However, we do not expect you to bear the entire burden. As soon as the financial repercussions of the crisis began to become clear, we took action accordingly. We cut our current expenses, we furloughed some of the campus employees, and we reduced the salaries of the administration and faculty. Fortunately, everyone consented to this step, and we were not forced to fire any of our people at this difficult time. But even with these measures, let me be clear: a decrease in tuition fees is liable to have a far-reaching effect on the future of IDC Herzliya.

Although we cannot lower tuition, we are certainly making a special effort to help all those who are in serious distress and provide solutions that meet real needs.

We have made it possible for you to make tuition payments in installments and are providing loans whose interest is subsidized by IDC in order to help you get through this period. The career center is available to you, and we are enlisting the entire IDC community - alumni, friends, and partners - to help you navigate the current reality of the workforce and to raise additional donations to help those who have been hit the hardest.

Along with offering individual help for those who need it, we are also upholding the heart of IDC - the special atmosphere, the entrepreneurship, and all of the activities that gave IDC its name and drew you to us. We are continuing to develop our curricula and teaching methods to prepare you for the future and bring the world to you - via guest lecturers, international courses, professional workshops, mentors, advanced technology, and more. And we have not abandoned our beautiful campus. We will bring you here, in small groups, and to the extent that the restrictions allow, we will work with you, make a connection with you, and embrace you. And of course, as soon as the guidelines allow it, we will be the first to open our doors and return to full campus activity.

COVID-19 is like a severe storm in which temporary shelter must be found, because it will pass. This is a time that we need to get through, and we will get through it together. When the storm has passed, you will leave here with a prestigious degree and with the avant-garde and high-quality education of IDC Herzliya, and enter a workforce with employers who value and seek out our graduates. This test is not ours or yours alone. We are all in the same boat and we must work together to be successful. You, the students, must also take care of each other and help each other.

Further below, you will be presented with an outline of the academic and enrichment activity that has been planned for you over the coming year. A significant part of the planning of the activities to take place this coming semester was done in collaboration with the students. It is very important for us to keep in touch with you, through all channels, and to maintain open and fruitful dialogue with you.

Office of the President

Prof. Uriel Reichman
President and Founder



I invite you to join us today, Wednesday, at 5 pm, for a special webinar. I will be joined by Prof. Rafi Melnick, IDC's provost, Dr. Ayelet Ben-Ezer, IDC's CEO and vice president, and Dr. Adi Koll, dean of students, who will tell you what the coming year is expected to look like and answer your questions.

To register for the webinar, click here: <https://bit.ly/2EoYmGj>

I wish you good health, and for all of us to have a happy and better new year.

A handwritten signature in blue ink, appearing to read "U. Reichman".

Prof. Uriel Reichman
President and Founder

Interdisciplinary Center (IDC) Herzliya

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Outline for the Upcoming Semester - First Semester, 2020-2021

The new academic year will begin in a few weeks' time, and we would like to present you with an outline of our plans for the coming semester, based on what we know at this stage.

The majority of courses this semester will be based on online learning. We maintain cautious hope that in the coming months, the spread of the coronavirus will decline, thereby allowing for an easing of the restrictions and enabling us to be more present on campus, but at the same time we are making arrangements for optimal learning and quality enrichment activities under the existing restrictions.

Last semester, we organized the learning plan in the midst of a state of emergency and during the peak of the crisis, our ultimate goal being to protect your health while carrying on with the curriculum in the best possible way, so that you would be able to complete the academic year and so that the course of your degree would not be disrupted. For the coming semester, we have set ourselves another goal: to significantly improve the quality of education and activities offered to you under the COVID-19 restrictions. Out of their desire and commitment to achieve this goal, all of IDC's teaching staff have been working hard throughout the summer to plan the year ahead for you.

Your health continues to be our top priority. Therefore, our preparations are being carried out in accordance with the "Purple Badge" standard, which dictates limited presence on campus and the continuation of online learning. Within these limitations, we have divided the courses into 4 categories:

1. The first, which will typify most of the courses, is distance learning via Zoom, which will be similar to the learning you experienced last semester, but will be upgraded using the best methods available in online teaching. In recent months, a special team of experts has been working on campus, learning lessons from last semester and gathering insights from other leading institutions in the world. The team's recommendations have guided us in preparing all of the lecturers, and over the last few months all of the members of the permanent faculty and a significant portion of the external faculty have undergone training in order to improve their online teaching methods.
2. The second category is blended learning, in which some of the course's students will come to campus and some will watch the lesson online; the groups will change weekly to allow everyone the chance to come to campus and enjoy the classroom learning experience. For this purpose, we have equipped many lecture halls and classrooms with state-of-the-art cameras, which allow for quality broadcasting and free movement of the lecturer. These classrooms have had a sophisticated audio system installed, which will allow students in the class to ask questions that will be easily heard by students at home, and vice versa - those in the class will be able to hear the students at home clearly. In addition, cutting-edge projectors will be installed that will allow the lecturer to write on the board and have it transmitted simultaneously via Zoom. Due to the Purple Badge restrictions (which limit the

number of students who can be present together in the classroom as well as the total number of people on campus) these classrooms will not be able to accommodate all students, and priority will be given to first-year students and some graduate students.

3. The third category is hybrid teaching. With this method, which will initially be used for a relatively small number of courses, videos will be prepared for you to watch at home. The rest of the learning will take place in Zoom sessions with the lecturers. This approach is a new way of learning and will require you to work independently, but will also improve the way you study.
4. The fourth category is comprised of “curated” courses; the lecturers of these courses will put them together using recorded materials from around the world, from the best sources and institutions. Through this method you will be exposed to the wealth of academic diversity that exists in world relating to the subject of the course, and you will have the opportunity to experience global and unconventional learning.

The entire IDC community has been mobilized and is working to implement a rich and diverse curriculum, and we assure you that we are equipped with the tools and means that will allow us to offer you a fascinating academic year.

Outline of Extracurricular Activities

Alongside our preparations for the academic year, we have invested much thought into how to maintain IDC Herzliya's unique learning experience, which, together with academic studies, includes extensive and diverse extracurricular activities.

To this end, we set up a planning committee, in which students and alumni collaborated with representatives of the academic and administrative staff, and of the IDC administration, to formulate a series of practical recommendations and operational steps to ensure a personalized approach to each student and the students' direct relationship with the faculty members and the rest of the IDC community.

Here are some examples of the activities that will be taking place over the next year:

1. Online professional courses to enrich the toolbox provided to students on practical issues and in preparation for the changing employment market. Some examples of topics are project management, knowledge of the cyber world, the basics of the Python programming language, digital marketing, and presentations in business English.
2. Development of mentoring programs for students by veteran students/alumni/faculty members.

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3. Joint webinars for all IDC schools (including the international school) with senior lecturers from Israel and the world and live broadcasting of activities taking place on campus on online platforms.
4. Providing students with technological tools to support learning.
5. Building of career workshops that help prepare students both for their time at university and for the post-graduation period.
6. Diverse enrichment activities and goings-on on campus for students in their spare time, such as joint sports activities, student-led classes on various topics to broaden each others' minds, and the like.

Students,

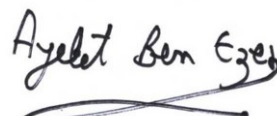
The information presented here is intended to give you an initial general idea about the nature of the school year that awaits you. As we get closer to the beginning of the academic year we will continue to update you and, of course, speak with you and answer your questions via various platforms.

The Student Administration Office, the Dean of Student Affairs, and all the campus departments continue to be at your disposal at all times, even from a distance, and you are welcome to contact us with any questions or concerns. We see you, the students, as partners in building the upcoming academic year and making it successful, in the face of existing challenges and those that may still come. In order for us to succeed in this, we invite you to have an open and mutual dialogue with us about the steps and solutions to be implemented over the school year and in general.

We would like to take this opportunity to wish you and your families a happy new year and good health.

A handwritten signature in blue ink, appearing to read "Rafael Melnick".

Prof. Rafi Melnick
Provost

A handwritten signature in black ink, appearing to read "Ayelet Ben Ezer".

Dr. Ayelet Ben Ezer
CEO and Vice President