



American Jewish University

BOARD BOOK

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AJU HISTORY

In 1947, the University of Judaism (UJ) was founded in Los Angeles, based on the vision of Dr. Mordecai Kaplan, author of Judaism as a Civilization, who advocated the creation of an educational institution incorporating diverse elements of Jewish civilization and culture.

Six years earlier, BCI (the Brandeis Camp Institute) was founded by Dr. Shlomo Bardin to respond to assimilation of young American Jews by making "the great ethical heritage of Judaism" relevant to them. This effort was located for brief periods of time in Amherst, NH, Winterdale, PA and Hendersonville, NC before finding its home in 1947 in Simi Valley, California.

The UJ had several homes before moving to the Familian campus in Bel Air in 1977. Thanks to the foresight and leadership of the founding president, Dr. Simon Greenberg, his successor Dr. David Lieber, and first Chairman of the Board, Dore Schary, the UJ became well known early-on for its outstanding teacher training and adult education programs and highly regarded as a Jewish affiliated academic institution that welcomes students of different backgrounds and beliefs.

In 1979, an additional program was created to further the vision of Mordecai Kaplan, a master's degree in Nonprofit Management. Initially the university awarded the MPMA (Master's in Pubic Management and Administration). A few years later the degree awarded became an MBA, and the name of the school itself was changed to the Graduate School of Nonprofit Management. In 2020 the school has been re-envisioned and a new name was adopted, the School of Social Impact & Enterprise Management.



AJU is comprised of two campuses
(in Bel Air and Simi Valley,
California) with a combined total
of almost 2800 acres.

AJU HISTORY (CONT.)

In 1982 a four-year liberal arts college (initially known as Lee College and later as the College of Arts and Sciences) was opened, followed in 1986 by the establishment of the Fingerhut School of Education (now titled the Graduate Center for Jewish Education) and in 1996 by the creation of the Ziegler School of Rabbinic Studies, the first independent ordaining rabbinical school in the West. Initially, the Brandeis Camp Institute was limited to a summer program for young adults age 18-26. In time, the Institute's signature collegiate summer program was adapted for adults of all ages in the form of weekend retreats known as House of the Book Weekends. The summer camp, Camp Alonim, opened in 1953. The BBI facilities were also used - and continue to be used - year round for other youth and adult activities. Impressed and inspired by Dr. Bardin's vision and educational philosophy, neighbor James Arness (star of "Gunsmoke") gifted his entire adjoining ranch to the Institute, significantly increasing BBI's total acreage and making it what is believed to be the largest parcel of land owned by a Jewish community organization outside the State of Israel.

These two dynamic institutions, which were running on parallel paths, were natural partners. When University of Judaism acquired the Brandeis-Bardin Institute in 2007, the American Jewish University was established, creating a thriving center of Jewish resources and talent built upon the values of Jewish Learning, Culture, Ethics, Leadership and Peoplehood.



MISSION

American Jewish University advances and elevates the Jewish journey of individuals, organizations and our community through excellence in scholarship, teaching, engaged conversation, and outreach.

GRADUATE PROGRAMS

School Of Enterprise Management & Social Impact

The School of Enterprise Management & Social Impact develops ethical change-agents of all backgrounds to lead purpose-driven ventures, generate sustainable value for diverse stakeholders, and better the world.

Graduate Center For Jewish Education

The Graduate Center for Jewish Education trains visionary educators who are committed to innovation in the field of Jewish education. The three graduate programs – a Master’s in Education, A Master’s in Education in Early Childhood Education, and a Master’s in Teaching - prepare educators to lead and teach creatively and flexibly across the variety of settings in which Jewish learning occurs. In 2020 the Graduate Center launched a Bachelor of Arts in Early Childhood Education completion program, seeking to elevate the knowledge, skills, and performance of the early childhood educator in Jewish educational settings. Alumni of the programs learn to apply the knowledge, skills, creativity and leadership needed to bring their vision alive in every sector of Jewish education across the denominational spectrum. 100% of our graduates succeed in gaining employment. Alumni go on to become leaders and educators in day schools, supplementary schools, colleges and universities, camp directors, environmental educators and school-based experiential education directors, educators for Hillels, directors of lifelong learning, adult educators and family educators, staff at museums, foundations and nonprofit organizations, Rabbinic educators, mentors, consultants and master educators.



Ziegler School Of Rabbinic Studies

In 1996, the Ziegler School of Rabbinic Studies was founded as the first independent rabbinical school in the West. A full-fledged five-year rabbinical school, Ziegler values rigorous scholarship, embraces the splendors of spirituality, and provides students with vast opportunities to grow intellectually and spiritually while spreading their love of Torah and mitzvoth.

Ziegler attracts both a local and an international student body, with students from Australia, Brazil, Canada, France, Israel, Mexico, Uganda and the UK, as well as from every region of the United States. Recently,

Ziegler expanded its reach to supervise the ordination of the first Conservative/Masorti rabbi in Germany since the Shoah. Ziegler students are trained for all areas of the rabbinate and are instilled with a love of tradition, embrace of spirituality, the ability to innovate, and impact the world as pacesetters. Ziegler graduates go on to serve the community in various capacities, such as: pulpit rabbis, hospital chaplains, leaders of synagogues, heads of schools, educators, directors of foundations, philanthropic entities, college programs and Hillels, leaders in non-profit organizations, Jewish advocacy, and Jewish engagement.

UNITS OF THE UNIVERSITY (CONT.)

Whizin Center For Continuing Education

With the mandate to reimagine adult learning for the university in order to serve the future needs of an evolving and complicated Jewish world, the Whizin Center for Continuing Education is the experimental arm of the university, providing meaningful learning opportunities worldwide for all people. As Whizin works to deliver best in class learning digitally and in person to our constituents, we are constantly innovating and developing offerings to enrich all aspects of life: the cultural and intellectual, the artistic and spiritual, and the political and social. With the upcoming Maven international platform, each person can find their personal way to discover the events, classes, all day institutes, public lectures and residential study experiences to suit their tastes. Plus, our multidisciplinary programming and variety of delivery options gives each student the opportunity to develop an ongoing relationship and pipeline to other curriculums and programs within the university. Distinguished faculty includes specialists from the university as well as expert in their fields from around the country.

ARTS at AJU

Since its inception in 1947, the University of Judaism and later, the American Jewish University, stood firmly at the forefront of Jewish thinking and scholarship. The rabbis, students and scholars that take part in this community have shaped it as a vibrant arena of cultural exchange, in which arts and creative expression increasingly occupy a central space. In the past decades, AJU supported artists and creatives, became a home for works of art that have been donated by prominent community members, and substantiated exhibition and performance spaces. These activities and commitments established its position as a central protagonist in cultural engagements in the Jewish arena.



UNITS OF THE UNIVERSITY (CONT.)

MASS CENTER FOR JEWISH JOURNEYS

The Maas Center for Jewish Journeys stands at the heart of American Jewish University's new vision for 2020 and beyond, working to meet the evolving needs of the community that AJU has been serving for decades. A vital component of AJU's mission of fostering inclusive Jewish communities, the Maas Center champions those too-often relegated to the periphery of Jewish life, guiding them through a suite of interconnected programs that enrich their Jewish journeys. The Maas Center will create a cohesive experience that supports people in their quest for spirituality and meaning and will champion a range of ideas and innovative solutions to address some of the most complex issues facing the Jewish community today. The Maas Center is home to the Miller Introduction to Judaism Program, the Ziering Brandeis Collegiate Institute (BCI), Marriage for Life Retreats and the Community Mikveh.



Miller Introduction To Judaism

The Miller Introduction to Judaism Program at American Jewish University is the nation's pre-eminent center for welcoming and empowering those who seek to convert to Judaism and all others who wish to learn more and find a home in the Jewish community. Since its inception, the Miller program has served over 13,092 students at both the Familian campus and in affiliate locations throughout the city. Courses explore Jewish history, practice, texts, and culture and are designed for anyone who seeks to live a richer Jewish life, including those contemplating conversion to Judaism. Classes are joined with beautiful Shabbat retreats, supportive discussion groups, individualized Hebrew reading instruction, and a vibrant "INTRO 2.0" alumni community that provides countless opportunities to explore Judaism beyond the classroom. Our engaging, university accredited class is offered over eighteen sessions in many convenient locations across Southern California, including on the AJU campus. Classes are interactive and full of opportunities for questions, discussions, and hands-on learning.



Marilyn & Sigi Ziering Brandeis Collegiate Institute (BCI)

BCI is a 26-day intensive experience in Jewish learning, culture and community every summer for approximately two dozen young adults from around the world, ages 18 to 26. BCI offers young Jewish adults an exploration of self and Judaism within a safe, pluralistic community. It combines programmatic concepts adapted from the Danish Folk High School (expressing one's identity and culture through the creative arts) and the Israeli Kibbutz (the dignity of physical labor and sharing responsibility for the community) set in the context of the American recreational summer camp. Justice Brandeis referred to it as "a laboratory for living Judaism." BCIers learn from some of our community's most compelling, talented scholars and artists to experience the multifaceted aspects of Jewish life & culture, and to explore who they are as Jews.

UNITS OF THE UNIVERSITY (CONT.)

Camp Alonim

Camp Alonim, founded by Dr. Shlomo Bardin, was designed to impact young people by engaging them in Judaism through their senses - through art, music, Israeli folk dance and drama. Today, the foundations of the camp programs have been expanded to reflect the modern vibrancy of Jewish life, which is experienced every day through music, Israeli dance, sports, arts and crafts, nature, cooking, and social action. Housed on the Brandeis-Bardin campus in the hills of Simi Valley, Camp Alonim has truly become a place where children thrive and Judaism comes alive. Over 1,200 campers participate each year and every activity is a gateway - a means by which children engage with being Jewish

Campers ages 8-16 are invited to engage in a variety of camp programs, including Overnight Camp, Gan Alonim Day Camp, Fall/Winter/ Spring Camp and beloved Shabbats are held year-round. Alonim strives to spark a lifelong love for Jewish culture, tradition, and community in its campers by exposing them to a multitude of ways to be Jewish. The natural surroundings of the beautiful campus inspire each camper to connect with the beauty of nature while making lifelong friendships.



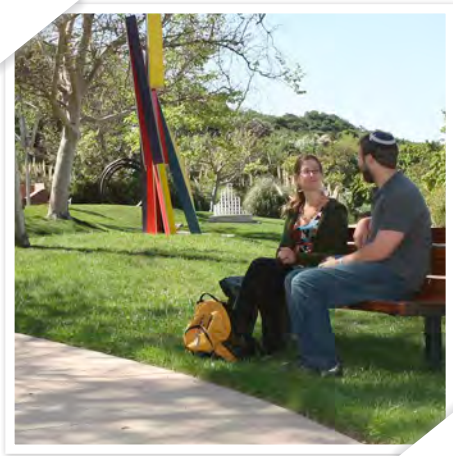
CAMPUSES AND FACILITIES

SUNNY & ISADORE FAMILIAN CAMPUS

American Jewish University's Familian Campus is set atop a rustic mountain range, and spread over 35-acres in one of Los Angeles' most desirable neighborhoods. This unique location offers impressive panoramic views of the San Fernando Valley. The Familian Campus is conveniently located in the heart of the Santa Monica Mountains, at a midpoint between the Los Angeles basin and the San Fernando Valley areas. The campus location, just off the 405 and 101 freeways, provides easy access to campus from all over Los Angeles.

In addition to housing our academic programming and residential complex, the Familian campus is also home to AJU's two renowned libraries – the Bel and Jack Ostrow Academic Library and the Burton Sperber Jewish Community Library. The Lowy-Winkler Family Rare Book Center features hundreds of rare books and manuscripts and is widely regarded as one of this country's largest collections of Bibles (dating back to the 16th Century.) The David Allen Shapiro Memorial Synagogue provides a sacred and artistic prayer space for both the campus and local community.

The Familian campus is well known for the extensive art collection displayed throughout campus, two public art galleries (Platt and Bornstein) which feature rotating exhibits of both Jewish and secular artwork, and one of Los Angeles' preeminent performance venues (Gindi Auditorium). Another highlight of the beautiful grounds surrounding campus is the Smalley Family Sculpture Garden, featuring permanent installations of larger-scale sculptures.



CAMPUSES AND FACILITIES



BRANDEIS-BARDIN CAMPUS

The Brandeis-Bardin Campus is as much a feeling as it is a place. Located in Simi Valley, California and committed to the artistic, cultural, intellectual and environmental pursuits of the Jewish people, the campus strives to 'touch and teach' every individual who comes down Peppertree Lane.

The Brandeis Camp Institute was named to honor our nation's first Jewish Supreme Court Justice, Louis D. Brandeis, and in 1947, Brandeis Camp Institute purchased 2,200 acres of land in the foothills of the Santa Susana Mountains outside Santa Susana (now Simi Valley) California. To Dr. Bardin, the rolling hills on the property were reminiscent of the Judean Hills outside of Jerusalem. The name of the Institute was changed to The Brandeis-Bardin Institute in August 1977, to honor the memory of its founder, Dr. Shlomo Bardin. Known today as the Brandeis-Bardin Campus of the American Jewish University, it is believed to be the largest parcel of land owned by a Jewish community institution outside the State of Israel.



The Brandeis-Bardin campus is home to the beloved Camp Alonim, the Ziering Brandeis Collegiate Institute, Sundays in the Park, and a comprehensive conference and events center. The campus offers unique spaces for lifecycle events such as b'nai mitzvah and Jewish weddings, religious and educational retreats and conferences.





JEFFREY HERBST, PHD
President

Dr. Jeffrey Herbst is the fourth president of American Jewish University. Prior to joining AJU, Dr. Herbst was president and CEO of the Newseum and the Newseum Institute in Washington, DC. From 2010 to 2015, he was president of Colgate University, where among other accomplishments he is credited with helping the university complete its nearly half billion-dollar fundraising campaign, leading the development and initial implementation of a university-wide strategic plan, and increasing the diversity and academic caliber of its educational programming. He has also served as provost and executive vice president for academic affairs and as professor of political science at Miami University in Ohio, and taught at Princeton University for almost two decades.

Dr. Herbst earned his bachelor's degree, summa cum laude, from Princeton University, and a master's degree and doctorate in political science from Yale University. He is the author of the award-winning "States and Power in Africa" and, with several co-authors, the just-published "Making Africa Work." In addition to many books and articles, he has been published in Foreign Affairs, Foreign Policy, The New York Times, The Wall Street Journal and many other digital and print publications around the world.



RABBI BRADLEY SHAVIT ARTSON, DHL
Vice President
Abner and Roslyn Goldstine Dean's Chair, Ziegler School

Rabbi Artson graduated cum laude from Harvard University in 1981 with a B.A. in History and Literature. He received his rabbinical ordination from the Jewish Theological Seminary with an M.A. in Jewish Studies in 1988, and a Doctor of Hebrew Letters in 2010 from Hebrew Union College, Magnin School of Graduate Studies.

Following ordination in 1988, Rabbi Artson led a congregation in Mission Viejo, which he helped grow from 200 to 600 family units. In 1998 he moved to L.A. as the Executive Vice President of the Board of Rabbis of Southern California. In 1999 R'Artson became the second Dean of the Rabbinical School at American Jewish University, which has allowed him to serve as one of the leaders of Conservative Judaism, and to show his love for rabbis and rabbinical students. Artson is the author of seven books. His most recent is The Gift of Soul: Spiritual Resources for Leadership & Mentoring.



ADRIAN BREITFELD
Vice President, Finance and Administration
Chief Financial Officer

Adrian Breitfeld leads the university's accounting and finance operations and brings to AJU more than a decade of finance and accounting experience within the non-profit and Jewish communal sector. Mr. Breitfeld has an extensive background in accounting, financial planning, management and strategy in changing landscapes. Mr. Breitfeld was previously the Chief Financial Officer of the Jewish Community Center of San Francisco where he worked to align financial resources to strategic priorities while leading and developing a tactical response to guiding the organization through its goals.

He is also a graduate of the Marshall School of Business of the University of Southern California, holding an MBA as well as an M.A. in Jewish Communal Service from Hebrew Union College – Jewish Institute of Religion.



RABBI ADAM GREENWALD

Vice President for Jewish Engagement

Rabbi Adam Greenwald is Vice President for Jewish Engagement at American Jewish University, where he oversees the Maas Center for Jewish Journeys and directs the Miller Introduction to Judaism Program. He also serves as Lecturer in Rabbinics at the Ziegler School of Rabbinic Studies. Rabbi Greenwald is the editor of *On One Foot*, an introduction to Judaism textbook and curriculum, in wide use across North America. He speaks and teaches nationally on interfaith and millennial engagement, serves as an educator for Honeymoon Israel, and is a Fellow with the National Center for Learning and Leadership (CLAL)'s "Rabbis Without Borders" initiative. His writing has appeared in the *Washington Post* and *Jewish Journal*, as well as *MyJewishLearning* and other online publications. In 2016, Rabbi Greenwald was awarded the Covenant Foundation's Pomegranate Prize in Jewish Education. Previously, he served as Revson Rabbinic Fellow at IKAR, one of America's most innovative spiritual communities. He received his BA summa cum laude in History from UCLA and his MA and rabbinic ordination from the Ziegler School of Rabbinic Studies in 2011.



RABBI SHERRE HIRSCH

Chief Innovation Officer

AJU is pleased to welcome Rabbi Sherre Hirsch to its leadership team. Rabbi Hirsch has a broad mandate ahead of her - to reimagine Jewish education, outreach and engagement by leveraging AJU's wide-ranging platforms. She will also be providing intellectual leadership for AJU's Whizin Center. Rabbi Hirsch made headlines as the first female rabbi at Sinai Temple, the largest Conservative congregation on the west coast. In her most recent role as Senior Rabbinic Scholar at Hillel International, Rabbi Hirsch created and developed Hillelwell, an initiative for Hillels worldwide to become the recognized address for preventative mental health. A thought leader on spirituality and religion, Rabbi Hirsch has appeared on the *Today Show*, *ABC News*, *Extra*, and *PBS*, among other outlets, and has been a contributor to *Time.com*, *Oprah Magazine*, the *Jewish Journal*, the *Hollywood Journal*, and more. She is the author of "Thresholds, How to Live Fearlessly and Regret Free" (featured in "Hot Type" in *Vanity Fair*), and "We Plan, God Laughs, What to do When Life Hits You Over the Head" (recognized on Amazon's Top 100 List).

Rabbi Hirsch was ordained by the Jewish Theological Seminary of America.



CATHERINE SCHNEIDER

Vice President, Advancement
Chief Development Officer

Catherine Schneider is a seasoned fundraising and nonprofit professional, with over twenty years experience transforming organizations through development, stewardship and community relations. Ms. Schneider was previously the Executive Vice President, Donor Experience at The Jewish Federation of Greater Los Angeles. During her tenure at The Jewish Federation of Greater Los Angeles, Schneider also held the positions of Associate Chief Development Officer and Senior Vice President, External Affairs and Community Engagement. Prior to her time at the Federation, she held leadership and development roles at the American Israel Public Affairs Committee (AIPAC), Progressive Jewish Alliance, and Beit T'Shuvah.

Ms. Schneider holds an MBA in Nonprofit Management from the Graduate School of Nonprofit Management at American Jewish University, and a BA from University of California, Berkeley.



MICHELLE STARKMAN

Vice President of Communications

Michelle Starkman joined AJU in 2017. She oversees the development of communications strategies to advance AJU's internal and external communications efforts. As an experienced communications and marketing professional, with a history of working in Jewish education, the business sector and higher education, she brings over 20 years experience in the field. Michelle has key competencies in social media, digital strategy, website management, media relations, and more. She was previously the Director of Admissions and Marketing at a local day school.

Ms. Starkman holds a MBA from Pepperdine University's Graziadio School of Business as well as a M.A. and a B.A. from California State University, Northridge.



ROBBIE TOTTEN, PHD

Chief Academic Officer

Dr. Robbie Totten joined AJU in 2015 as Assistant Professor of Politics and Global Studies. Shortly thereafter he was appointed Chair of the Department of Politics and Global Studies and as Associate Professor. Now the Chief Academic Officer, Dr. Totten also serves AJU as Accreditation Liaison Officer and as the Interim Director of Assessment.

He has previously held positions as a Visiting Assistant International Relations Professor at UCSB, a Political Science Lecturer at UCLA, and a pre-doctoral fellow at the Center for Comparative Immigration Studies at UCSD. Professor Totten's research has appeared in academic journals and public policy edited volumes, and it has centered on transnational issues, international relations and security, U.S. immigration policy, and the American Founding.

Dr. Totten earned his bachelor's degree from Duke University, and a master's degree and doctorate in political science from the University of California, Los Angeles.

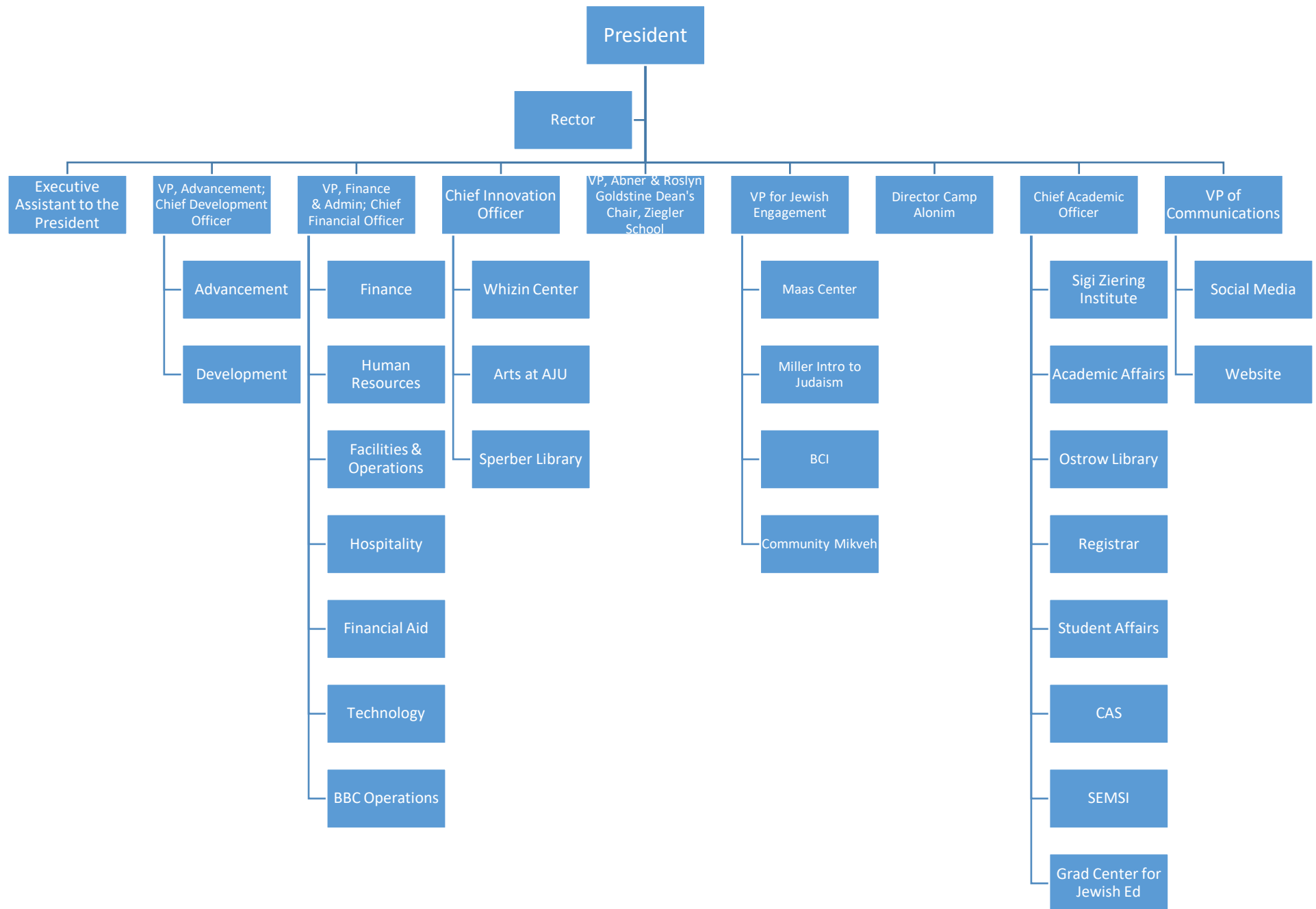


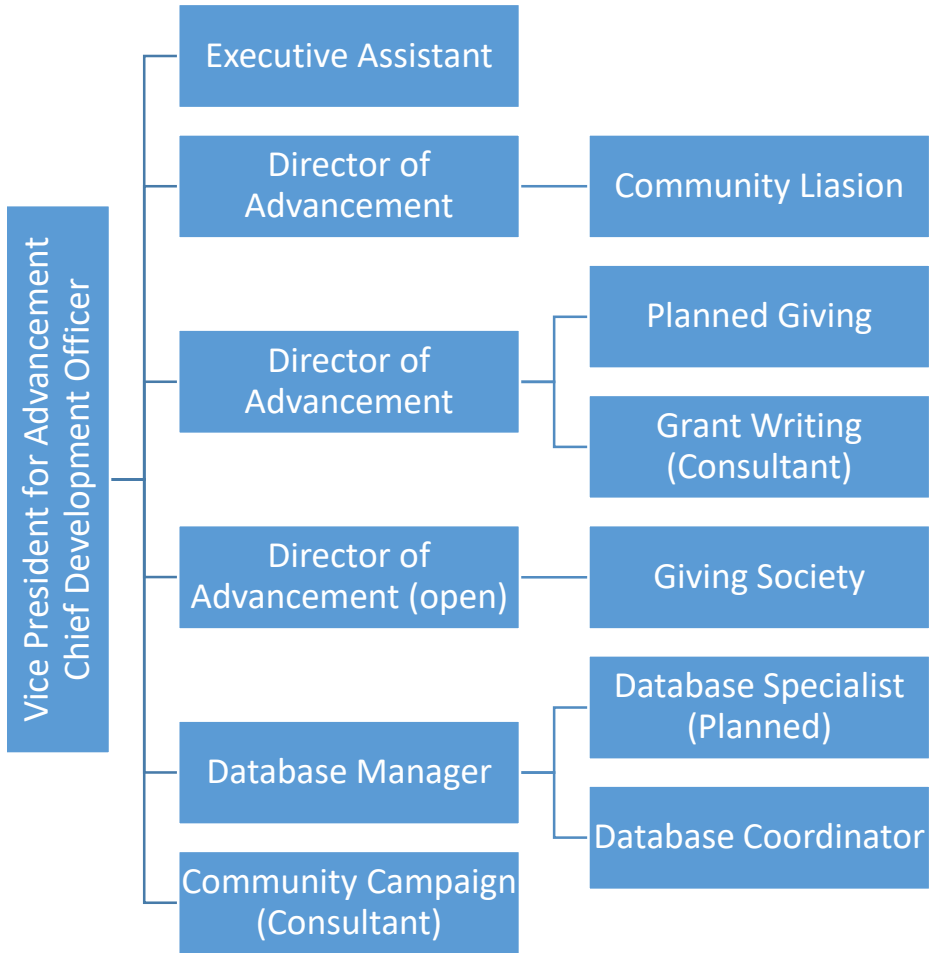
ORGANIZATION CHARTS

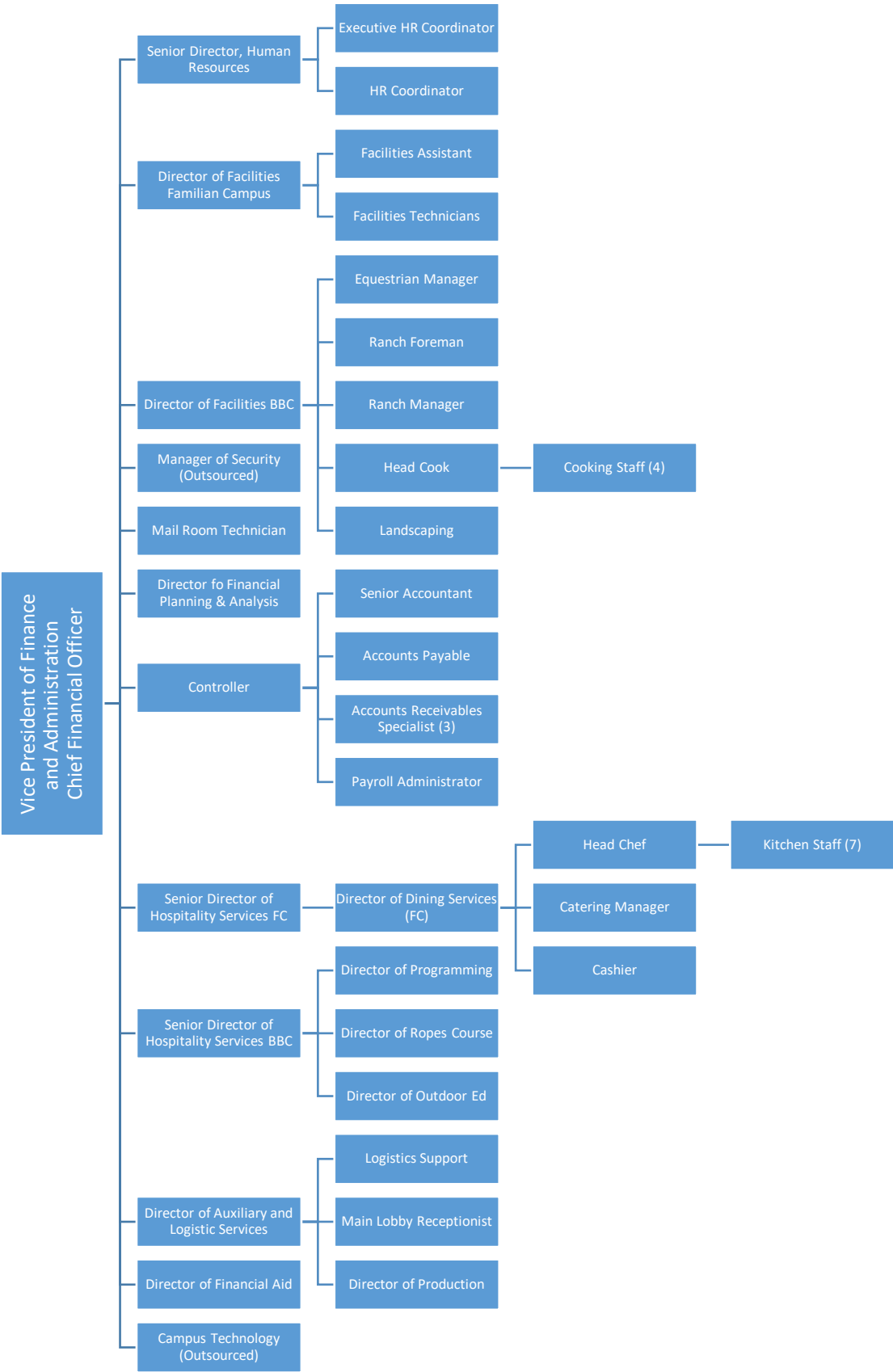


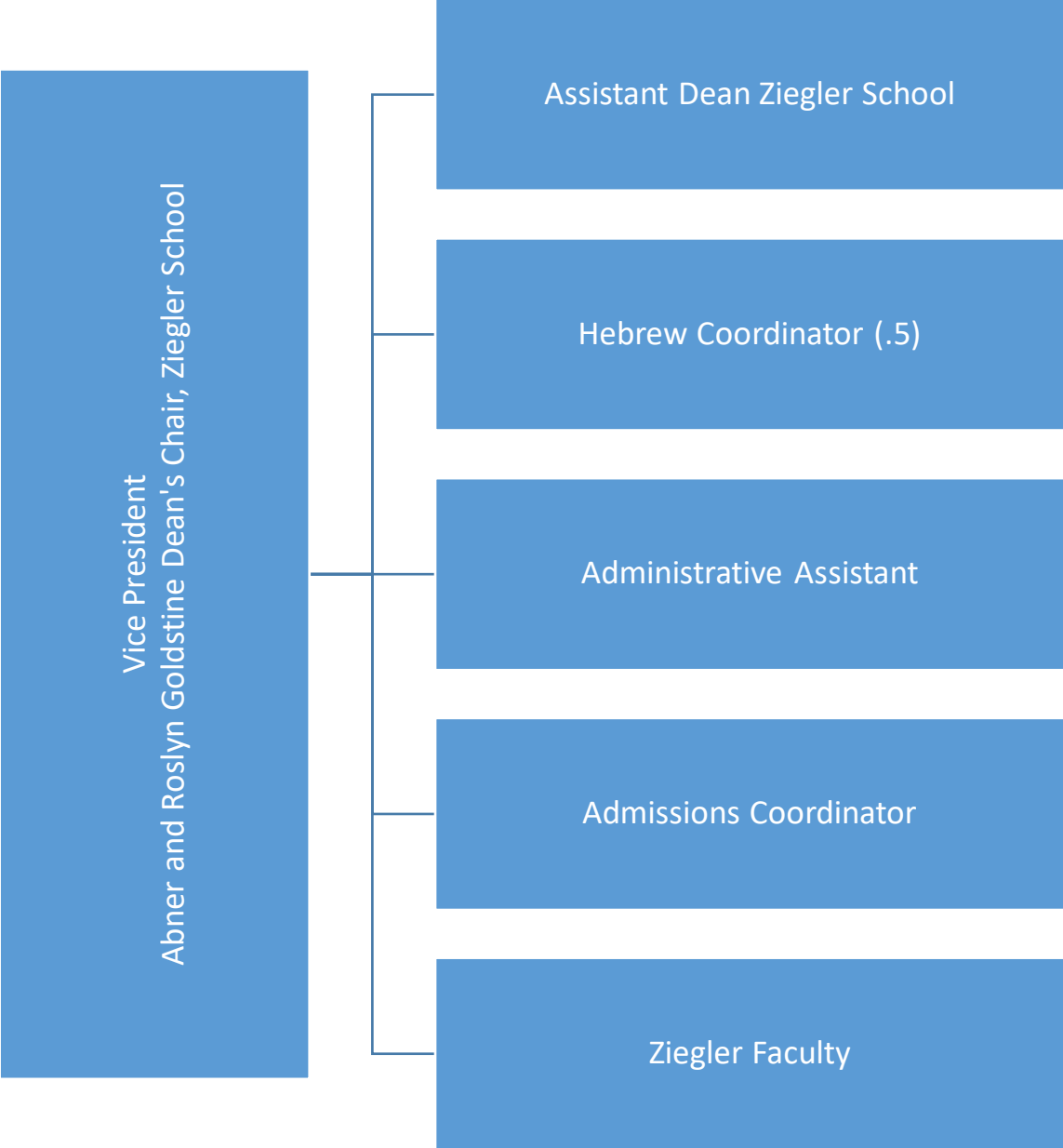


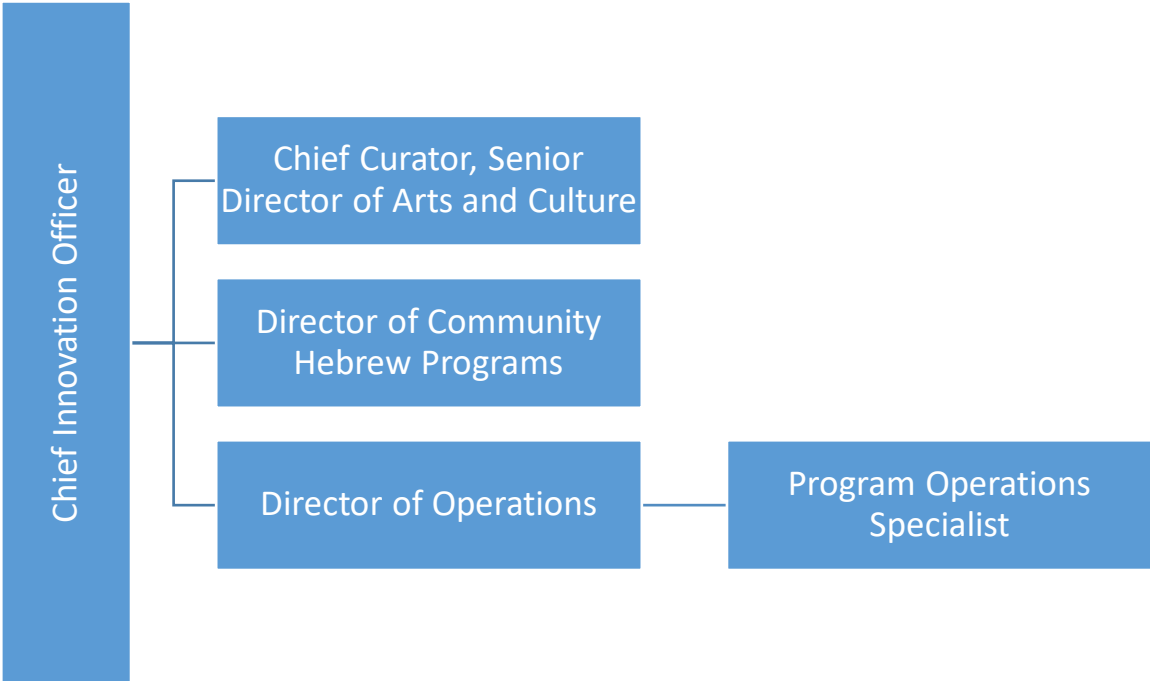
Organizational Chart

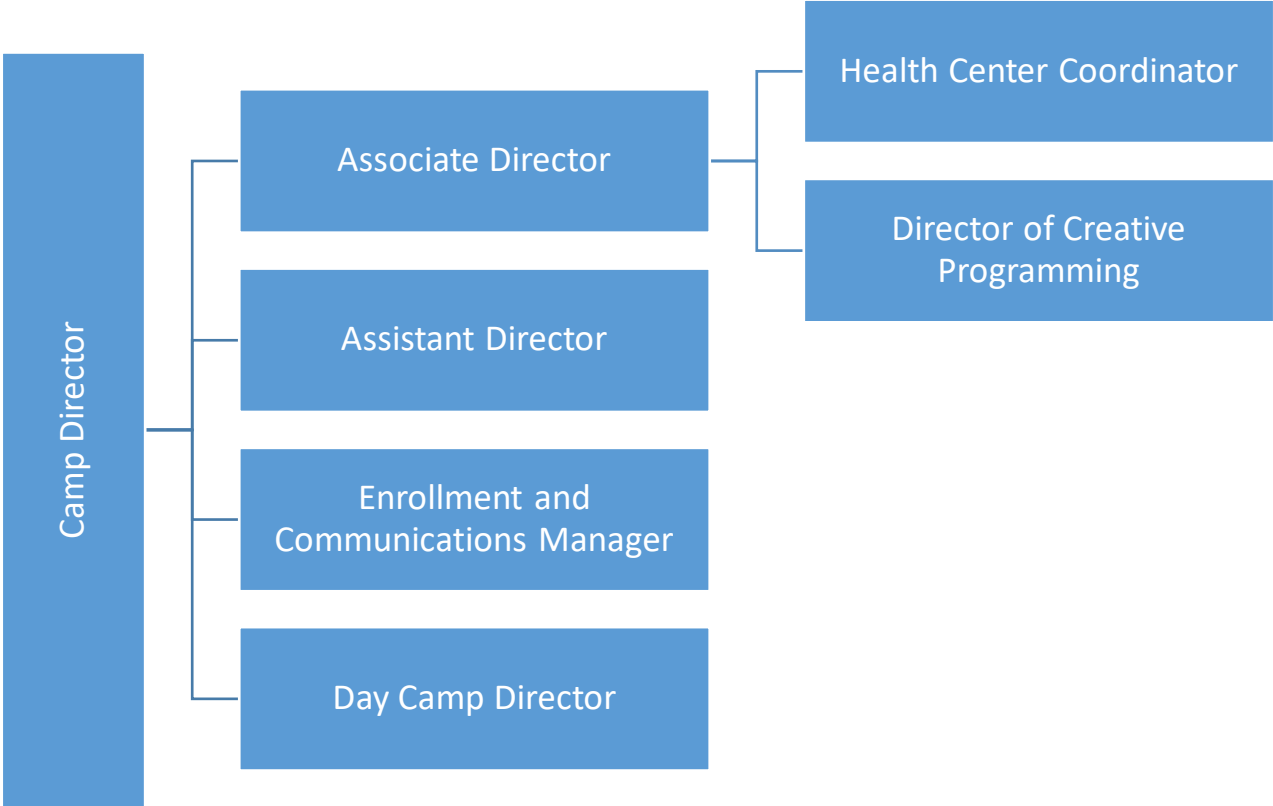


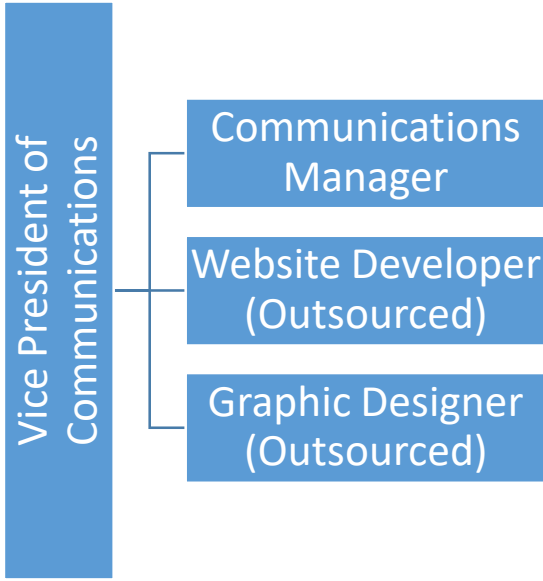




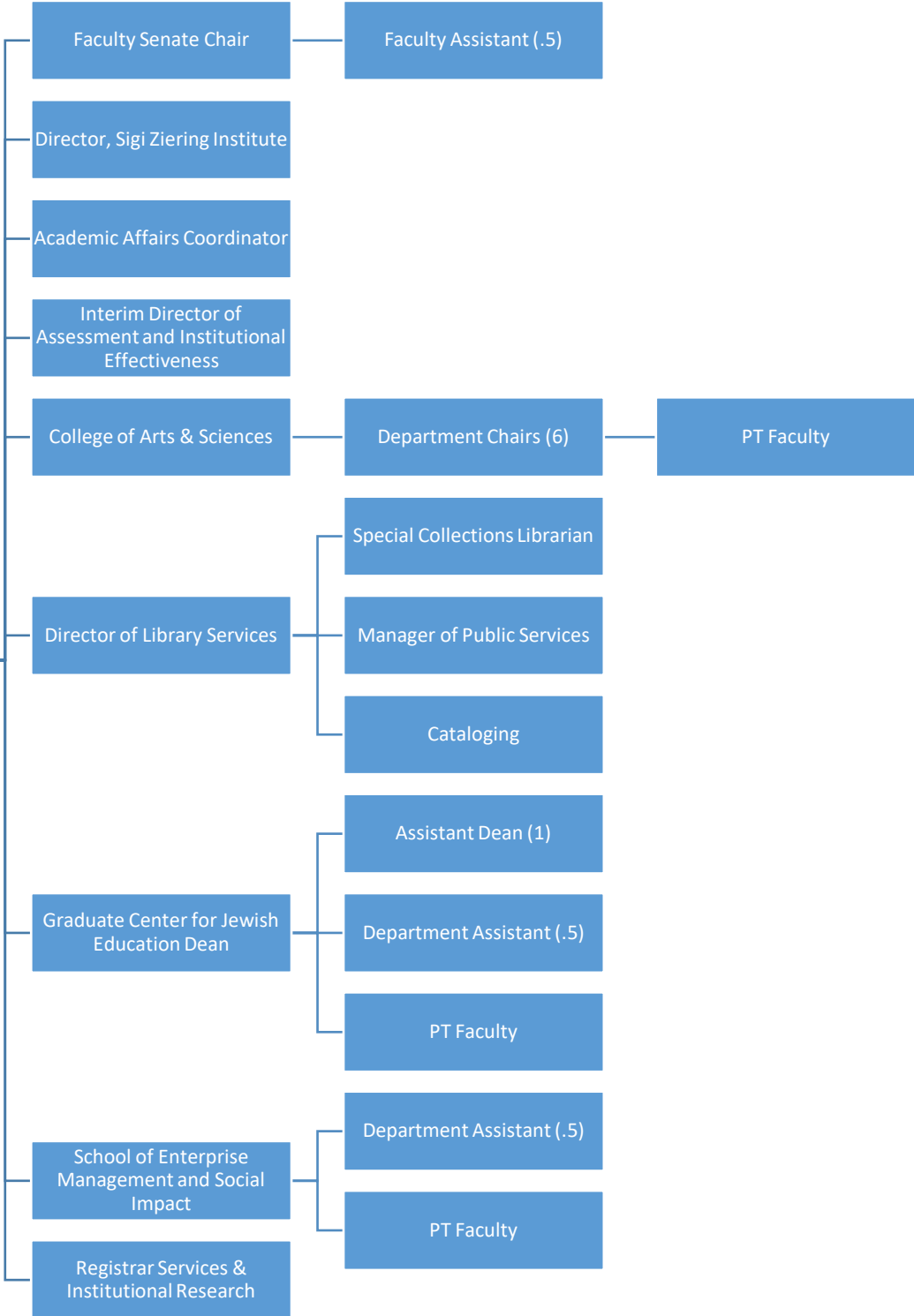


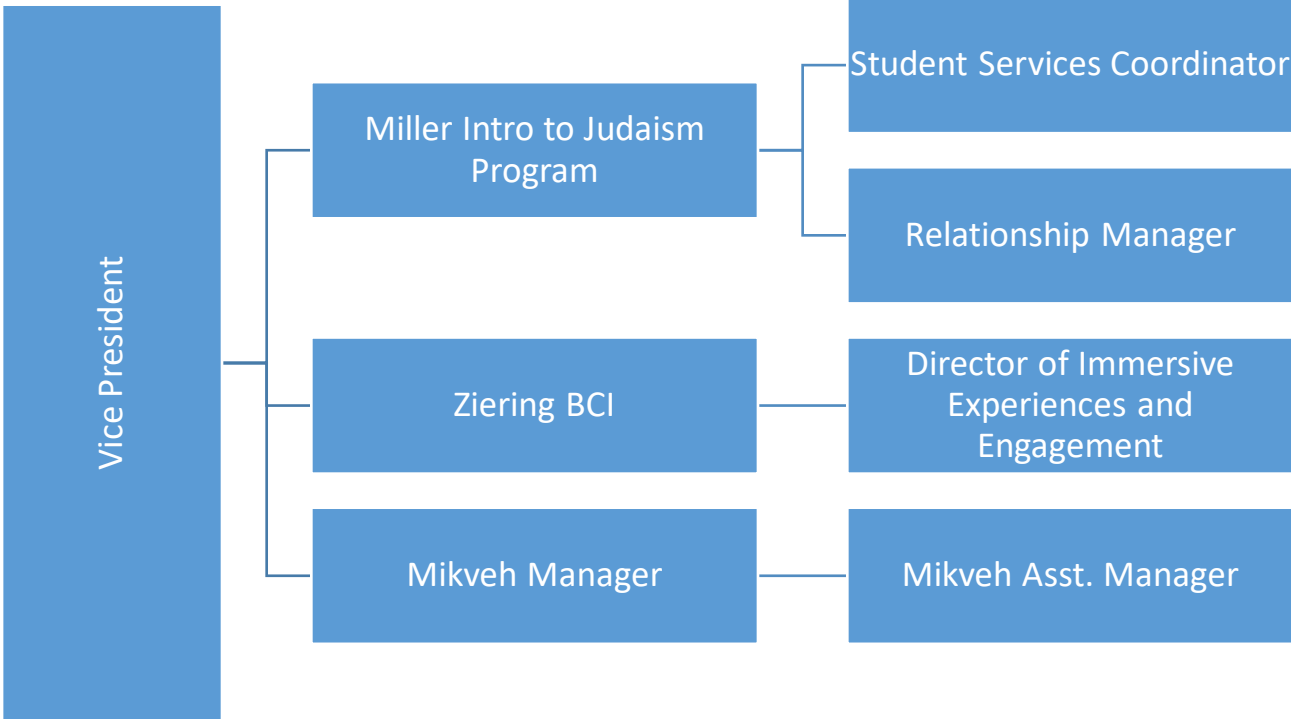






Chief Academic Officer





AJU FULL TIME FACULTY

RABBI DR. BRADLEY ARTSON, Dean, B.A. Harvard University; M.A. Jewish Theological Seminary; DHL, Hebrew Union College

DR. MATTHEW BAHAMONDE, Department Chair; B.S., University of Rhode Island; M.S., California State University, Los Angeles; Ph.D., University of California, Los Angeles

DR. MICHAEL BERENBAUM, B.A., Queens College; Ph.D., Florida State University

DR. ARYEH COHEN, B.A. Hebrew University; M.A., Ph.D., Brandeis University

RABBI DR. ELLIOT DORFF, B.A., Columbia College; M.H.L., Rabbi, Jewish Theological Seminary of America; Ph.D. Columbia University

RABBI DR. PINCHAS GILLER, Department Chair; B.A., Columbia College; M.S., Rabbi, Yeshiva University; Ph.D., Graduate Theological Union

DAVID GROSHOFF, Dean, B.A., Indiana University, Ed.M., Harvard University, M.B.A., Northern Kentucky University, J.D., The Ohio State University Moritz College of Law

DR. SUSAN KAPITANOFF, Department Chair; B.A., University of California, Los Angeles; M.A., California State University, Northridge; Ph.D., University of California, Irvine

DR. GAIL LABOVITZ, B.S., New York University; M.A., M.Phil., Ph.D., Jewish Theological Seminary

DR. RACHEL LERNER, Dean, Double B.A., Barnard College and Jewish Theological Seminary of America; Ed.D., Jewish Theological Seminary of America

RABBI CHERYL PERETZ, Associate Dean, B.A. Barnard College; M.B.A., Baruch College; M.A.R.S., University of Judaism

DR. RICH POTTER, Department Chair; B.A, University of Florida; Ph.D., University of Illinois

DR. ROBBIE TOTTEN, Chief Academic Officer, Department Chair; B.A., Duke University; M.A., Ph.D. University of California, Los Angeles

RABBI DR. ROBERT WEXLER, B.A. University of California, Los Angeles; B.Lit., University of Judaism; M.A. Jewish Theological Seminary; M.B.A., Baruch College; M.A. University of California, Los Angeles; Ph.D., University of California, Los Angeles

DR. RON WOLFSON, B.A., M.A, Ph.D., Washington University; M.A., University of Judaism

DR. ZIONY ZEVIT, B.A, University of Southern California; M.A., Ph.D., University of California, Berkeley



Accreditation Report



Interim Report Form

Please respond to each question. Do not delete the questions. Insert additional pages as needed.

Name of Institution: American Jewish University

Person Submitting the Report: Dr. Robbie Totten, Interim Chief Academic Officer & Accreditation Liaison Officer

Report Submission Date: March 1, 2019

Statement on Report Preparation

Briefly describe in narrative form the process of report preparation, providing the names and titles of those involved. Because of the focused nature of an Interim Report, the widespread and comprehensive involvement of all institutional constituencies is not normally required. Faculty, administrative staff, and others should be involved as appropriate to the topics being addressed in the preparation of the report. Campus constituencies, such as faculty leadership and, where appropriate, the governing board, should review the report before it is submitted to WSCUC, and such reviews should be indicated in this statement.

The principal authors of this report were Dr. Robbie Totten, Interim Chief Academic Officer and Accreditation Liaison Officer; and Dr. Jeffrey Herbst, President. Dr. Julie Marty-Pearson, an Accreditation Consultant, assisted them.

Dr. Robbie Totten asked administrators, faculty members, and staff within American Jewish University (AJU) to provide information and data for various sections of the report.

The following individuals contributed to the report section on Graduate Schools, including the Student Enrollment and Retention and Graduation Rates: Moshe Yalovsky, Director of Institutional Research; Arnie Weisberg, Registrar; Dr. Bradley Shavit-Artson, Vice President and Dean, Ziegler School of Rabbinic Studies; Rabbi Cheryl Peretz, Associate Dean, Ziegler School of Rabbinic Studies; Rhoda Weisman, Dean, Graduate School of Nonprofit Management; Debbie Green, Assistant Dean, Graduate School of Nonprofit Management; and Dr. Rachel Lerner, Dean, Graduate Center for Jewish Education.

The following individuals contributed to the report section on Enrollment and Retention and Graduation Rates in the College of Arts & Sciences (CAS) since 2015: Moshe Yalovsky, Director of Institutional Research; and Arnie Weisberg, Registrar.

The following individuals contributed to the report section on the new curricula for CAS: Dr. Robbie Totten, Interim Chief Academic Officer and Accreditation Liaison Officer.

The following individual contributed to the report section on the Status and Scope of Student Services and Co- and Extra-Curricular programs for CAS: Jessica Krause, Director of Student Affairs.

The following individual contributed to the report section on Survey Results of Undergraduate Students on the CAS program and Support Efforts: Jessica Krause, Director of Student Affairs.

The following individual contributed to the report section on CAS Student Recruitment and Marketing: Dr. Joanna Gerber, Vice President, Communications & Marketing.

The following individuals contributed to the report section on Classrooms, Technology, and Residential Life: Dr. Joanna Gerber, Vice President, Communications & Marketing; Jessica Krause, Director of Student Affairs; and Moshe Yalovsky, Director of Institutional Research.

The following individual contributed to the report section on Campus Security and Safety: Sam Levitt, Vice President of Facilities & Auxiliary Services.

The following individuals contributed to the report section on Other Issues identified and Facing the Institution: Zofia Yalovsky, Executive Vice President & Chief Financial, Administration & Technology Officer; Samantha Weinberg, Coordinator of Academic Affairs; Dr. Robbie Totten, Interim Chief Academic Officer and Accreditation Liaison Officer; and Dr. Jeffrey Herbst, President.

The completed report was reviewed and approved by Dr. Jeffrey Herbst, President; Virginia Maas, Chair of the AJU Board of Directors; Dr. Robbie Totten, Interim Chief Academic Officer and Accreditation Liaison Officer; and Dr. Joanna Gerber, Vice President, Communications & Marketing.

List of Topics Addressed in this Report

Please list the topics identified in the action letter(s) and that are addressed in this report.

As identified in the Commission Action Letter dated July 8, 2016, this report addresses the following topics:

- I.) Student Enrollment Data and Retention and Graduation Rates for Graduate School Programs, fall 2015 through fall 2018
 - A. Ziegler School of Rabbinic Studies (ZSRS)
 - B. Graduate Center for Jewish Education (GCJE)
 - C. Graduate School of Nonprofit Management (GSNM)
- II.) Undergraduate College of Arts & Sciences (CAS)
 - A. Student Enrollment Data and Retention and Graduation Rates for CAS, fall 2015 through fall 2018
 - B. New Core Curriculum and Majors and Minors for CAS
 - C. CAS Student Recruitment and Marketing
 - D. Status and Scope of Student Services and Co-and Extra-Curricular programs, Including Survey Results of Undergraduate Students on the CAS program and Support Efforts
 - E. Sunset of the CAS and Working Group and Efforts for a new College
- III.) Classrooms, Website and Technology
- IV.) Campus Security and Safety

Institutional Context

Very briefly describe the institution's background; mission; history, including the founding date and year first accredited; geographic locations; and other pertinent information so that the Interim Report Committee panel has the context to understand the issues discussed in the report.

American Jewish University (AJU), with its Familian campus in Bel Air, California and its Brandeis-Bardin campus in Simi Valley, California, was formed as a result of the 2007 union of the Brandeis-Bardin Institute (BBI) and the University of Judaism (UJ).

The UJ was founded in 1947 as the West Coast branch of the Jewish Theological Seminary of America of New York. It was created based on the vision of Dr. Mordecai Kaplan, the author of *Judaism as a Civilization*, who advocated the creation of an educational institution incorporating diverse elements of Jewish civilization and culture under one roof. Although Dr. Kaplan was not directly involved in the UJ's founding, his ideas were embraced by a group of individuals who received the support of the Jewish Theological Seminary in New York and the Bureau of Jewish Education of Los Angeles.

Six years earlier, the Brandeis Camp Institute (BCI) was founded by Dr. Shlomo Bardin to provide young American Jews with experiences making "the great ethical heritage of Judaism" relevant to them. The Institute was named to honor our nation's first Jewish Supreme Court Justice, Louis D. Brandeis, who was instrumental as the visionary and primary funder of Dr. Bardin's initial programmatic endeavor. This effort was located for brief periods of time in Amherst, NH, Winterdale, PA and Hendersonville, NC before finding its home in 1947 in Simi Valley.

Due to its relationship with the Seminary, the UJ was accredited by the Middle States Association of Schools and Colleges until 1961 after which it was accredited by WASC. In 1972, the UJ was granted separate accreditation by WASC. The UJ and AJU's accreditation was reaffirmed in 1979, 1984, 1988, 1996, 2006, and 2016.

In 2007, we developed the current [values statement](#), which speaks to the entirety of our programs, encompassing four academic schools, including the College of Arts and Sciences (CAS), the Graduate Center for Jewish Education (GCJE), the Graduate School of Nonprofit Management (GSNPM), and the Ziegler School of Rabbinic Studies (ZSRS). AJU also includes the Whizin Center for Continuing Education (WCCE), and two academic institutes, 1) the Sigi Ziering Institute on Holocaust Studies (SZIHS), and 2) the AJU Israel Center (AIC). In addition, the University engages in other outreach efforts to the larger Jewish community through programmatic units, including the Sperber Jewish Community Library, the Miller Introduction to Judaism program, Camp Alonim and the Ziering-Brandeis Collegiate Institute (BCI).

While based on Jewish principles and ethics, AJU does not require a statement of faith from its staff, faculty, or students. Faculty members are selected without regard to race, gender or ethnicity. Judaism has multiple movements or denominations, as well as different modes of practice based on historical and cultural roots. AJU embraces the diversity of Jewish belief and practice. Adherence to the rules of a particular movement within Judaism is solely a requirement for students in the ZSRS as this is essential for ordination in the Conservative movement. Likewise, the purpose of the GCJE is to prepare administrators and instructors for Jewish educational institutions and programs, including parochial schools, summer camps, afterschool programming and youth groups. Students are expected to fulfill fieldwork requirements in a Jewish educational setting and course requirements in Judaic content, and candidates must intend to work in the field of Jewish education. Nevertheless, there are no faith-based

requirements for admission to the GCJE. The GSNPM draws from the full range of the diverse populations in Southern California.

Similarly, the CAS is open to all. While a unique underlying purpose of the CAS is to prepare future lay leaders, particularly for the Jewish community, we have consistently engaged the broader community with our academic programs. The CAS core curriculum and academic majors are rigorous and demonstrate our commitment to prepare our students for a very diverse and complex world. Diversity for AJU has meant involving and welcoming not only recent émigrés (e.g., persons from the former Soviet Union, Iran, and other parts of the Middle East), and members of the Sephardic community, but also promoting a safe and inclusive space for staff, faculty, and students of other backgrounds, faiths, gender and sexual orientations.

Our academic programs have worked to create an inclusive environment for all, although knowledge of Judaism and/or Jewish culture may be a job requirement for certain administrative positions to fulfill the assigned functions (e.g., within the ZSRS and the GCJE). Further, AJU's commitment to diversity is highlighted in the Faculty Senate's policy on religious freedom and diversity in the Faculty Handbook and through our employee policies as detailed in our Employee Handbook. Our commitment to diversity can also be seen through our academic curriculum.

AJU relies on multiple revenue streams: tuition, private giving (for annual funding, capital projects and our endowment/quasi-endowment), investments, and revenue from our auxiliary services.

The report that our institution produced for the 2016 WSCUC team visit found that AJU had made significant progress in systemizing assessment and program review processes, possesses a strong commitment to transparency and ethical behavior with our internal campus and external constituencies, has devoted teacher-scholars as faculty, embraces an institutional culture of collaboration, and has a dedicated and active Board of Directors. The areas that it identified as needing improvement included increasing enrollment in our Schools, devoting more efforts to recruit quality students in our academic programs, improving student retention and graduation rates, revamping our website to make it more inviting and thorough, enhancing technological infrastructure in the classroom and AJU buildings, providing more technology training for faculty and staff, and conducting staff reviews in a more thorough manner.

As will be detailed in this report, we have focused since the 2016 WSCUC site visit on the recommendations of the commission, including continuing the academic rigor in our Schools, student recruitment and retention in our academic programs, improving student services, investing in technologies for the classrooms and university, and enhancing campus security. A few developments at our university over the past year are mentioned at the onset of this report for context (These topics are presented in more detail later in this report, especially in the sections on the College of Arts & Sciences and Current Issues and Other Changes Facing the Institution.)

Dr. Robert Wexler and our Board of Directors reached an agreement for him to step down as President and become a full professor with tenure at the end of the 2017-2018 academic year. Dr. Wexler served as president for twenty-six years and we are grateful for his service and many achievements for our university. After a six-month national search, our Board hired Dr. Jeffrey Herbst on June 6, 2018 as the fourth president of AJU. Dr. Herbst comes to us with extensive experience leading universities and non-profit organizations, including serving as the President of Colgate University from 2010 to 2015 and most recently as president and CEO of the Newseum and Newseum Institute in Washington DC. We are

excited for the new leadership of President Herbst as he draws on his over three decades of academic and administrative experience to lead our university to new initiatives in the twenty-first century.

After extensive discussion across the University, President Herbst announced to all students, staff, faculty and alumni on October 5, 2018 that AJU had made the decision to sunset the current undergraduate college. The university had tried various reforms over two decades to change the current program but student enrollment numbers, especially in recent years, have been disappointing. Rather than continue with past efforts that had not shown success, AJU has decided to end the old curriculum and explore the potential of developing an entirely new undergraduate program. Sunsetting CAS is a brave and important decision because it allows us to redirect our energies to designing a successor program that will be aligned with our mission, utilizes twenty-first century pedagogy and technology, and is fiscally sustainable and attractive to a modern undergraduate population. We recognize that few universities in the country attempt to design an undergraduate program from a proverbial blank page, but we believe that this level of ambition is appropriate for AJU. At the same time, AJU remains fully committed to ensuring that all currently active CAS students are able to continue and complete their studies.

No other divisions within the University, including the three other Schools, ZSRS, GCJE, and GSNPM, are affected by this change.

A working group has been created to help develop exciting, thoughtful undergraduate programming that takes advantage of the latest thinking in educational practice, technology, and student affairs. This group includes members of the faculty, staff, and alumni as well as constituents from the wider community with expertise in educational programming, innovation and understandings of Jewish culture and heritage. The working group has dedicated substantial time to the design process, including conducting an exhaustive nation-wide search to find a consultant. In January, we hired Professor Brett Taylor and his company New School Innovation to consult on the creation of the successor undergraduate program. Dr. Taylor previously founded a high school and he is an innovative professor of educational entrepreneurship. He found our project “audacious” and unlike almost anything else being done in higher education. We have now engaged in an intentional design project to develop the contours of an exciting new undergraduate program.

For AJU’s current organizational chart, please see the next page.¹

¹ Samantha Weinberg, our Coordinator of Academic Affairs, created the chart.



Familian Campus

Brandeis Bardin

Non-Degree Programs

Degree Programs

**David Leiber
Graduate Division**

**Undergraduate
Division**



Ziering BCI Program
OF AMERICAN JEWISH UNIVERSITY



Miller Introduction to
Judaism Program
OF AMERICAN JEWISH UNIVERSITY



Whizin Center for
Continuing Education
OF AMERICAN JEWISH UNIVERSITY



Ziegler School of
Rabbinic Studies
OF AMERICAN JEWISH UNIVERSITY

**Master of Arts In
Rabbinic Studies**



Graduate Center for
Jewish Education
OF AMERICAN JEWISH UNIVERSITY

**Master of Arts in Early
Childhood Education**

**Master of Arts
in Teaching**

**Master of Arts
in Education**



Graduate School of
Nonprofit Management
OF AMERICAN JEWISH UNIVERSITY

**Master of Business
Administration**

**Master of Arts in
Nonprofit Management**



College of
Arts & Sciences
OF AMERICAN JEWISH UNIVERSITY

**Department of
Biology & Bioethics**

**Bachelor of Arts in
Biology & Bioethics**

**Department of Business,
Administration and Innovation**

**Bachelor of Arts in
Business Administration**

**Department
of Jewish Studies**

**Bachelor of Arts
in Jewish Studies**

**Department
of Media Arts**

**Bachelor of Arts
in Media Arts**

**Department of Politics
& Global Studies**

**Bachelor of Arts
in Global Studies**

**Department
of Psychology**

**Bachelor of Arts
in Legal Studies**

**Bachelor of Arts
in Psychology**

**Bachelor of Arts
in Political Science**

Response to Issues Identified by the Commission

This main section of the report should address the issues identified by the Commission in its action letter(s) as topics for the Interim Report. Each topic identified in the Commission's action letter should be addressed. The team report (on which the action letter is based) may provide additional context and background for the institution's understanding of issues.

Provide a full description of each issue, the actions taken by the institution that address this issue, and an analysis of the effectiveness of these actions to date. Have the actions taken been successful in resolving the problem? What is the evidence supporting progress? What further problems or issues remain? How will these concerns be addressed, by whom, and under what timetable? How will the institution know when the issue has been fully addressed? Please include a timeline that outlines planned additional steps with milestones and expected outcomes. Responses should be no longer than five pages per issue.

I.) STUDENT ENROLLMENT DATA AND RETENTION AND GRADUATION RATES FOR GRADUATE SCHOOL PROGRAMS, FALL 2015 THROUGH FALL 2018

The July 2016 Commission Action Letter directed our institution to focus on student enrollment for the academic programs in AJU Schools, most notably the College of Arts & Sciences (CAS) as one of the smallest colleges in the country. This section of the report presents student enrollment and recruitment data, narratives, and strategies for the programs in our three graduate schools: the a.) Ziegler School of Rabbinic Studies; the b.) Graduate Center for Jewish Education; and the c.) Graduate School of Nonprofit. (The next section of this report is centered on CAS, which the Commission team singled out in its visit for more focused attention.)

Ziegler has maintained strong enrollment numbers despite a challenging admissions environment for rabbinical schools, and that the Graduate Center for Jewish Education has launched a new program in Early Childhood Education that attracted a large number of students in its pioneer cohort. The Graduate School of Nonprofit enrollment numbers have remained roughly the same in the past few years (when removing the irregular thesis-only students from the total headcounts), and we are optimistic that new certificate programs and a student recruitment initiative will enhance enrollment for the School.

A. Ziegler School of Rabbinic Studies

Table of Student Enrollment Data fall 2015 to fall 2018

Ziegler School of Rabbinic Studies	FA-15	SP-16	FA-16	SP-17	FA-17	SP-18	FA-18
New Rabbinic Students	11	0	8	0	10	0	9
Continuing Rabbinic Students	38	49	39	44	35	45	36
Non-Matriculated Rabbinic Students	0	0	1	0	1	1	1
Total Headcount	49	49	48	44	46	46	46

ZSRS Student Retention and Graduation Data, 2015-2018

Year	Cohort	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6		Total Grad
		Active	Grad	Active	Grad	Active	Grad	Active	Grad	Active	Grad	Active	Grad	
2015	11	9	0	7	1	6	1							1
		81.8%	0.0%	63.6%	9.1%	54.5%	9.1%							9.1%
2016	8	7	0	6	0									0
		87.5%	0.0%	75.0%	0.0%									0.0%
2017	10	10	0											0
		100%	0.0%											0.0%

The student enrollment numbers for the Ziegler School of Rabbinic Studies (ZSRS) has been consistent. The program’s total student count has remained nearly the same during the last four years, with the School consisting of forty-nine students in fall 2015, forty-eight students in fall 2016, forty-six students in fall 2017, and forty-six students in fall 2018. Ziegler has also been successful at recruiting new students, with the program attracting eleven new students in fall 2015, eight new students in fall 2016, ten new students in fall 2017, and nine new students in fall 2018.

We are pleased with the consistent number of students in Ziegler because developments in the rabbinical school landscape in recent decades have presented challenges. Over the past twenty years, the number of applicants to all rabbinical schools has declined by about twenty-five percent, the number of congregations affiliated with the Conservative denomination of Judaism (the denomination with which Ziegler is affiliated) has dropped significantly, and the number of rabbinical schools available to prospective students has almost doubled. The competition between rabbinical schools for students has grown increasingly more competitive, while at the same time there is a shrinking pool of possible candidates. In considering this context, the constancy of ZSRS student enrollment and retention numbers is a significant accomplishment.

ZSRS admissions strategy takes advantage of the School's denominational cohesion within Conservative Judaism and a deep knowledge of the communities to engage with to find prospective students. Conservative summer camps, schools, and programs in Jerusalem are all useful institutions for ZSRS deans and admissions staff to visit and recruit through. For example, the ZSRS dean and associate dean travel each year to Israel to meet Americans who are considering careers as rabbis, and during the summer months, they visit and teach at camps Ramah throughout North America. Ziegler also maintains a steady social media and web presence, through Facebook, podcasts, videos, essays and articles, that keep prospective students engaged and connected, along with a growing number of people who find themselves drawn to the kind of religion at the Ziegler School. This helps to create a community around Ziegler, and it results in "indirect" student recruitment by people finding information about our School and programs through our web community.

ZSRS is also working on designing two enhanced academic offerings that we believe will help with recruitment: 1) a Masters in Jewish Studies that will give students a chance to study Judaism and Jewish culture in an academic setting, expose them to the AJU and ZSRS communities, and possibly influence some students to go on to rabbinical studies; and 2) a Doctor of Hebrew Letters (DHL) that will permit ZSRS students to begin work on their doctorate while still in the rabbinical program. It is our expectation that a few students will be attracted to pursue their rabbinical studies at the Ziegler School because of this added academic depth and recognition that the new degree programs would provide.

Finally, ZSRS has secured a substantial gift that will make it possible for the School to subvert the expense for up to twelve students for the first two years of their learning in the rabbinical program. This will give Ziegler a significant financial competitive advantage compared to its sister rabbinical schools. It will also help with enrollment by giving prospective students who cannot afford our School to have the financial capacity to do so.

The ZSRS goal in the next several years is to continue to have forty-five to fifty students in the School, and we are confident based on the recruitment efforts described above, that we are positioned to achieve this result.

B. Graduate Center for Jewish Education

Table of Student Enrollment Data fall 2015 to fall 2018

Graduate Center for Jewish Education	FA-15	SP-16	FA-16	SP-17	FA-17	SP-18	FA-18
M.A.Ed. New Students	4	0	4	0	3	0	2
M.A.Ed. Continuing Students	7	10	4	7	4	8	3
MAT New Students	7	0	4	0	6	0	4
MAT Continuing Students- Working Professionals Program	0	7	6	9	4	10	6
MAED – Early Childhood Education New Students	N/A	N/A	N/A	N/A	N/A	N/A	18
MAED – ECE Continuing Students	N/A	N/A	N/A	N/A	N/A	N/A	0
Non-Matriculated Education Students	1	1	1	1	0	0	0
Total Headcount	19	18	19	17	17	18	33

GCJE Retention and Graduation Data, MAEd program, 2015-2018

Year	Cohort	Year 1		Year 2		Year 3		Total Grad
		Active	Grad	Active	Grad	Active	Grad	
2015	10	7	6	1	7	0	7	7
		70.0%	60.0%	10.0%	70.0%	0.0%	70.0%	70.0%
2016	8	7	6	0	6			0
		87.5%	75.0%	0.0%	75.0%			0.0%
2017	8	7	0					0
		87.5%	0.0%					0.0%

We are excited to report that the Graduate Center for Jewish Education (GCJE) has made strategic changes to appeal to today’s student that has resulted in a roughly fifty percent increase in student enrollment for the School over the past year. The School’s total student count remained approximately the same for the 2015-16 through 2017-18 academic years before having a significant increase in

students during the current 2018-19 academic year, with the GCJE consisting of nineteen students in fall 2015, nineteen students in fall 2016, seventeen students in fall 2017, and thirty-three students in fall 2018. The recent increase in the total number of students in the School is the result of the launch of a successful new program in early childhood education during the current academic year, as noted by the GCJE attracting eleven new students in fall 2015, eight new students in fall 2016, nine new students in fall 2017, and twenty-four new students in fall 2018.

The GCJE since 2015 has worked hard to increase the number of students in all of our programs. The Masters of Arts in Teaching (MAT) degree has seen a steady increase in enrollment in recent years because prior to the fall 2016 semester, we only started a new cohort of students every other year, whereas we now begin new student cohorts each academic year. While some of the student cohorts are slightly smaller than the ones before 2016, the decision to start a new group of students each annum has led to an overall increase in student numbers. We are especially proud that the students in our MAT program come from diverse teaching backgrounds. We have students in our MAT program who work in their jobs as teachers and administrators, from the kindergarten to high school levels. They teach a wide degree of subjects, including general education, Hebrew, and Jewish Studies. The varied backgrounds of our current students allow for rich classroom discussions, and make our programs attractive to a wide range of prospective students.

The student enrollment numbers in our Master of Arts in Education (MAEd) program has been declining in recent years, with the degree program having eleven students in fall 2015, eight students in fall 2016, seven students in fall 2017, and five students in fall 2018. Our enrollment decrease is due to a change in graduate school culture for this degree, which many similar programs throughout the country are also facing, as well as challenges unique to the field of Jewish education. Fewer people are taking off two years from fulltime work in order to be trained in such programs. And the field of Jewish education, especially for jobs at religious schools, is challenging for educators because they are expected to work mostly at night and on weekends (this is when classes are typically held) while receiving very modest compensation without much opportunity for wage growth over time. As a result, fewer people are deciding to work for Jewish religious schools, and there is less demand for our MAEd degree. Currently, all of the students in our MAEd program have fulltime jobs in addition to completing their coursework. All of these factors have led to a decline in enrollment for our MAEd program over the past five years.

With the decrease in enrollment in our MAEd program, we embarked on a project to ascertain if we are meeting the needs of the Jewish educational community, specifically with in Los Angeles. We talked with prospective students, educators, and leaders in the field, and we discovered a need in our community for training early childhood educators and for those people who teach Hebrew. Out of this research, we decided to create a new MAEd in Early Child Education (ECE), which launched in fall 2018 with a pioneer cohort of eighteen students. Based on communications with leaders and educators in the Los Angeles ECE community, we are optimistic that we will attract a similar number of new students in coming years.

We recruit for all of our degree programs by providing pro bono training sessions at religious schools to increase awareness of the GCJE in the community. In addition, we meet regularly with educational leaders in synagogues, and Jewish schools and camps, to tell them about our degree programs. As a result of these efforts, we have found in surveys of our new students that a large number of them reach out to us "on their own" based on recommendations that they received from someone in the Jewish community. We also found that the alumni of our programs refer new students to us, and as a result, we have revitalized efforts to engage alumni from our programs to continue to build community and connections to new prospective students.

Based on our review of the Jewish education field in the Los Angeles area, we also discovered that some prospective students are seeking more specialized training, such as through non-academic certificate and cohort programs that they see as a more affordable replacement option for a master’s degree. As a result, we are exploring new avenues for specialized training in the teaching of Hebrew language, special needs, and Jewish nature education. Along with our successful MAEd in ECE, we are optimistic that these new programs will help to maintain and perhaps expand upon our recently increased student enrollment in coming years. We seek over the next few years to have five to ten students in our MAED program, approximately ten students in our MAT program, and twenty-five to thirty-five students in our MAEd in ECE program.

C. Graduate School of Nonprofit Management

Table of Student Enrollment Data fall 2015 to fall 2018

Graduate Center for Jewish Education	FA-15	SP-16	FA-16	SP-17	FA-17	SP-18	FA-18
MBA New Students	11	0	7	1	9	1	8
MBA Continuing Students	13	23	14	18	10	18	12
MBA Thesis-Only Students	9	13	6	8	2	2	1
MBA New Certificate Students							1
MBA Continuing Certificate Students							0
Non-Matriculated Students	4	2	0	1	1	2	1
Total Headcount	37	38	27	28	22	23	23

GSNPM Retention and Graduation Data, MBA program, New Students only, 2015-2018

Year	Cohort	Year 1		Year 2		Year 3		Total Grad
		Active	Grad	Active	Grad	Active	Grad	
2015	11	9	9	2	10	1	10	10
		81.8%	81.8%	18.2%	90.9%	9.1%	90.9%	90.9%
2016	8	8	3	2	3			3
		100%	37.5%	25%	37.5%			37.5%
2017	9	8	0					0
		88.9%	0.0%					0.0%

The Graduate School of Nonprofit Management (GSNPM) has maintained consistent enrollment numbers in its programs within a highly competitive business school environment. The GSNPM total student count (when excluding Thesis-Only students; more on this below) has remained nearly the same for the past four years, with twenty-eight students in fall 2015, twenty-one students in fall 2016, twenty

students in fall 2017, and twenty-two students in fall 2018. Currently, the GSNPM is anticipating twenty-one students in the spring 2019 semester, with two MBA students expected to return from maternity leave. We average one to two non-matriculating students per semester, including students in dual programs or starting graduate coursework while completing their undergraduate degrees. Non-profit professional leaders can also audit MBA courses, with the approval of the dean.

MBA Thesis-Only is a one-credit course that has been previously available only to matriculating students. It allowed them to stay enrolled in the MBA program and complete their thesis requirement. In order to support students and increase graduation rates, the policy regarding the thesis component of the degree was changed in 2015 to allow former students, who were not currently matriculating in the program, but who had completed all required coursework except for their thesis, to reenroll in the program and take and complete the thesis course. As a result, since 2015 approximately thirty-eight former students have reenrolled and graduated with their MBA through the GSNPM. Therefore, we now anticipate a sharp decrease in the enrollment numbers for MBA Thesis-Only after spring 2019.

The challenges to completion of the Thesis were reviewed and addressed in a way that we believe enhances the educational experience of our students, while helping students to complete our MBA program. In 2017, the MBA Thesis was adapted to a "Capstone project," which entails students creating a strategic business plan for a nonprofit organization or social enterprise. We created a required Capstone course, and the syllabus for it was designed to provide students with lessons, timelines, and support for completion of the project. Current students with extenuating circumstances only may request approval from the Dean to take MBA Thesis-Only. Students must complete the Capstone class within two semesters of the MBA Thesis-Only course in order to graduate with the MBA degree.

In addition to adjusting the thesis component of the MBA program, the GSNPM has taken several other steps in the past few years to boost enrollment and support students for retention and toward graduation. For example, in order to attract more students, we created and launched a Graduate Certificate in Social Entrepreneurship and a Graduate Certificate in Fundraising. We are marketing these certificate programs to current and new students, including professionals in companies with a strong social purpose, interfaith networks, social enterprises, civic sector professionals and specific nonprofit organizations throughout Southern California. Certificate students will be encouraged to transition into the full MBA program.

We have also created the AJU MBA Alumni Network and put in place a ten-member leadership team to enhance alumni engagement and assist with recruiting prospective students. The alumni team members will host four to six alumni events per year to provide opportunities for networking and recruitment. Finally, we continue our traditional recruitment efforts based on personal referrals, with the School's dean already having met with multiple student prospects since the beginning of fall 2018. All prospective students are invited to visit one or more classes, to meet, connect and share a meal with current students and alumni, and interact with MBA faculty. We have found that approximately ninety percent of all current students cite a personal referral as their primary connection to AJU and the MBA program.

With our existing recruiting strategies, coupled with our new alumni-based recruitment initiative and certificate programs, we are optimistic that GSPN is positioned to continue to attract students to our School's programs. Our goal for the next few years is to grow enrollment in all of our programs to thirty students.

CAS Retention and Graduation Data, 2015-2018, Transfer Students Only

Year	Cohort	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6		Total Grad
		Active	Grad	Active	Grad	Active	Grad	Active	Grad	Active	Grad	Active	Grad	
2015	17	16	1	12	9	3	9							9
		94.1%	5.9%	70.6%	52.9%	17.6%	52.9%							52.9%
2016	17	11	2	7	2									2
		64.7%	11.8%	41.2%	11.8%									11.8%
2017	19	17	0											0
		89.5%	0.0%											0%

CAS Retention and Graduation Data, 2015-2018, ALL Students

Year	Cohort	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6		Total Grad
		Active	Grad	Active	Grad	Active	Grad	Active	Grad	Active	Grad	Active	Grad	
2015	25	23	1	16	9	7	9							9
		92.0%	4.0%	64.0%	36.0%	28.0%	36.0%							52.9%
2016	21	14	2	10	2									2
		66.7%	9.5%	47.6%	9.5%									11.8%
2017	31	24	0											0
		77.4%	0.0%											0%

The CAS student enrollment numbers has remained roughly the same over the past several years, with the School consisting of seventy-four students in fall 2015, sixty-five students in fall 2016, sixty-seven students in fall 2017, and seventy students in fall 2018. Despite rigorous and ongoing recruitment and marketing efforts over the College’s existence and especially since the 2016 accreditation visit, CAS has been unable to grow beyond roughly seventy students since 2015. Retention of new first-time freshman remains positive in the first academic year, but there has been a fairly consistent loss of students beyond their freshman year. Retention for transfer students varies significantly by cohort and program of study; therefore, graduation rates for transfer students vary widely.

B. New Core Curriculum and Majors and Minors for CAS

As part of our effort to increase undergraduate enrollment numbers and improve the College student experience, the CAS core faculty and deans spent considerable time revamping the undergraduate program’s core curriculum and creating new majors and minors. The new core curriculum went into effect in fall 2016.

1.) College Core Curriculum Overhaul Rationale:

AJU as a university has the terms leadership, identity, and innovation as its core values.² However, these values, along with the five pillars of learning & scholarship, culture, ethics, leadership, and people hood were not clearly integrated into the old CAS core curriculum, brand, or identity. Rather, CAS under its previous core curriculum had positioned itself in generic terms: as a modest, liberal arts institution that offers personalized faculty mentorship and small, student-focused courses. While CAS has always offered more specialized, engaging majors like Biology & Bioethics, and Media Arts, it had not yet

² Dr. Daniel Grassian, the former CAS Dean, drafted this rationale based on meetings with the core CAS faculty.

distinguished itself through its core curriculum and general education requirements. Not only did this mean that CAS lacked a strong, clear identity as an undergraduate college, it also meant that there had not been a sustained discussion and determination about what an undergraduate education should really mean at AJU. This led to an inconsistency with regard to which courses all undergraduates should complete in order to be well-rounded, effective, and productive professionals and community members.

While our old core curriculum provided general foundation skills and students with some flexibility through open-ended seminar classes, virtually all colleges and universities can offer their students a general, foundational core curriculum that (supposedly) provides students with a well-rounded liberal arts education. There was little special or unique about our old core requirements, and as such, these courses did not provide CAS students with a significant and unified academic experience related to our mission and identity as a university or college. On certain levels, we recognized that CAS, due to its small size, would be unlikely to compete with larger, more expansive institutions that offer a host of academic, student, and recreational, and co-curricular experiences.

However, we concluded that one area that we could distinguish ourselves was through the development of a specific academic brand that included a more specialized and unique core curriculum, related to the larger university mission. In carving out a specific niche for ourselves through a new core curriculum, we thought that we could become known as a school that prepares certain kinds of students—in this case, students who are deeply prepared academically and practically in the areas of social justice and ethical leadership. In so doing, we could promote ourselves as a college that not only mentors students towards a deeper understanding of local, national, and international issues and concerns, but also instructs students on effective ways to contribute to the larger community. Further, we saw the new core as helping to produce strong leaders through the cultivation of moral reasoning and by providing students with a deeper understanding of ethnic, national, economic, gender, socioeconomic, cultural, and international differences, while teaching them ways to counteract related inequalities. (For a more detailed explanation as to why we chose social justice and ethical leadership as themes for our new curriculum please see Appendix 1: Social Justice and Ethical Leadership Theme for the College.)

In addition to creating a new core curriculum advocating themes of social justice and ethical leadership, we also made specific changes to general education courses like College Writing, Math, and general Natural Sciences courses for non-majors. These changes were aimed at making these requirements more effective, more streamlined and more consistent with national college and university norms.

Collectively, we felt that the new core curriculum helped express the identity of the undergraduate college while fitting within the larger AJU mission. We also believed that it would help us to distinguish our college and attract a wider and more accomplished pool of students.

2.) New CAS Majors & Minors

The below majors and minors have been revised or developed for CAS since the last WSCUC visit. The new minors have been in effect since fall 2016 and the new majors since fall 2018. We believed when we created the majors and minors that they would appeal to our current students, as well as attract new students to our College.

Since we will sunset the existing undergraduate college, the students in these programs will be fully supported in completing their degrees, but no new students will be enrolled in them with the hold now in place on all programs in CAS. These programs, along with all of those in effect through fall 2018, will

be reviewed as a part of the overall college review process that began in October 2018 to assess the best path forward for AJU with an undergraduate program. It is possible that these new minors and majors could be part of a new program.

2a.) New CAS Interdisciplinary Minors

With the new, trimmed down CORE requirements that were effective in fall 2016, CAS students had a greater ability to select and complete a minor in addition to a major. This allowed us to create and offer interdisciplinary minors to our college students that utilized courses already being offered. It gave our students the opportunity to select and complete new minors and be exposed to different perspectives and discipline-specific knowledge in a variety of academic areas. Care was taken to ensure that each new interdisciplinary minor had a sufficient number of applicable classes so that a student may complete it in a timely fashion. Each interdisciplinary minor consists of eighteen credits or six courses. Below are descriptions of them; for more details regarding them please go to our [academic catalog](#). The students who remain in our sunset CAS program can still complete these minors, and it is possible that these minors will factor into our successor undergraduate program.

Global Studies Minor: This minor draws from several disciplines to provide students with the conceptual and empirical knowledge needed to understand our increasingly interconnected global community. With this minor, students will develop recognition of the historical, political, psychological, social, and religious factors underscoring globalization. Students will be able to choose classes on a diverse set of global topics, including those on cross-cultural psychology, democracy, the environment, immigration, religious movements, and war. The minor is suited for students interested in global studies as well as those preparing for an array of graduate schools and careers in which an international awareness is needed, such as those in business, government, global affairs, the law, politics, psychology, and religion.

American Studies: This interdisciplinary minor involves the study of U.S. culture, politics, and art from different perspectives and disciplines. Students choosing a minor in American studies will gain a deeper understanding and knowledge of what it has meant and what it currently means to be “American” and how being “American” may differ from other nationalities. Students will also engage with contemporary American issues (e.g., race, class, gender, economics, and politics) while developing their own position on these issues.

Human Rights & Advocacy: This interdisciplinary minor explores the contemporary field of human rights and engages students in ways to effect societal, cultural, domestic, and international change through advocacy and political, social, or cultural action.

Global Security and Terrorism Studies: This minor provides students with a background in the conceptual and substantive knowledge needed to understand the security challenges within the twenty-first century international community. Students will develop an awareness of the cultural, ethical, historical, political, and social factors underscoring conflict between states and non-state actors. Topics covered within the minor include civil and interstate war, genocide, global crime, human trafficking, the environment, epidemics, international migration, and terrorism. The minor is suitable for students with an interest in security issues as well as those preparing for graduate inquiry or careers requiring an awareness of the challenges facing our globalizing world, such as those in business, education, government, law, politics, or international relations.

2b.) Division of the Politics and Global Studies Department into Three Majors: Political Science, Global Studies, and Legal Studies

Prior to fall 2018, the Politics and Global Studies Department in CAS offered one major called Politics & Global Studies with three concentrations: 1) Political Science; 2) US Politics, Law, and Public Policy; and 3) Global Studies. For fall 2018, these three concentrations were revised into two stand-alone majors offered within the Politics and Global Studies department: a Political Science major and a Global Studies major. These two conversions entailed no new courses or alterations of existing requirements; we simply changed them from concentrations into standalone majors.

We also converted our existing US Politics, Law, and Public Policy concentration into a standalone Legal Studies major. This major is intended for students who want to pursue professional or graduate studies in some law related area. The Legal Studies major explores the theoretical, political, ethical, and practical foundations of the law. It prepares students for law school, graduate school, or entry-level employment in law-related fields by developing an understanding of the nature, content, and operation of American law and legal institutions. Concurrently, the major promotes superior managerial, organizational, critical thinking, research, and writing skills.

The CAS Steering committee and the AJU Academic Senate approved these three majors—Political Science, Global Studies, and Legal Studies. They were then subsequently determined by WSCUC to not require substantive change review, and they were launched in fall 2018.

2c.) Education Studies Major

We also created a new B.A. in Education Studies that seeks to prepare students for potential careers in various educational settings, such as school counseling and special education, or in other nonprofit or governmental agencies. This major may be of interest to students who want to after college pursue an advanced degree in the areas of education, psychology, social work or law.

The coursework covers learning and cognition, especially as they relate to the teaching profession. Students do coursework on the art and practice of teaching as well as curricular design. The program also includes an emphasis on child development and the translation of psychological theories into educational practice. Some of the specific topics covered focus on how students acquire information, how theories of learning and cognition can help guide teaching, how cognitive skills change as children develop, basic theories of child development, and special issues that affect children's learning such as learning challenges, autism or child abuse experiences. Unlike general programs in the Liberal Arts, the B.A. in Education Studies is not intended to provide students with a teaching credential or the coursework to meet the California State standards for credentialing. However, this program may be of interest to students who wish to after college pursue further study for a teaching credential, or a Master of Arts in Teaching (MAT), Master of Arts in Education (MAED) or graduate degrees in other related fields.

The CAS Steering committee and the AJU Academic Senate approved the Education Studies major. It was then subsequently determined by WSCUC to not require substantive change review, and it was launched in fall 2018.

C.) CAS Student Recruitment and Marketing

Despite the efforts that are documented below for this section of report, enrollment in the undergraduate program did not grow. As previously mentioned, in October 2018, we announced our decision to sunset the current undergraduate curriculum. While we have ceased recruitment and marketing for this college, the experience and data that we gained over the past few years from our admissions efforts will be useful if we launch a new undergraduate program at AJU. We therefore wanted to document the marketing efforts that we undertook in response to the 2016 WSCUC site visit team's recommendations, even though they have been paused while we work on a successor undergraduate program.

Student recruitment and marketing efforts have been at the forefront of CAS for decades. The significance of these efforts has become even more intense over the last five years with decreasing student enrollment and retention across the CAS programs. Following the 2016 WSCUC visit, the institution formed a Strategic Enrollment Management committee comprised of representatives from administration, academic affairs, finance, marketing, admissions and the faculty. The committee met biweekly and discussed strategies and tactics to address enrollment and student life challenges facing AJU. In addition, the university retained the services of an outside consultant with significant expertise in student enrollment management and recruitment, and financial aid management to assist AJU in evaluating its current practices and structure. In response to ideas and processes discussed and developed by the Strategic Enrollment Management Committee, in November 2016 AJU reorganized its admissions and recruitment structure, drawing recruitment, financial aid and marketing all under the umbrella of a newly created "Enrollment Management" department.

As part of the reorganization, the Enrollment Management department was placed under the management of the Vice President of Enrollment Management & Marketing. Having senior-level leadership dedicated to this area, as well as creating a stronger link between departments and activities, allowed for more focus on and coordination between the admissions, financial aid, and marketing staff. Further investments were made to this department via additional positions, including a specialized Jewish community network recruiter added in late 2016, an additional senior recruiter position focused on transfer and international students in fall 2017, and a seasonal regional recruiter in fall 2018. The department also invested in further training of all recruiters and restructured the admissions decisions committee to create greater opportunities for faculty involvement.

In order to build on the growth and development of the new Enrollment Management department, AJU also adopted a new personalized admissions strategy, where all communication with identified prospective students was tailored to the specific individual student. Potential students as well as admitted students received multiple, highly personalized communications from administrators and faculty either encouraging them to apply to AJU or welcoming them after admissions. Admitted students were each invited to campus to spend "48 hours with AJU", with lodging and custom activities and tours. In order to leverage the excitement and passion of our current students, a new Admissions Ambassadors program was launched in fall 2017. Over a dozen current students joined admissions on a regular basis to support recruitment activities, such as campus tours, class audits, and off campus fairs. The ambassadors also supported recruitment through "prospect matching" (communicating with prospective students matched for similar interests and/or backgrounds), social media "takeovers" and special events.

A new comprehensive scholarship program was launched in fall 2017. This program offered significant merit-based scholarships for students meeting a range of unique criteria. Additionally, a housing grant was created to provide free on-campus housing for one year for new students whose primary residence was beyond 100 miles from campus. A new financial aid and scholarship packaging process was also designed to improve communication and clarify processes for families.

As new programs and recruitment strategies have been developed, significant effort was also given to develop streamlined and accurate data management and digital communications. Internally, improvements were made to our prospect and applicant tracking systems to better identify and track prospects throughout the admissions funnel. Investments were made in lead generation through list buys (Cappex, College Board, CBSS, Naviance, Hobsons, etc) and college search engines. Externally, significant improvements were made to the AJU website (detailed below) creating additional touch points with students, their parents and college counselors. A working group of alumni and current students were deployed to overhaul specific social media platforms with the goal of leveraging student voices to “tell our story” in social spaces visited by recruits.

After analysis of historical data and future growth opportunities, AJU refined recruitment territories to maximize resources and leverage key areas. In addition to our “backyard” of the greater Los Angeles region, AJU’s western state recruitment focused on San Diego, San Francisco, Portland, Seattle, Las Vegas, Phoenix, Tucson, and Denver. Specific focus given to developing a specific recruitment strategy for the Midwest region, and to focus recruitment efforts on cities that are weather impaired and have mid-sized Jewish communities such as the Chicago area, St. Louis, Milwaukee, Columbus, Cleveland, and Cincinnati also was begun.

Finally, efforts were formalized and increased in regard to AJU’s existing Gap Year partnerships in Israel. A focused staff member spearheaded additional communication and regular in-person Israel visits to connect with gap year participants. Additional scholarship opportunity exclusively for gap year graduates was developed, and a streamlined application process was implemented. AJU sponsored several gap year fairs and events, and partnered with local consultants working with individual student placements after their gap year completion. Separate from Gap Year activity, partnership was renewed with local feeders such as Hillel 818, to provide social opportunities for our current students and a transfer funnel to AJU from local community colleges.

D. Status and Scope of Student Services and Co-and Extra-Curricular Programs

The commission letter also recommended that we make, “targeted investments in student services, extra-curricular programs, and co-curricular programs, including residential life, to help increase enrollment in the College of Arts and Sciences and re-establish a positive.” With the help of Jessica Krause, our Director of Student Affairs and Residential Life, we have done significant work in this area, including optimizing processes for Disability Determination Services (DDS), aligning AJU Health Center hours with student needs, forming a partnership with Hillel 818, improving the annual gala party, holding monthly themed Shabbat dinners, increasing budgets for student clubs, and creating more student activities such as a Carnival. In addition, we have conducted surveys and focus groups with students to understand how better to provide them with services. Again, these important innovations will benefit current students, and what we have learned regarding them can factor into our creation of a successor undergraduate program.

1. Optimizing DSS Processes

The Student Affairs office has worked with the faculty administrative assistant to provide proctoring for students who need additional time for testing. Under this new arrangement, students have much greater flexibility as to when they can take their tests than under the previous system when they had to coordinate test-taking times with their professors.

2. AJU Health Center

We reviewed the AJU Health Center hours to better align with the times that most students are on campus. We now have the center open from 8:30am-2:30pm Monday through Thursday, which are hours that we have discovered to be more beneficial for our students.

3. Partnership with Hillel 818

AJU began a partnership with Hillel 818 in 2015 that we have worked to expand since the most recent WSCUC site visit. Hillel 818 is the area Hillel for schools in the Los Angeles valley area. During the 2017-2018 school year, the organization came to campus several times to advertise their programs and student affairs. We also include Hillel programming announcements in the weekly school newsletter.

In fall 2017, Hillel 818 hosted their gala party at AJU and our students and staff helped with the implementation of the event. For the 2018-2019 school year, the partnership between AJU and Hillel 818 is being further developed. A representative from the organization led a session during our AJU new student orientation, and programming developed by AJU and Hillel 818 students is in the works. The AJU student government president is also serving as a Hillel 818 intern this academic year to help increase the connection between the two organizations.

4. Annual Gala

The Annual Gala is a formal dance primarily for undergraduate students. In spring 2016, Student Affairs implemented the "Gala Committee," which is open to all AJU students who are interested in helping plan the event. Students on the committee participate in all aspects of planning from choosing decorations, interviewing DJs, and menu planning. With students more involved in setting up the event, we have had much greater student satisfaction with the Gala.

5. Monthly themed Shabbat dinners

Sponsored by the J-Life Club, we host monthly themed Shabbat dinners for students. Dinner themes have included: a Welcome Back Shabbat dinner in August, a Rosh Hashanah dinner in September, a Thanksgiving Shabbat dinner in November, a Hanukah Shabbat dinner in December, a Tu Bishvat Shabbat dinner in January, and a Comfort Shabbat Dinner in March. All Shabbat dinners include themed decorations, a catered meal, activities, and a Shabbat service.

6. Student Clubs

Students had previously told us that the club budgets were too small for the programming that they wanted to plan. Therefore, in spring 2016, club budgets were increased from \$100 a school year to

\$500 a school year. This has allowed clubs to plan more programs, and to have more resources for events.

7. Targeted Activities

A one-day retreat beginning in fall 2016 to our Brandeis-Bardin campus in Simi Valley was added as part of new student orientation for each year. The Brandeis-Bardin campus has extensive nature trails and camp activities, such as archery, team building events, horse riding, hiking, and a pool. Students enjoy the opportunity to spend time at this beautiful campus doing fun events and getting to know their new classmates.

In spring 2018, a carnival event on our Familian Campus was also successfully planned and held by students. It has since has been added to the annual calendar of events, and it will be made a per annum tradition. The carnival includes games such as a dunk tank and sumo suits, snacks, prizes, a costume contest, a fortuneteller, and a caricature artist.

8. Surveys of Undergraduate Students

We have been conducting more surveys to understand the needs and concerns of our students. For example, we gave the students a survey about the Gala to figure out how we can improve the experience for them; and we have also been conducting surveys of our incoming classes of new students to better understand why they came to AJU. Examples of these two surveys are included in Appendix 2.

9. Focus Groups

The Director of Student Affairs conducted focus groups with students in spring 2016 to discuss CAS programs and activities. Two focus groups were held with five students attending each one. One group included only resident students, and the other group consisted of commuter students. A variety of areas related to residence life, student life, and student services were discussed. Students offered suggestions on areas for improvement, and those ideas were discussed with upper administration on behalf of the students. Focus groups with current students will likely be a part of the planning and development process during the design of a new undergraduate college.

E. Sunset of the CAS and Working Group and Efforts for a New College

Our university announced in October 2018 its decision to pause CAS admissions and sunset the current undergraduate curriculum. This decision was based in part on that the aforementioned efforts in this section of the report did not yield an increase in the number of CAS students. In fact, CAS had a small decrease in student enrollment (the college had seventy-four students in FA-15 and only seventy students in FA-18) despite more resources devoted to it. After decades of tweaking the existing CAS program (such as by changing curriculums, hiring more admissions staff, and adding student activities and services), we concluded that our current model for an undergraduate college was unsustainable, and that the optimal path forward for AJU is to sunset CAS and start anew from a fresh foundation.

As President Herbst explained, “The issue of maintaining one of the smallest undergraduate programs in the country has been a concern for many years. After numerous efforts to shift programming, enhance marketing and grow enrollment, we have determined that pausing the current undergraduate program

is the best alternative, but we are extremely excited about using the opportunity to investigate and design new academic offerings,” he concluded.

The university’s Board of Trustees also reviewed and approved the plan to pause admissions and sunset the current undergraduate program. There will be no faculty lay-offs associated with this action. No other divisions within the university, including other academic programs such as the Ziegler School for Rabbinic Studies, Graduate Center for Jewish Education, or Graduate School of Nonprofit Management, will be affected by this change.

The university ceased recruiting for its undergraduate program immediately upon the announcement, while committing to ensure that the roughly seventy active students (as of October 2018) in CAS can continue and complete their studies. The CAS deans and faculty are committed to providing all of the existing students with the college education that they came to AJU in order to receive. President Herbst, Dr. Totten, and other academic administrators and staff held open forums with the students to answer all of their questions and address concerns about the announcement. They have also responded to all email inquiries from current students, and met one-on-one with many of them to address their specific concerns about the College sunset. The Chairs of the College’s academic departments have also worked closely with their advisees who have had questions or concerns about it. In addition, we appointed an academic liaison to give ongoing support for our students, and we have maintained an area of our university [website](#) that provides info and Q&A’s for our students. When taking account of seniors who are graduating, and a few students who have decided to transfer to other colleges, we estimate that we will have thirty-five to forty CAS students returning in the fall 2019 semester.

Shortly after the decision was made, President Herbst established a working group comprised of faculty, staff, and a CAS alumnus to explore and design new academic initiatives based on best practices that will take advantage of the dynamism of our Los Angeles location, and AJU’s ethical and moral foundations. President Herbst and Dr. Totten are part of the working group and they are closely engaged with the process of rethinking an undergraduate program at AJU. “My colleagues and I,” Herbst has explained, “are excited about the prospect of developing a cutting-edge program that takes advantage of new technology and pedagogy in academics, and we view this opportunity as a unique chance for a university to fully engage in fresh thinking regarding undergraduate education.”

The working group, and subcommittees of it, has met many times since the October decision was made. It has spent the first few months of its meetings devising a strategy and process for evaluating if and what type of college model is a good fit for AJU. The working group reached out to over ten higher education consultants and design firms, and met in person or via Skype with several of them to hear their thoughts on higher education trends and our School, and if and how they could help us with a process of considering and possibly designing a new college. After an exhaustive search, the working group has entered a contract with Dr. Brett Taylor of [New School Innovation Consulting](#).

New School’s innovative design thinking process that is anchored in higher education knowledge is a good fit for helping us with a new college and creating programming that takes advantage of the latest thinking in educational practice, technology, and student affairs. Dr. Taylor has devised a process that began in February 2019 for us to design, market, and launch a new undergraduate program by the fall 2021 semester. The goal is to create an innovative and sustainable program that will support the needs of real students in the twenty-first century. The development plan entails four stages: a first stage of roughly three months that helps us determine student needs and defines our design parameters for a new college; a second stage of approximately three months that entails identifying multiple

programmatic solutions for a new college; a third stage of about six months in which we prototype, design, and test potential solutions for a new college; and a fourth stage of roughly six months in which we finalize and launch the college program that is optimal for AJU. Each stage, which take three to six months apiece, include project and marketing reports, weekly meetings, and structured facilitation sessions with stakeholders in a new college (e.g., faculty, administrators, alumni, current students in CAS, rabbis in the community, etc.)

Throughout this process, members of the appointed working group will also be working closely with AJU's Academic Affairs Committee of the Board of Directors, which has scheduled six meetings in the spring 2019 semester devoted to evaluating the progress being made with the new College.

III. CLASSROOMS, WEBSITE, AND TECHNOLOGY

The July 8, 2016 commission letter recommended that we make, "targeted investments in facilities and technology, including classrooms and the institution's web presence. Such investments should enhance AJU's competitive advantage and, therefore, yield solid results in student enrollment and student satisfaction." In the past few years, we have devoted significant resources and time to enhancing our website, and technology systems for the university, including its classrooms.

A. Website

A large-scale website review, redesign, redevelopment and enhancement of all online properties associated with www.aju.edu was undertaken beginning in August 2016 and completed (launched publicly) in April 2018. This eighteen-month design and development process was done from the ground up, analyzing and developing each piece of the newly improved website from scratch.

The key areas of focus for this project were aimed at improving (a) navigation and page architecture, (b) design and mobility, (c) content and SEO (search engine optimization) and (d) ADA compliance. The goals of the redesign process were to increase visitor engagement and increase connection with prospective and current students, and community members.

An outside web design firm was contracted to assist the internal AJU team during the beginning of the project to help review the current website, research best practices in higher education webspaces, and identify areas of improvement, growth and new development. The community (including students, staff, faculty and outside constituents) were surveyed to determine strengths and weaknesses of the previous website. We also conducted a review of peer institutions' websites to examine best practices, commonalities and trends in the area.

Following the research phase, we spent the bulk of the project in development. A new sitemap and navigation structure were created to provide users with more straightforward and intuitive pathways to key information on programming, admissions, financial aid and student services. Assisted by an outside developer, AJU designed and developed wireframes that provided content sections that were shorter and more interactive, and that cleanly translated to a mobile environment. Our key objectives in this phase were to create a simplified menu structure where major content relevant to new students and their parent, and community members interested in our university's programs, were never more than two clicks from the homepage. Additionally, we built multiple pathways (visual, text, dropdown, etc) to accommodate different user navigation preferences.

During the third phase of the project, specific attention was paid to creating content for our webpage. New and expanded areas of information that detail student services, admissions, program particulars and campus life were developed to increase the usability of the website for prospective students. Content “pathways” that provide options for additional details or for a website visitor to ask specific questions were added to improve overall functionality of the website. Multiple touch-point options were integrated into page and content structure to allow users and students to “stop out” of the page and connect with an admissions or university representative. More specifically, a livechat function was added across the entire website to increase opportunities for engagement and to provide easy access to resources. In the first few months following the launch, livechat usage was increased by 114%.

We made a few adjustments to the web design and structure just prior to launch to conform to ADA compliance regulations for university websites. We also implemented design changes to provide accessibility of online content and functionality according to the W3C’s Web Content Accessibility Guidelines (WCAG) 2.0 Level AA and the Web Accessibility Initiative Accessible Rich Internet Applications Suite (WAI-ARIA) 1.1 for web content.

Before launch of the new website, we expanded content relevant to current students. Based on data gathered from current and past students, we decided to create a centralized single “hub” of student content related to Student Affairs, Financial Aid, Technology, Policies and Grievances, and the Registrar’s Office. Multiple pathways were programmed to allow current students to easily access key resources and documents, as well as expanded download and print functionality.

Last, in order to provide the best possible digital experience for users (notably, prospective and current students), we specifically tested and refined all website structure and design for optimum mobility. Key recruitment areas such as program details, resource buttons, FAQs, admissions and financial aid instructions, student services and livechat were all optimized to ensure quick and effective mobile responsiveness.

Our university’s new website can be viewed at, <https://www.aju.edu/>.

B. Technology Investments & Enhancements

This section describes seven investments and changes we made our AJU technology infrastructure and processes in response to the 2016 WSCUC team’s recommendations.

1.) Technology Enhanced Classrooms

Since the 2016 WSCUC visit, AJU has added three more technology-enhanced classrooms and upgraded the oldest classrooms on campus with current technology. We spent time searching for the latest technology available for the small classrooms arrangements on campus, and that addressed issues with some of the projectors that we were using. While most of our classrooms have projectors that display a large image (about 100” diagonally), some of them had the following issues: 1) complex connectivity, requiring cables and a switching box; 2) brightness issues with the images being displayed on the screen, especially in the afternoon when light filtered through the window blinds; and 3) issues with their interactivity because they lacked software and special hardware that sensed the movement on the board of an electronic pen or a finger. We sought to address these issues with our new projectors.

For the three upgraded classrooms, Campus Technology decided to use 70" touch screens, which provide large displays that act like a touch screen computer monitor. We also utilized a mini computer that is hidden behind the display to power the touch screens, which minimizes the need for switching equipment and resolves the issue of having multiple cables strung around the podiums of the classrooms that had projectors. The display of the new touch screens is very sharp and the audio is of high quality. We also added a feature that allows instructors to display content from the students' computers in the class.

2.) Mass Notification System

The selection process for a new mass notification system in case of emergencies began in 2016. After reviewing various solutions and providers, AJU chose Rave Mobile Safety, one of the country's leading providers in this area. Campus Technology then implemented the system in collaboration with the Facilities Department. The new system can send alerts with the click of a button through multiple communication modes such as text, voice and email. We have also integrated the new system with another system called Alertus, which allows messages sent from Rave to display on all computers and electronic devices throughout campus. We have put in place procedures to update the contacts in the Rave system from our employee database system (ADP) and our student database system (CAMS).

3.) Student Information System Tools and Consolidation of Data Entry

As in any institution, we experience turnover at times in administrative assistant positions, such as those in admissions and the registrar. Each time we have a new admin assistant, this person has to be trained in data entry standards and protocols, and this has led to concern that it might result in data being entered into our systems inaccurately. Campus Technology resolved this concern by appointing one of the trusted AJU employees to take over all of the data entry for all Admissions Offices across all AJU programs. Information from online applications and forms are automatically forwarded to this person. In addition, changes during the admissions cycle are also reported to this point person, who has been thoroughly trained and works under the supervision of Information System Administrator. This process of coordinating all admission data has been a positive solution to inconsistencies previously found in data housed across programs. This position and its duties are still being developed and managed in order to enhance the procedure in order to make it more automated and streamlined.

4.) Wireless Network

The Technology Department, with the leadership of our President Herbst, initiated a project to replace the wireless network due to inability to continue to utilize the current network with needed software upgrades. The company who installed most of the wireless network was called upon to conduct a thorough survey of the current network in order to propose a comprehensive upgrade plan. Campus Technology closely reviewed the proposal and quote. The approval to initiate the upgrade was obtained and a start date has been selected. When the installation of all new equipment is completed, AJU will be able to control many aspects of the bandwidth and access points. This will enable AJU to have up to 1000 devices concurrently using the network. This is a major improvement for campuses of our size. In addition, we recently doubled the bandwidth of Internet connection for our Familian and Brandeis campuses.

5.) Online Forms

The Technology Department has moved all forms used on campus to a new platform that is ADA compliant. All forms were recreated on the new platform and new forms are regularly added to it. Campus Technology has created integration with this platform in which submission data from selected forms are automatically added to our main database. In addition, we have enhanced our email campaigns that have links to online forms, so that the information of the recipient pre-filled on the form. This saves time for those who click on the link and consistently submit their data. In addition, when the form is submitted, a special token links the data to an existing record in our database.

6.) Alumni Information System

Alumni information at our university is spread out among different departments and programs, and it was maintained with different tools and multiple types of spreadsheets. Campus Technology is developing a solution to upload the data from all programs into our main database and reconcile it with existing data already there. This solution will allow for features that will make our alumni database more accurate and easier to use.

7) Campus Information Technology Support

In January 2019, President Herbst announced that [GeekTek](#), a firm based in Sherman Oaks, California, would provide all IT support for both campuses. Previously, IT support was provided by a combination of a consultant and AJU employees. We believe that GeekTek, which brings a host of best practices to campus, will almost immediately provide a more robust and productive technology environment for faculty, staff and students. In the long term, GeekTek will help us update and create a new technology infrastructure and platforms that is user friendly, accessible, integrative, and university-wide for our academic programs and operations.

IV: CAMPUS SECURITY AND SAFETY

AJU is and has always been committed to providing a safe and secure environment on campus at all times for our students, staff, faculty and visitors. The safety of our campus from both external and internal threats, as well as possible natural disasters is taken seriously. The 2016 accreditation visit team recommended that we take an even closer look at security measures on campus, and after a careful review, we have made several additional steps to enhance safety on campus.

In 2017, we implemented a 24-hour security guard presence on the main AJU campus, which includes at least two guards on campus at all hours. The University has also received a \$75,000 grant from the California Office of Emergency Services to upgrade current camera systems and install new cameras on our campus. This grant has been used to enhance our camera and DVR systems, and install new cameras as part of increased perimeter and interior security throughout campus. Cameras are now in place to help monitor all external areas and many internal areas of our grounds, including classrooms, offices, library, cafeteria, and all dorms and apartments.

The AJU phone system acts as a PA system allowing us to communicate immediately with the majority of the campus as needed for emergent situations and drills. However, since the 2016 WSCUC site visit, we have also installed the new RAVE alert system (described above in the Classrooms, Websites, Technology section) to instantly communicate to AJU campus and community members via phone, text,

and email in case of emergency. In case of a crisis, the campus safety and maintenance departments also work directly with local and county law enforcement and other first responders, Homeland Security, and the FBI to ensure that we receive real time reports of situations and immediate responses in case of emergency. Every year, the Emergency Response Team role-plays evacuation scenarios with students on campus so as everyone can be as prepared as possible.

The University has also invested in a new key card access system that was rolled out in summer 2018. This is a more sophisticated technological system than previously used, which allows for more secured access to buildings throughout campus, as well as the gates that will be going in as part of the fence installation (more on the fence below).

We have also ensured that each dormitory is well lit, requires swipe cards for secure entry, and has one or two Resident Advisors living within them to assist students. Security guards patrol the dormitory complex and parking areas. Security personnel are based out of the Residence Life Office from 11:00 pm until 7:00 am.

After the attack against the Tree of Life Synagogue In Pittsburg, President Herbst sent communications to the AJU community, including to staff, faculty and students to ensure their sense of safety and security on campus. Keeping AJU's students, staff, faculty and guests safe is a critical priority for our institution. AJU has been regularly working with the local police departments in Los Angeles and Simi Valley, the Anti-Defamation League (ADL), the Jewish Federation of Greater Los Angeles and the Department of Homeland Security regarding security recommendations. We are currently following their security guidelines and we will continue to review our security policies and procedures to make sure that we are adhering to best practices.

We have also with the approval of the University's Board of Directors on October 29, 2018, and utilizing recommendations from the Department of Homeland Security and the Jewish Federation's Community Security Initiative, begun installing a campus-wide security fence and related security systems, including cameras and a card swipe system, on our Familian campus. The new fence around the main campus will limit access to the grounds, and it will require all staff, faculty, students and visitors to go through a security check-point prior to parking on campus or walking into the main building. Additionally, the fence will allow for an increased number of cameras and sensors to monitor visitors and incidents throughout campus grounds. The expected completion of the fence is in spring 2019. The fence will also allow for an extra layer of security at the residential complex, required key-card access to the area, and key card access to the buildings.

In addition, we have in the past month completed the installation of special telephones in each classroom on the Familian campus for use in cases of emergency. They are pre-programmed to dial 911 for immediate assistance in an emergency. The phones also allow for incoming intercom communication in case of emergency (so that the maximum number of people on campus can hear emergency announcements as they are made).

Identification of Other Changes and Issues Currently Facing the Institution

Instructions: *This brief section should identify any other significant changes that have occurred or issues that have arisen at the institution (e.g., changes in key personnel, addition of major new programs, modifications in the governance structure, unanticipated challenges, or significant financial results) that are not otherwise described in the preceding section. This information will help the Interim Report Committee panel gain a clearer sense of the current status of the institution and understand the context in which the actions of the institution discussed in the previous section have taken place.*

I.) Changes in Senior Staff

We have had since the 2016 WSCUC visit changes in the university's senior staff. Most notably, the Board of Directors in May 2017 started discussion with AJU President Dr. Wexler regarding his succession plan. An agreement was developed that Dr. Wexler would step down from his position on June 30, 2018, and he would become a full-time tenured faculty member at our university. Dr. Wexler served as AJU's President for twenty-six years from 1992 through 2018, and among many other achievements for our university, he opened the Ziegler School of Rabbinic Studies in 1996 and merged AJU with the Brandeis-Bardin Institute in 2007. He also oversaw several major construction projects on our campus and led the growth of the university's endowment from \$5 million to over \$100 million. We are grateful for his service and numerous contributions to our institution.

During the 2017-2018 academic year, the Board of Directors engaged a recruitment firm to conduct a search for a new president. On June 6, 2018, and following a nearly six month national search, the AJU Board members unanimously elected Dr. Jeffrey Herbst as the fourth President of American Jewish University. Most recently, Dr. Herbst was president and CEO of the Newseum and the Newseum Institute in Washington, DC. From 2010 to 2015, he was president of Colgate University, where among other accomplishments he is credited with helping the university complete its nearly half billion-dollar fundraising campaign, leading the development and initial implementation of a university-wide strategic plan, and increasing the diversity and academic caliber of its educational programming. Additionally, Dr. Herbst was a Senior Fellow at the Brenthurst Foundation, was a two-time Fulbright Scholar, and was a trustee of Freedom House. He has also served as provost and executive vice president for academic affairs and as professor of political science at Miami University in Ohio, and taught at Princeton University for almost two decades. You can read Dr. Herbst's full curriculum vitae, biography and the official press release online at www.aju.edu/presidentialsearch.

Dr. Wexler's Presidential tenure was supported by a team of executive staff members who contributed to the development of the university under his leadership. The announcement of Dr. Wexler's retirement presented new opportunities for senior staff members, and a restructuring in some executive positions has occurred with his stepping down as president. We are appreciative of the dedicated service of departing senior leaders, while also excited to have a new president and other new senior staff members who bring a wealth of experience to lead AJU to new horizons.

On July 3, 2018, AJU's Chief Advancement Officer left AJU as a part of the on-going leadership change. Judy Feldman, a Director of Advancement at our institution, assumed responsibility for the department on an interim basis. Ms. Feldman has extensive experience in fundraising, including working at the Anti-Defamation League as director of development for Los Angeles and Houston. She has worked at AJU for

four years, and she was appointed at the enthusiastic recommendation of the departing Chief Advancement Officer.

At the same time, we instituted a search for a new Vice President for Advancement and Chief Development Officer. We were pleased to announce in February 2019 that Ms. Catherine Schneider will take the position effective late in February. Ms. Schneider had most recently been Executive Vice President for Donor Experience at the Jewish Federation of Greater Los Angeles. She also held a senior development position at AIPC and at other LA-based organizations. Generally considered one of the premier fundraisers in the Los Angeles region, we believe that Ms. Schneider will be an important addition to the AJU senior staff. To learn more about Ms. Schneider, please see the [press release](#) about her appointment.

In February 2018, AJU's Vice President of Academic Affairs and Dean of the Undergraduate College left his position after four years with the institution. This departure was due to a combination of the change in leadership and him finding a position better fitted for him at a state university. At the recommendation of senior staff at AJU, President Herbst selected Dr. Robbie Totten in August 2018 to serve as Interim Chief Academic Officer and Dean of the Undergraduate College for the 2018-19 and 2019-20 academic years. Dr. Totten joined AJU in 2014 as Assistant Professor of Politics and Global Studies after having been a Visiting International Relations Assistant Professor at the University of California, Santa Barbara. Shortly after coming to AJU, he was appointed Chair of the Department of Politics and Global Studies and as Associate Professor with tenure. Dr. Totten has been AJU's Accreditation Liaison Officer since January 2018 and he served from 2017-2018 as the Interim Director of Assessment for our university. President Herbst plans to run a national search in the 2019-20 academic year to find a permanent replacement for the Chief Academic Officer role.

At the end of July 2018, the Vice President for Outreach and Dean of Whizin Center of Continuing Education left AJU. This departure was due to a combination of change in leadership and a better-fitted position for him at a different institution. Laura-Beth Sholkoff, who had worked in Whizin for a number of years, assumed responsibilities for the department as an interim director while President Herbst studies the needs of this division and makes a decision regarding the future leadership of Whizen. Ms. Sholkoff had previously overseen communications for the Whizin Center and she was exposed to all aspects of operations of the Center. She was appointed interim director at the strong recommendation of the previous head of the Whizin Center.

II.) Budget

AJU has a significant endowment and numerous opportunities for growth in tuition and philanthropic revenue. Unfortunately, in the last three years, we have experienced budget deficits.

2015-16: ≈ \$1,190,273 deficit (approved budget of \$73,000)

2016-17: ≈ \$348,000 deficit (approved budget of \$348,000)

2017-18: ≈ \$2,757,000 deficit (approved budget of \$2,887,000)

The reasons for the deficits include: (1.) unplanned expenses in facilities and operations, (2.) additional legal expenses as a result of the BBC merger, (3.) a decline in fundraising and annual giving, and (4.) lower than anticipated enrollment and tuition revenue in the MBA program and undergraduate college.

The enhanced investments in the MBA and college programs without increases in tuition revenue have cost our institution. For example, the CAS Admissions budget was increased by forty-four percent from 2015-2016 to 2016-2017, and again by twenty-three percent from 2016-2017 to 2017-2018. In addition, in order to grow student enrollment in CAS we increased the financial aid average for freshmen by twenty three percent (from a thirty seven percent to a sixty percent average tuition discount) in 2016-2017 and by an additional four percent (from a sixty percent to a sixty-four percent average tuition discount) in 2017-2018. We also gave free rooms in the dorms (double occupancy) to students for their first year at CAS who were living one hundred miles or more away from campus. In order to increase the number of students in the MBA program, the financial aid budget for that program was increased to forty-nine percent in 2015-2016 from thirty-three percent in 2014-2015, and again to sixty-one percent in 2016-2017 from forty-nine percent in 2015-2016. And despite these efforts, enrollment in the CAS and MBA programs has remained largely the same as it was in the past.

In addition to cutting costs where possible, we have taken two steps to address root causes of our budget deficit in recent years. We have hired a new Vice President of Advancement, along with additional fundraising support staff, to modernize our development operations and increase financial giving to the university. We have also sunset the undergraduate program, thereby cutting the large expenses of admissions and recruitment, while we evaluate what type of, if any, undergraduate college will work for our university from a mission and financial perspective. The decision to sunset the undergraduate program has provided some immediate budget relief and it will have a further positive effect on budgets starting in July 2019. In addition, President Herbst is reviewing all auxiliary services to see if we can increase revenue from the conferences, camps, and life cycle events (e.g., Bar and Bat Mitzvahs, weddings) that are held on our campus. Our university remains on firm financial footing with an endowment of approximately \$90 million as of December 2018.

Concluding Statement

Instructions: *Reflect on how the institutional responses to the issues raised by the Commission have had an impact upon the institution, including future steps to be taken.*

As outlined in the sections above, AJU took all of the recommendations made by WSCUC and the visit team in 2016 as critical to the university and its operations.

Most importantly, we have taken dramatic steps to design a successor undergraduate program that will meet the ambitions of the university. Our decision to sunset the College of Arts and Sciences (CAS) was based on years of student data and financial planning. Putting a pause on all programs in CAS is the most appropriate choice for AJU to take at this time in order to redirect the energies of the institution. This includes creating a CAS working group, which will lead the design of new programming, ultimately moving the University as a whole forward in the future and better prepared for the current higher education atmosphere. The group includes members of the faculty, staff, and alumni as well as constituents from the wider community with expertise in educational programming and innovation, and a strong understanding of Jewish culture and heritage. With the University ceasing all recruitment activities for the current undergraduate program, the resources and personnel from those areas will also be focused on the design of the new college and student enrollment management process. At the same time, AJU remains fully committed to ensuring that all of the active students in CAS are able to continue and complete their studies, with all services and support remaining at a comparable level as it has been in previous years.

We have made technology improvements that are vital for our marketing and enrollment efforts as well as the impact for students, faculty, and staff on campus. First, a full-range website review and design was undertaken, with all redevelopment and enhancements implemented in April 2018. New technology in classrooms at the Familian campus were installed and upgraded to impact the on-going classroom experience for all students. Several other systems, including an updated wireless network, were installed on campus, allowing for better access to technology and resources for students. University forms are now readily available online, in compliance with ADA. Along with the new forms, a set of standard information system tools has been developed for student information and data received by the university. The processes developed will allow for consolidation of old and new means of data entry, with parameters set for the various positions on campus that deal directly with inputting student information. This permits standards to be followed even when there is turn over with staff in positions on campus. Finally, as part of the consistent data entry processes implementation, a new alumni information system was put into practice. This system helps to track students as they graduate and enter professional fields. Using this system will also lead to improved and more consistent communication between AJU and its graduates.

Campus safety and security is paramount to the on-going activities of all AJU programs. A newly selected mass notification system was installed, allowing for immediate and widespread communications during natural disasters and emergency situations. In addition, AJU now has a twenty-four hour security guard presence on campus, with two security guards on campus at all times. After receiving grant funds, the campus was able to upgrade its security camera systems for all teaching and administration areas as well as the dormitories. The next stage in security improvements for the university will be the installation of a perimeter fence around the entire campus. This project is underway and it is scheduled for completion in spring 2019.

The graduate programs at AJU continue to move forward with consistent retention and graduation rates, with focus on improving marketing and enrollment across the Schools a main priority for our institution.

With the sunsetting of CAS, changes in a few senior level staff positions, and a modest financial deficit, this is the best time for AJU as an institution to take a step back and develop plans for its long-term success under the new leadership of President Herbst. While no other divisions within the University, including the three other Schools (ZSRS, GCJE, and GSNPM), will be affected by the decision to sunset the college, those areas will still be considered in the planning process of a new undergraduate program and how that will feed into the on-going graduate programs. Overall, we remain optimistic about AJU's important leadership role not just in the Jewish community, but also in the wider academic community.

Appendix 1: Rationale for Social Justice and Ethical Leadership Theme of the College

Why did we choose social justice and ethical leadership as the themes of our new core curriculum in the College of Arts & Sciences (CAS) in 2016?³ As mentioned in the report, under the old core, there was no clear academic connection between the larger AJU mission and the college. We thought that not only would such a connection help solidify us as a university, we were also asked to examine this area by WASC during a recent off-site review (October 2015). We examined the AJU mission and found a number of areas that proved fruitful for a reconceptualization of the undergraduate core curriculum and general education requirements.

First, the AJU mission, in the area of learning and scholarship, emphasizes the importance of the “formal and informal study of Judaism and the great civilizations of the world.” In order to understand and be an effective community member, we see it as important for students to have a deeper understanding of various cultures, backgrounds, belief systems, and political structures, including but not limited to Judaism. New, required core curriculum classes like “Religion, Society, and the Individual,” “Global Studies” and “The People Make History,” among others, provide students with a sound foundation to fulfill this important component of AJU’s mission. In addition, the AJU mission emphasizes “peoplehood,” defining AJU as “a pluralistic institution that embraces diversity within Judaism,” and valuing “the contributions of all groups to the growth of Jewish Civilization.” Judaism or Jewish civilization, as this suggests, does not exist in a vacuum or in a self-contained impervious community. In particular, twenty-first century Jewish life is varied, expansive, and (especially in multicultural Los Angeles) is affected by and affects a number of other cultures and groups. In order to meet this goal, we see it as important that CAS students are not only knowledgeable about Jewish life, but also about other cultures and peoples as well. Our new curriculum aims to instill this wider knowledge through courses like “Religion, Society, and the Individual,” which explores a number of world religions and the aforementioned “Global Studies.”

The AJU mission also emphasizes “ethics,” specifying that, “We recognize that ethics is the language of Judaism and its most important link to the world at large.” If this is indeed so, we thought that the undergraduate college should make ethics one of the centerpieces of its core curriculum. We accomplished with the new core by mandating a required Ethics and Values class, and including the term ‘ethics’ in our thematic title of the new core. Further, through the adoption of new classes in the core curriculum like “The People Make History,” and “The Psychology of Prejudice and Injustice,” ethics is interwoven throughout most, if not all, new required classes.

We also believed that we distinguish ourselves by blending “ethics” with “leadership” which is another of the five AJU pillars. Many schools pride themselves on their ability to produce leaders, but those institutions tend to stop at leadership, whereas we sought to develop a more unique brand through the use of the unifying term ‘ethical leadership.’ We hypothesized that our undergraduate program can then become known as a place that produces ethical leaders, whose decisions and contributions are governed by moral decision making and who possess deep knowledge and understanding of cultures and peoples as well as an understanding of how to effect positive social change. It has become increasingly clear that we live in an era where political leadership often seems synonymous with corruption, hypocrisy, narcissism, and self-interested behavior. (Among other ways, this can be seen through the abysmal approval ratings of those in Congress.) In large part because of this, there appears to be a great hunger for leaders who appear to be honest, trustworthy, authentic, and fearless.

³ ³ Dr. Daniel Grassian, the former CAS Dean, drafted this rationale based on meetings with the core CAS faculty.

We thought that by emphasizing ethics and, more importantly, providing CAS students with the knowledge and tools to become ethical leaders may end up becoming one of our greatest attributes and selling points. Not only can the “Ethical Leadership” component of our new core curriculum be seen in the mandated “Ethics and Values” class and the other mandated classes detailed above, it also in our new core manifests itself through other mandated classes like “Social Advocacy” and “Service Learning.” In these classes, students not only learn the elements of social justice and civic engagement, they also learn how to be ethical agents of change in the local or wider community. In keeping with the AJU mission, their actions will be guided by the ethical and moral theories and practices learned in the newly mandated “Ethics and Values” class as well as in other required classes.

At the same time, linking ethical leadership with a specific theoretical and action-driven framework, social justice, is important. As David Hodge argues in his article, “Social Justice and People of Faith: A Transnational Perspective,” while “no single agreed on conceptualization of social justice exists,” the term has been associated with “race, gender, age, disability, sexual orientation, and class” (139). Writing for the *Journal of College and Character*, Joshua Littenberg-Tobias defines social justice “as the desire to create an ideal state for society” (219). Others critics have linked social justice with poverty, communities, privilege, and oppression (Littenberg-Tobias 220). Hilary Landorf and Ann Nevin stress a connection between social justice and citizenship with civic engagement or civic action as the focal point for both (711). While these definitions have stand-alone merit, a collective feature of social justice studies is a shared commitment to the establishment of programs that help curb inequities between groups and organizations. They also tend to have a shared commitment to human rights and diversity, while generally focusing on the more marginalized groups in a society, nation, or global network. It is this kind of social justice that we want to promote in CAS students, and we feel that with our newly revised core curriculum we can promote ourselves as institution that produces ethically informed and responsible leaders who can and will improve the lives of people in the general and Jewish communities.

Appendix 2: Survey Examples

Gala Survey:

Question	Answer Choices	Answers Selected
1)For this year’s AJU Spring Gala, which of the following AJU community members/potential community members would you like to invite to attend: (Please select ALL that apply)	Graduate students	31
	Alumni	29
	Faculty	25
	Administrators	22
	Prospective Students	28
	None of these groups	5
Currently the AJU Spring Gala is scheduled for a Saturday evening in March. However, to maximize attendance of AJU graduate students, faculty and administrators, it would be better to hold the event on a weeknight (e.g., Thursday evening). With this in mind, would you prefer to hold the Gala on a weeknight as opposed to a Saturday?	Yes	12
	No	26

New Student Orientation Survey for the fall 2018 Class (17 Students Responded)

Questions	Answers: highest Selected in Bold
Other than AJU, what other colleges/universities did you apply to?	<ul style="list-style-type: none"> -CSUN (6) -UCLA (5) -None (6) -California Poly San Luis Obispo (3) -Chapman University (2) -Flagler College -George Washington University -Hampshire College -Indiana University -Loyola Marymount University (4) -New College of Florida -Pepperdine (3) -San Francisco State University (2) -Stanford University -University of California—Berkley (2) -University of California—Irvine (2) -University of California—Riverside (2) -University of California—San Diego (2) -UCSB (4) -University of Michigan -USC (3) -University of West Florida

<p>In thinking about the college/universities you applied to, was AJU your first choice of colleges to attend?</p>	<p>-It was my only choice (4) -Yes—it was my first choice (7) -No, it was my second choice (4) -No—it was my third choice or lower (2)</p>																			
<p>What have you previously heard about AJU?</p>	<table border="1"> <thead> <tr> <th data-bbox="448 443 688 478">Topic</th> <th data-bbox="688 443 1446 478">Student quotes</th> </tr> </thead> <tbody> <tr> <td data-bbox="448 478 688 552">Jewish</td> <td data-bbox="688 478 1446 552"> -Good Jewish environment -It was/is “Jew-ish” and not Jewish </td> </tr> <tr> <td data-bbox="448 552 688 730">Small classes</td> <td data-bbox="688 552 1446 730"> -Small classes (2) -Small school (3) -It’s very small -Small university -Smaller class sizes </td> </tr> <tr> <td data-bbox="448 730 688 766">Career</td> <td data-bbox="688 730 1446 766"> -Prefect foundation for career launch </td> </tr> <tr> <td data-bbox="448 766 688 945">Supportive</td> <td data-bbox="688 766 1446 945"> -Guidance -Great staff -Nice community -It’s a school where everyone wants to help -You get individual attention </td> </tr> <tr> <td data-bbox="448 945 688 1054">Diversity</td> <td data-bbox="688 945 1446 1054"> -All good reports of diversity -That it’s a university with students and instructors with diverse backgrounds and that it’s an open school </td> </tr> <tr> <td data-bbox="448 1054 688 1339">Learning</td> <td data-bbox="688 1054 1446 1339"> -Values content matter and learning environment -Has a great psychology program -You have to know what going on in class -Renowned professors, teachers, and scholars -It’s an amazing school -I heard that AJU was a positive, learning experience for students, and the smaller class sizes were more conducive to academic success </td> </tr> <tr> <td data-bbox="448 1339 688 1375">Social</td> <td data-bbox="688 1339 1446 1375"> -No social aspect </td> </tr> <tr> <td data-bbox="448 1375 688 1734">Not Much/Graduate Programs</td> <td data-bbox="688 1375 1446 1734"> -Only heard about the Ziegler school -Very little -Renowned non-profit management graduate programs -I have heard many good things about AJU as it is such a big fixture in the social Jewish community. However, most of what I heard regarded the grad program. -Not much! -Almost nothing, but my temple’s cantor had good things to say -I had heard nothing about AJU </td> </tr> </tbody> </table>	Topic	Student quotes	Jewish	-Good Jewish environment -It was/is “Jew-ish” and not Jewish	Small classes	-Small classes (2) -Small school (3) -It’s very small -Small university -Smaller class sizes	Career	-Prefect foundation for career launch	Supportive	-Guidance -Great staff -Nice community -It’s a school where everyone wants to help -You get individual attention	Diversity	-All good reports of diversity -That it’s a university with students and instructors with diverse backgrounds and that it’s an open school	Learning	-Values content matter and learning environment -Has a great psychology program -You have to know what going on in class -Renowned professors, teachers, and scholars -It’s an amazing school -I heard that AJU was a positive, learning experience for students, and the smaller class sizes were more conducive to academic success	Social	-No social aspect	Not Much/Graduate Programs	-Only heard about the Ziegler school -Very little -Renowned non-profit management graduate programs -I have heard many good things about AJU as it is such a big fixture in the social Jewish community. However, most of what I heard regarded the grad program. -Not much! -Almost nothing, but my temple’s cantor had good things to say -I had heard nothing about AJU	
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<p>When did you first learn about AJU? How did you receive information about</p>	<p>-College fair (5) -Non AJU website (3) -Aardvark -Heard about AJU growing up in the area (5)</p>																			

us?	-AJU website -Parent -Larisa -AJU Open House		
Please rate the extent to which each of the following factors influenced your decision to attend AJU	Factor	Scores	Average
	Academic reputation	Very strong influence—4 Strong influence—8 Moderate influence—4 N/A—1	3.7
	Location	Very strong influence—5 Strong influence—4 Moderate influence—5 Weak influence—2 Very weak influence—1	3.8
	Size	Very strong influence—9 Strong influence—3 Moderate influence—4 Weak influence—1	4.4
	Cost	Very strong influence—2 Strong influence—1 Moderate influence—6 Weak influence—6 Very weak influence—2	2.7
	Recommended by family member, friend, teacher, counselor, etc.	Very strong influence—5 Strong influence—1 Moderate influence—5 Weak influence—1 N/A—5	3.8
	Facilities/Housing (Classrooms, residence halls)	Very strong influence—4 Strong influence—2 Moderate influence—3 Weak influence—4 Very weak influence—2 N/A—2	3.1
	Scholarship/Financial Aid available	Very strong influence—9 Strong influence—6 Weak influence—2	4.3
	Campus visit prior to orientation	Very strong influence—6 Strong influence—5 Moderate influence—4 Weak influence—1 Very weak influence—1	3.8
	Contact w/a current student, faculty, or staff member	Very strong influence—6 Strong influence—5 Moderate influence—4 Very weak influence—1 N/A—1	3.9

	Student life (student clubs/activities)	Very strong influence—2 Strong influence—3 Moderate influence—7 Weak influence—2 Very weak influence—4 N/A—1	3.8
	The 5 Pillars	Very strong influence—3 Strong influence—3 Moderate influence—6 Weak influence—1 Very weak influence—2 N/A—2	3.3
	Jewish Culture/Community	Very strong influence—7 Strong influence—5 Moderate influence—2 Very weak influence—1 N/A—2	3.5
What, if anything are you most concerned about during your time at AJU?	-Time management (2) -Socializing (2) -Academics (6) -Money (3) -Resources (2)		
How would you rate your current skill level in the following areas?	Skill	Ratings	Average
	Constructing a paper or essay effectively	Excellent—5 Good—10 Fair—2	3.1
	Speaking effectively (i.e. to small or large groups, giving presentations)	Excellent—5 Good—9 Fair—3	3.1
	Mathematical skills	Excellent—1 Good—8 Fair—3 Poor—5	2.3
	Understanding written and oral information	Excellent—7 Good—10	3.4
	Writing a professional email (to a professor, future employer)	Excellent—9 Good—6 Fair—1 Poor—1	3.3
	Navigating internet resources (finding accurate information online, evaluating sources)	Excellent—10 Good—6 Fair—1	3.5
Which of the following study skills would you like more help with?	-Note taking (1) -Organizing my class assignments/due dates (9) -Preparing for quizzes and exams (12) -Reading comprehension (1) -Note taking while reading (6)		

	<ul style="list-style-type: none"> -Understanding lectures after I leave class (4) -Time management (12)
When were you most engaged during the Student Life sessions? Why?	<ul style="list-style-type: none"> -Financial aid (5) -Evening programming (2) -Chair presentations (8)
Are there any clubs or Student Life Programming you would like to have more information about?	<ul style="list-style-type: none"> -Hillel (2) -Non-major clubs -Israel -Psychology (3) -Business -“Minors! We were only told about a few of them.” -Sports clubs -Feminism Club -Student government -Model U.N. (2) -Biology Club -Chess club -Disney and Desserts
What types of clubs or student programming would you like to see offered at AJU in the future?	<ul style="list-style-type: none"> -Sports (3) -Film club -Meditation club -A literary magazine -Dance club (2) -American Sign Language -Health Organizations Students of America
What did you want to know more about that was not covered during orientation?	<ul style="list-style-type: none"> -Minors (2) -Clubs

USEFUL WEB LINKS

Main Website: www.aju.edu

Map & Directions: <https://www.aju.edu/about-aju/our-campuses/map-and-directions>

Campus Directory: <https://www.aju.edu/about-aju/our-campuses/aju-directory>

AJU News & Events: <https://www.aju.edu/news-events>

Whizin Center Events & Classes: <https://www.aju.edu/whizin-center-continuing-education>

Arts @ AJU: <http://arts.aju.edu>

AJU Galleries: <https://www.aju.edu/exhibition-spaces>

Ostrow Academic Library: <https://www.aju.edu/ostrow-academic-library>

Sperber Community Library: <https://www.aju.edu/sperber-community-library>

Lowy-Winkler Rare Book Room: <https://www.aju.edu/ostrow-academic-library/lowy-winkler-family-rare-book-room>

Accounting & Finance: <https://www.aju.edu/about-aju/business-finance-technology/accounting-and-finance>

Make a Donation: <https://www.aju.edu/institutional-advancement>

Weekly Parashat by Ziegler: <https://www.aju.edu/ziegler-school-rabbinic-studies/our-torah/back-issues>

AJU on Facebook: <https://www.facebook.com/AmericanJewishUniversity/>

AJU Videos on YouTube: <https://www.youtube.com/user/AmericanJewishUniv/>




University Governance



0250428

**RESTATED ARTICLES OF INCORPORATION
OF
AMERICAN JEWISH UNIVERSITY**

SM
FILED
Secretary of State
State of California

JUL 11 2019
zcc 

Each of the undersigned certifies that:

1. They are the President and the Secretary, respectively, of American Jewish University, a California nonprofit corporation (the "Corporation").
2. The following amendment and restatement of the Restated Articles of Incorporation, as amended, has been duly approved by the Board of Directors.
3. The Corporation has no members.
4. The Restated Articles of Incorporation of the Corporation, as amended, are amended and restated to read as follows:

ARTICLE I

Name

The name of the Corporation is: AMERICAN JEWISH UNIVERSITY.

ARTICLE II

Corporate Status and Purpose

- A. The Corporation is a nonprofit public benefit corporation and is not organized for private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for charitable purposes.
- B. The specific purposes of the Corporation are, without limitation, to:
 1. establish and maintain a university for the study and teaching of Jewish studies, general humanities and other liberal arts and, to this end, to maintain programs (i) for the furtherance of research, (ii) for the advancement of scholarship, and (iii) for the education and training of teachers, community professionals and leaders for educational, recreational and philanthropic purposes;
 2. serve as a center for education and the creative arts, and to house a library and museum;

3. confer academic or professional degrees, and issue diplomas or certificates;
4. promote religion and education, including education on Jewish culture; and
5. support and promote social welfare in advancing the purposes set forth above.

Additionally, the Corporation may engage in any activities that are reasonably related to or in furtherance of its stated charitable purposes, or in any other charitable activities.

- C. The Corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code").
- D. Notwithstanding any other provision in these Articles, the Corporation shall not carry on any other activities not permitted to be carried on by (1) a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (2) a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.
- E. The Corporation elects to be governed by all of the provisions of the Nonprofit Corporation Law of 1980 not otherwise applicable to it under Part 5.

ARTICLE III

Members

The Corporation shall have no members.

ARTICLE IV

Irrevocable Dedication and Dissolution

- A. No substantial part of the activities of the Corporation shall consist of lobbying or propaganda, or otherwise attempting to influence legislation, except as provided in Section 501(h) of the Code; the corporation shall not participate or intervene in (including publishing or distributing statements) any political campaign on behalf of any candidate for public office.
- B. The assets and property of the Corporation are irrevocably dedicated to charitable and educational purposes meeting the requirements for

exemption provided by Section 214 of the California Revenue and Taxation Code as set forth in Article II. No part of the net income or assets of the Corporation shall inure to the benefit of any of its directors or officers, or to the benefit any private individuals, except that the Corporation is authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II hereof.

- C. Upon winding up or dissolution of the Corporation, its assets remaining after payment, or provision of payment, of all debts and liabilities of the Corporation, shall be distributed to one or more nonprofit corporations to be selected by the Board of Directors which is or are organized and operated for charitable and educational purposes meeting the requirements for exemption provided by Section 214 of the California Revenue and Taxation Code and which has or have established its or their tax exempt status under Section 501(c)(3) of the Code.

Each of the undersigned further declares under penalty of perjury under the laws of the State of California that the matters set forth in this certificate are true and correct to his or her own knowledge.

Dated: June 13, 2019



Jeffrey Herbst, President

Dated: June 13, 2019



Lawrence Platt, Secretary



I hereby certify that the foregoing transcript of 3 page(s) is a full, true and correct copy of the original record in the custody of the California Secretary of State's office.

JUL 20 2019

Date: _____

Alex Padilla

ALEX PADILLA, Secretary of State



American
Jewish
University

AMENDED AND RESTATED BYLAWS
Of
AMERICAN JEWISH UNIVERSITY
A California Nonprofit Public Benefit Corporation
(As Adopted October 12, 2020)

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ARTICLE 1. NAME

Section 1.01 Corporate Name

The name of this corporation is American Jewish University (hereinafter referred to as the "University" or the "Corporation").

Article 2. OFFICES

Section 2.01 Principal Office

The Corporation's principal office for the transaction of the business is located in the City of Los Angeles, State of California. The board of directors of the Corporation (the "Board") may, by resolution of the Board, establish the principal office at any place or places within or without the State of California.

Section 2.02 Other Offices

The Board may at any time establish branch or subordinate offices at any place or places where the Corporation is qualified to transact business,

Article 3. PURPOSES

Section 3.01 General Purpose

The Corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Corporation Law of California ("California Nonprofit Corporation Law") for charitable purposes.

Section 3.02 Specific Purposes

The specific purposes of the Corporation are, without limitation, to:

- a) establish and maintain a university for the study and teaching of Jewish studies, general humanities and other liberal arts and, to this end, to maintain programs (i) for the furtherance of research, (ii) for the advancement of scholarship, and (iii) for the education and training of teachers, community professionals and leaders for educational, recreational and philanthropic purposes;
- b) serve as a center for education and the creative arts, and to house a library and museum;
- c) confer academic or professional degrees, and issue diplomas or certificates;
- d) promote religion and education, including education on Jewish culture; and
- e) support and promote social welfare in advancing the purposes set forth above.

Additionally, the Corporation may engage in any activities that are reasonably related to or in furtherance of its stated charitable purposes, or in any other charitable activities.

Article 4. LIMITATIONS

Section 4.01 Political Activities

The Corporation has been formed under California Nonprofit Corporation Law for the charitable purposes described in Article 3, and it shall be nonprofit and nonpartisan. No substantial part of the activities of the Corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in any political campaign (including the publishing or distribution of statements) on behalf of, or in opposition to any candidate for public office.

Section 4.02 Prohibited Activities

The Corporation shall not, except in any insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes described in Article 3. Furthermore, nothing in Article 3 shall be construed as allowing the Corporation to engage in any activity not permitted to be carried on (i) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code") or (ii) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

Article 5. DEDICATION OF ASSETS

Section 5.01 Property Dedicated to Nonprofit Purposes

The property of the Corporation is irrevocably dedicated to charitable purposes. No part of the net income or assets of the Corporation shall ever inure to the benefit of any of its Directors (as defined below) or Officers (as defined below), or to the benefit of any private person, except that the Corporation is authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article 3 hereof.

Section 5.02 Distribution of Assets Upon Dissolution

Upon the dissolution or winding up of the Corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of the Corporation shall be distributed to one or more nonprofit funds, foundations, or corporations organized and operated exclusively for charitable purposes whose religious and educational objectives and goals are consistent with those of the Corporation, which have established their tax exempt status under Section 501(c)(3) of the Code and who are exempt from taxation under California Revenue and Taxation Code Section 214.

Article 6. MEMBERS

Section 6.01 Members

The Corporation shall have no members within the meaning of Section 5056 of the California Nonprofit Corporation Law.

Section 6.02 Non-Voting Members

The Board may adopt policies and procedures for the admission of associate members or other designated members who shall have no voting rights in the Corporation. Such

associate or other members are not "members" of the Corporation as defined in Section 5056 of the California Nonprofit Corporation Law.

Article 7. DIRECTORS

Section 7.01 Number

The authorized number of directors of the Corporation (Directors") shall be not less than twenty (20) and not more than fifty-five (55), the exact authorized number to be fixed from time to time, within these limits, by resolution of the Board.

Section 7.02 Corporate Powers Exercised by Board

a) **General Power's**

Subject to the provisions of the Articles of Incorporation of the Corporation (the "Articles of Incorporation"), California Nonprofit Corporation Law and any other applicable laws, the business and affairs of the Corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board. The Board may delegate the management of the activities of the Corporation to any person or persons, management company or committee however composed (so long as such composition is in compliance with California Nonprofit Corporation Law), provided that the activities and affairs of the Corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board.

b) **Emergency Powers**

In the event of and throughout the duration of an "Emergency" (as defined below), the Board may take either or both of the following actions that it deems necessary to ensure the continued operation of the Corporation's business and affairs:

- i) modify lines of succession and the responsibility for the several aspects of the Corporation's operations to accommodate the incapacity of any Director, Officer, employee or agent resulting from the Emergency;
- ii) relocate the Corporation's principal office or designate alternative principal offices, or authorize the Corporation's Officers to do so.
- (iii) hold Special meetings and regular meetings of the Board upon not less than four (4) hours' notice (but not shorter notice than permitted by law) delivered in any manner permitted in Section 7.07. The number of directors necessary to constitute a quorum shall be twenty percent (20%) of the authorized number of directors, or such other minimum number required by law or lawful decree then in force, whichever number is less. Officers of the University holding the position of President or Treasurer may be deemed a Director for the purposes of achieving a quorum for that meeting.

As used herein, the term "Emergency" shall mean any of the following events or circumstances, the occurrence of which causes an interruption of the Corporation's normal operations and makes it impractical or

unreasonably difficult to give the notice ordinarily required for a meeting of the Board and/or to obtain a quorum of the Board at such a meeting:

- A. a natural catastrophe, including but not limited to, a drought, earthquake, flood, hurricane, tidal wave, tsunami, volcanic eruption; or, regardless of cause, a fire or explosion;
 - B. an attack on the State of California or the United States of America, or upon publication by the State of California or the United States Government of notice that an enemy attack is probable or imminent;
 - C. an act of terrorism or other man-made disaster that results in extraordinary levels of casualties to population or damage to the California or United States infrastructure, environment, economy, government functions or population, including mass evacuations; and
 - D. the declaration of a state of emergency by the President of the United States of America or the Governor of the State of California
- c) Report on Exercise of Emergency Powers
The Chairperson (as defined below) or in the absence of the Chairperson, Vice-Chairperson (as defined below) acting in place of the Chairperson, shall cause a report enumerating actions taken by the Board under Section 7.02(b) to be distributed as soon as practicable to all Directors.
- d) No Liability for Good Faith Actions in Event of Emergency
No Director shall have any liability for losses suffered by the Corporation as a result of actions taken by the Director in good faith under Section 202(b).

Section 7.03 Terms; Election of Successors

Commencing with the Annual Meeting (as defined below) in 2019 (the "2019 Annual Meeting"), Directors shall be elected at each Annual Meeting for a one (1)-year term commencing at 12:00 A.M., Los Angeles time, on the July 1 immediately following the Annual Meeting. Each Director, including a Director elected to fill a vacancy, shall hold office until the expiration of the term for which he or she was elected and until the election and qualification of a successor, or until that Director's earlier death, resignation or removal in accordance with these Bylaws (the "Bylaws") and the California Nonprofit Corporation Law. There is no limit to the number of terms (consecutive or otherwise) that a Director may serve.

Each Director elected prior to the 2019 Annual Meeting for a term expiring after the 2019 Annual Meeting shall continue to serve for the remainder of the original term for which each such director was elected and until his or her successor is duly elected and qualified, or until his or her earlier death, resignation or removal in accordance with the Bylaws and the California Nonprofit Corporation Law.

Notwithstanding anything else in this Section 7.03:

- a) the President (as defined below) shall serve as a Director for so long as he or she holds the title of President;

- b) the Chairperson shall be elected at an Annual Meeting for a term of three (3) years and until the election and qualification of a successor, or until the Chairperson's earlier death, resignation or removal in accordance with these Bylaws and the California Nonprofit Corporation Law, and shall be entitled to serve as a Director and Chairperson for the full three (3)-year term, and subsequently as Past Chairperson (as defined below), and (ii) will not be eligible for reelection as Chairperson; and
- c) the immediate past Chairperson (the "Past Chairperson") shall serve as a Director of the Corporation for three (3) years following the conclusion of his or her term as Chairperson or until the Past Chairperson's earlier death, resignation or removal in accordance with these Bylaws and the California Nonprofit Corporation Law.

Section 7.04 Vacancies

a) Events Causing Vacancies

A vacancy or vacancies on the Board shall be deemed to exist on the occurrence of the following: (i) the death, resignation, or removal of any Director; (ii) whenever the number of authorized Directors is increased; or (iii) the failure of the Board, at any meeting at which any Director or Directors are to be elected, to elect the full authorized number of Directors.

A vacancy will not be created by if the Board or the Executive Committee (as defined below) grants a leave of absence to a Director.

b) Removal

The Board may by resolution declare vacant the office of a Director who has been declared of unsound mind by an order of court, or convicted of a felony, or found by final order or judgment of any court to have breached a duty under California Nonprofit Corporation Law. Directors may be removed without cause by a majority of Directors then in office.

The Board may by resolution declare vacant the office of a Director who fails to attend three consecutive Board meetings during any calendar year without approval from the Chairperson.

c) No Removal on Reduction of Number of Directors

No reduction of the authorized number of Directors shall have the effect of removing any Director before that Director's term of office expires unless the reduction also provides for the removal of that specified Director in accordance with these Bylaws and California Nonprofit Corporation Law.

d) Resignations

Except as provided in this Section 7.04(d), any Director may resign by giving written notice to the Chairperson, the President, the Secretary (as defined below), or the Board. Such a written resignation will be effective on the later of the date it is delivered or (ii) the time specified in the written notice that the resignation is to become effective. No Director may resign if the Corporation would then be left

without a duly elected Director or Directors in charge of its affairs, except upon notice to the California Attorney General (the "Attorney General").

e) Filling Vacancies

If there is a vacancy on the Board, including a vacancy created by the removal of a Director, the Chairperson may fill such vacancy by appointing an additional Director, with the approval of the Board, as soon as practicable after the vacancy occurs, provided that if the number of Directors then in office is less than a quorum, additional Directors shall be elected by the Board to fill such vacancies by (i) the unanimous written consent of the Directors then in office, (ii) the affirmative vote of a majority of the Directors in office at a meeting held according to notice or waivers complying with Section 5211 of the California Nonprofit Corporation Law, or (iii) a sole remaining Director.

Section 7.05 Annual and Regular Meetings

a) Annual Meeting

The annual meeting of the Board (the "Annual Meeting") shall be held each year during the month of June. The election of Directors shall be held at the Annual Meeting. Notwithstanding Section 7.07(b), the notice for the Annual Meeting shall be received by each Director at least five (5) days before the Annual Meeting. The Board may consider and take action upon any item of business at the Annual Meeting, whether or not such item is specified in the notice for the Annual Meeting.

Candidates for election to the Board at Annual Meeting shall be nominated by the Nominating and Governance Committee (as defined below) and presented to the Board together with the notice of the Annual Meeting required by the first paragraph of this Section 7.05(a). Any Director who wishes to nominate another person for Board membership shall have the right to place that person's name in nomination at the start of the Board meeting discussion of the proposed election.

b) Regular Meetings

Each year, the Board shall hold at least four regular meetings, in March; June; September or October, and December, at the times and places designated by the Chairperson in the notices related to such meetings. For the avoidance of doubt, the Annual Meeting shall be deemed to be a regular meeting for the purpose of determining whether a minimum of four regular meetings have been held in any given year. The Board may consider and take action upon any item of business at a regular meeting, whether or not such item was specified in the notice for such meeting.

Section 7.06 Special Meetings

Special meetings may be called by the President or the Chairperson or upon written request of one-third of the Directors, designating the purpose thereof. The Board may consider and take action at a special meeting only upon the items specified in the notice for such meeting

Section 7.07 Notice of Meetings

a) Manner of Giving

Except in the case of a special meeting called to deal with an Emergency, notice of the time and place of all regular and special meetings shall be given to each Director by one of the following methods:

- i) personal delivery of written notice;
- ii) United States Postal Service or overnight delivery; or
- iii) facsimile, electronic mail ("e-mail") or other means of electronic transmission

All such notices shall be given or sent to the Director's address, facsimile number or e-mail address as shown on the records of the Corporation.

Notice of regular meetings may also be given in the form of a calendar or schedule that sets forth the date, time and place of more than one regular meeting.

In the case of a special meeting called to deal with an Emergency, notice may also be given orally in person or by telephone, including through the use of a telephonic or computerized voice messaging system designed to record and communicate messages. Any oral notice given personally or by telephone may be communicated directly to the Director or to a person who would reasonably be expected to promptly communicate such notice to the Director.

b) Time Requirements

Notices sent by United States Postal Service or overnight delivery shall be deposited into a United States mailbox or delivered to the overnight delivery service at least four (4) days before the time set for the meeting. Notices given by personal delivery, telephone, voice messaging system or other system or technology designed to record and communicate messages, facsimile, e-mail or other electronic transmission shall be delivered at least forty-eight (48) hours before the time set for the meeting.

c) Notice Contents

The notice shall state the time and place for the meeting, except that if the meeting is scheduled to be held at the principal office of the Corporation, the notice shall be valid even if no place is specified. The subject or subjects proposed to be considered at any meeting shall be stated in the notice.

Section 7.08 Place of Board Meetings

a) Designation: Default

Regular and special meetings of the Board may be held at any place within or outside the State of California that has been designated in the notice of the meeting, or, if not stated in the notice or, if there is no notice, designated by resolution of the Board. If the place of a regular or special meeting is not designated in the notice or fixed by a resolution of the Board, it shall be held at the principal office of the Corporation.

b) Meetings by Telephone or similar Communication Equipment

Any meeting may be held by conference telephone or other communications equipment permitted by California Nonprofit Corporation Law, as long as all Directors participating in the meeting can communicate with one another and all other requirements of California Nonprofit Corporation Law are satisfied. All such Directors shall be deemed to be present in person at such meeting.

Section 7.09 Quorum and Action of the Board

a) Quorum

Forty percent (40%) of the Directors then in office shall constitute a quorum for the transaction of business, except to adjourn as provided in Section 7.11.

b) Minimum Vote Requirements for Valid Board Action

Every act taken or decision made by a vote of the majority of the Directors present at a meeting duly held at which a quorum is present is the act of the Board, unless a greater number is expressly required by California Nonprofit Corporation Law, the Articles of Incorporation or these Bylaws, including Section 7.09(c) below. A meeting at which a quorum is initially present may continue to transact business, notwithstanding the withdrawal of Directors from the meeting, if any action taken is approved by at least a majority of the required quorum for that meeting.

c) When a Greater Vote Is Required for Valid Board Action

The following actions shall require a vote by a majority of all Directors then in office in order to be effective:

- i) approval of contracts or transactions in which a Director has a direct or indirect material financial interest as described in Section 10.01 (provided that the vote of any interested Director(s) is not counted);
- ii) creation of, and appointment to, Committees (but not advisory committees) as described in Section 8.01;
- iii) removal of a Director without cause as described in Section 7.04(b), and
- iv) indemnification of Directors as described in Article 11.

Section 7.10 Waiver of Notice

The transactions of any meeting of the Board, however called and noticed or wherever held, shall be as valid as though taken at a meeting duly held after regular call and notice, if (i) a quorum is present, and (ii) either before or after the meeting, each of the Directors who is not present at the meeting signs a written waiver of notice, a consent to holding the meeting, or an approval of the minutes. The waiver of notice or consent does not need to specify the purpose of the meeting. All waivers, consents, and approvals shall be filed with the corporate records or made a part of the minutes of the meeting. Also, notice of a meeting is not required to be given to any Director who attends the meeting without protesting before or at its commencement about the lack of adequate notice. Directors can protest the lack of notice only by presenting a written protest to the Secretary either in person, by first-class mail addressed to the Secretary at the principal office of the Corporation as contained on the records of the Corporation as of the date of the protest, or by facsimile addressed to

the facsimile number of the Corporation as contained on the records of the Corporation as of the date of the protest.

Section 7.11 Adjournment

A majority of the Directors present, whether or not constituting a quorum, may adjourn any meeting to another time and place.

Section 7.12 Notice of Adjournment

Notice of the time and place of holding an adjourned meeting need not be given, unless the meeting is adjourned for more than twenty-four (24) hours, in which case personal notice of the time and place shall be given by personal delivery, facsimile, e-mail or other means of electronic transmission before the time of the adjourned meeting to the Directors who were not present at the time of the adjournment.

Section 7.13 Conduct of Meetings

Meetings of the Board shall be presided over by the Chairperson or, if there is no Chairperson or in the absence of the Chairperson, by a Vice-Chairperson, or in the absence of all Vice-Chairpersons, the President, or in the absence of the President, by a Vice President or, in the absence of each of these persons, by a chairperson of the meeting, chosen by a majority of the Directors present at the meeting. The Secretary shall act as secretary of all meetings of the Board, provided that, if the Secretary is absent, the presiding officer shall appoint another person to act as secretary of the meeting. Meetings shall be governed by rules of procedure as may be determined by the Board from time to time, insofar as such rules are not inconsistent with or in conflict with these Bylaws, with the Articles of Incorporation, or with any provisions of law applicable to the Corporation.

Section 7.14 Action Without Meeting

Any action required or permitted to be taken by the Board may be taken without a meeting, if all members of the Board, individually or collectively, consent in writing to the action. For the purposes of this Section 7.14 only, "all members of the Board" shall not include any "interested Director" as defined in Section 5233 of the California Nonprofit Corporation Law. Such written consent shall have the same force and effect as a unanimous vote of the Board taken at a meeting. Such written consent or consents shall be filed with the minutes of the proceedings of the Board.

Written consent may be transmitted by first-class mail, messenger, courier, facsimile, e-mail or any other reasonable method satisfactory to the Chairperson or the President.

Section 7.15 Fees and Compensation of Directors

The Corporation shall not pay any compensation to Directors for services rendered to the Corporation as Directors, except that Directors may be reimbursed for expenses incurred in the performance of their duties to the Corporation, in reasonable amounts as approved by the Board.

Also, Directors may not be compensated for rendering services to the Corporation in a capacity other than as Directors, unless such compensation is reasonable and further provided that not more than forty-nine percent (49%) of the persons serving as Directors may be "interested persons" which, for purposes of this Section 7.15 only, means:

- a) any person currently being compensated by the Corporation for services rendered to it within the previous twelve (12) months, whether as a full or part-time Officer or other employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a Director as Director; or
- b) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of any such person.

Section 7.16 Non-Liability of Directors

The Directors shall not be personally liable for the debts, liabilities, or other obligations of the Corporation.

Article 8. COMMITTEES

Section 8.01 Committees of Directors

a) Committees Generally

The Board shall have, as standing committees, an Executive Committee, an Audit Committee, an Executive Compensation Committee, a Finance Committee, an Investment Committee, an Academic Affairs Committee, a Nominating and Governance Committee, a Development Committee and a Facilities/Auxiliary Services Committee (each as defined below). In addition, the Board may, by resolution adopted by a majority of the Directors then in office, create one or more other Board committees (any of such standing committees and any other committee established by the Board being referred to herein as a "Committee"). Except as provided otherwise herein, each Committee shall consist of two or more Directors, appointed by, and to serve at the discretion of the Board. Non-Directors may serve on any Committee that does not exercise the authority of the Board. The Board will designate the chairperson and vice-chairperson of each Committee annually. Any Committee, to the extent provided in these Bylaws or a resolution of the Board, may be given the authority of the Board, consistent with the duties and responsibilities specifically delegated to the Committee in the Committee's Board-approved charter, except that no Committee may

- i) approve any action for which the California Nonprofit Corporation Law also requires approval of the members or approval of a majority of all members, regardless of whether the Corporation has members;
- ii) fill vacancies on the Board or on any Committee that has the authority of the Board;
- iii) fix the compensation of the Directors for serving on the Board or any Committee;
- iv) amend or repeal Bylaws or adopt new Bylaws;
- v) amend or repeal any resolution of the Board which by its express terms is not so amendable or repeatable;
- vi) appoint any other Committees or the members of these Committees;

- vii) expend corporate funds to support a nominee for Director after more persons have been nominated than can be elected; or
- viii) approve any transaction (i) between the Corporation and one or more of its Directors or (ii) between the Corporation and any entity in which one or more of its Directors have a material financial interest.

b) Committee Charters

Each standing Committee listed in Section 8.01(a) or hereafter established by the Board shall prepare and submit a charter governing such Committee's authority and responsibilities for approval by the Board.

Section 8.02 Meetings and Action of Board Committees

Meetings and action of Committees shall be governed by, and held and taken in accordance with, the provisions of Article 7 concerning meetings of Directors, with such changes in the context of Article 7 as are necessary to substitute the Committee and its members for the Board and its members, except that the time for regular meetings of Committees may be determined by resolution of the Board, and special meetings of Committees may also be called by resolution of the Board. Minutes shall be kept of each meeting of any Committee and shall be filed with the corporate records. Each Committee shall report to the Board from time to time as the Board may require. The Board may adopt rules for the governance of any Committee not inconsistent with the provisions by these Bylaws. In the absence of rules adopted by the Board, the Committee may adopt such rules.

Section 8.03 Quorum Rules for Board Committees

Except as provided otherwise herein, a majority of the Committee members shall constitute a quorum for the transaction of Committee business, except to adjourn. A majority of the Committee members present, whether or not constituting a quorum, may adjourn any meeting to another time and place. Every act taken or decision made by a majority of the Committee members present at a meeting duly held at which a quorum is present shall be regarded as an act of the Committee, subject to the provisions of the California Nonprofit Corporation Law relating to actions that require a majority vote of the entire Board. A meeting at which a quorum is initially present may continue to transact business, notwithstanding the withdrawal of Committee members, if any action taken is approved by at least a majority of the required quorum for that meeting.

Section 8.04 Revocation of Delegated Authority

The Board may, at any time, revoke or modify any or all of the authority that the Board has delegated to a Committee, increase or decrease (but not below two) the number of members of a Committee, and fill vacancies in a Committee from the members of the Board.

Section 8.05 Executive Committee

a) Selection of Members

The Executive Committee (the "Executive Committee") shall be comprised of the Chairperson, the Chairperson-Elect (as defined below) (if any), all Vice-Chairpersons, the Secretary, the Treasurer (as defined below), the President, the Past Chairperson, and such other members of the Board, not to exceed ten (the "at-large members"), as the Chairperson shall appoint, subject to the approval of the Board

- b) Term
The Chairperson, the Chairperson-Elect (if any), all Vice-Chairpersons, the Secretary, the Treasurer, the President and the Past Chairperson shall serve on the Executive Committee for so long as they hold the designated positions. Each at large member of the Executive Committee shall be selected for a one (1) year term, without any limitation on re-election except subject to the limitations on terms of office as set forth elsewhere in these Bylaws.
- c) Chairperson
The Chairperson of the Board shall be the chairperson of the Executive Committee.
- d) Powers
- i) General Powers. The Executive Committee shall:
- A. serve as a vehicle for long range planning for the Corporation;
 - B. provide a sounding board and source of counsel for the President;
 - C. act on behalf of the Board on all day-to-day financial matters involving individual expenditures of not more than \$1,000,000;
 - D. exercise the powers of the Board in matters referred to it by the Board and all other matters that must be acted upon prior to the next regular Board meeting, and
 - E. fill vacancies on any Committee that does not exercise the authority of the Board.
- ii) Emergency Powers. In the event of an Emergency, if the Chairperson, or in his or her inability to act, any Vice-Chairperson, shall determine that it is impractical to convene a meeting of the Board to deal with the Emergency, the Executive Committee shall have the power, at meetings duly called and held to exercise the Emergency Powers enumerated in Section 7.02(b).
- e) Number of Meetings
The Executive Committee shall meet at least five times in every fiscal year of the Corporation, such meetings to be scheduled at times between meetings of the Board designated by the Chairperson.
- f) Quorum
Other than in the event of an Emergency, a majority of the members of the Executive Committee shall constitute a quorum. In the event of an Emergency, forty percent (40%) of the members of the Executive Committee shall constitute a quorum.

Section 8.06 Audit Committee

a) General

In any fiscal year in which the Corporation receives or accrues gross revenues of \$2,000,000 or more (excluding grants from, and contracts for services with, governmental entities for which the governmental entity requires an accounting of the funds received), the Board shall prepare annual financial statements using generally accepted accounting principles that are audited by an independent certified public accountant ("CPA") in conformity with generally accepted auditing standards; (ii) make the audit available for inspection by the Attorney General and the public on the same basis that the Internal Revenue Service ("IRS") Form 990 is required to be made available; and (iii) appoint an audit committee (the "Audit Committee").

b) Selection of Members

Directors, other than the President, and non-Directors (so long as the Audit Committee does not exercise authority of the Board with respect to matters not authorized by the California Nonprofit Integrity Act of 2004 (the "Nonprofit Integrity Act")) shall be eligible for service on the Audit Committee; provided, that Directors who serve on the Finance Committee shall constitute less than fifty percent (50%) of the membership of the Audit Committee. Notwithstanding the foregoing, the Audit Committee shall not include any members of the staff, including the President or chief executive officer and the Treasurer or chief financial officer. The chairperson of the Audit Committee shall not be a member of the Finance Committee.

c) Powers

Subject to the supervision of the Board, the Audit Committee shall:

- i) make recommendations to the Board on the hiring and firing of the CPA;
- ii) confer with the CPA to satisfy Audit Committee members that the financial affairs of the Corporation are in order;
- iii) review and determine whether to accept the audit,
- iv) approve non-audit services by the CPA and ensure such services conform to standards for auditor independence in the Yellow Book issued by the United States Comptroller General; and
- v) if requested by the Board, negotiate the CPA's compensation on behalf of the Board.

Section 8.07 Additional Standing Committees

a) Executive Compensation Committee

Subject to the limitations of applicable law and the limitations set forth in Section 8.01(a), the executive compensation committee (the "Executive Compensation Committee") shall act with the authority of the Board to review and approve the compensation of Officers and employees of the Corporation as required for

compliance with the Nonprofit Integrity Act, all other employees listed in Part VII of the Corporation's Annual IRS Form 990-Return of Organization Exempt from Income Tax, and all those additional persons whose compensation is subject to review under the IRS Intermediate Sanction Regulations (Section 4958 of the Code) (collectively, the "Covered Employees"), and to perform the obligations set forth in Section 9.06.

b) Finance Committee

The finance committee (the "Finance Committee") shall act as financial advisor to the Board in all financial affairs of the Corporation, including, but not limited to: overseeing the preparation of the annual operating budget, considering and making recommendations on financial matters with respect to which the Board may request its consideration and advice, recommending the adoption of policies for financial management practices, and long-range financial planning. The Treasurer shall be the chairperson of the Finance Committee. The Finance Committee may also include members of the Audit Committee, subject to the requirements set forth in Section 8.06.

c) Investment Committee

Subject to the limitations of applicable law and the limitations set forth in Section 8.0 1(a), the investment committee (the "Investment Committee") shall act with the authority of the Board to oversee the investment of the Corporation's investment assets.

The University's Statement of Investment Policy, as amended from time to time, shall constitute the charter of the Investment Committee required by Section 8.01(b).

d) Academic Affairs Committee

The academic affairs committee (the "Academic Affairs Committee") shall provide strategic guidance to the President with respect to the academic programs of the Corporation.

e) Reserved

f) Nominating and Governance Committee

The nominating and governance committee (the "Nominating and Governance Committee") shall have the responsibility for (i) locating qualified candidates to serve as Directors and for recommending the same to the Board whenever a vacancy in the position of Director occurs, (ii) advising the Board on procedures for the proper on-boarding, education and periodic assessment of the performance of the Board and individual Directors, to conduct such assessments and to report on them to the Board annually, (iii) after consultation with the Chairperson, nominating persons to serve as Directors, nominating Directors to serve as Officers, and recommending the composition and leadership of each Committee to the Executive Committee and the Board, annually in advance of and for action at the Annual Meeting and as otherwise provided in these Bylaws, or as circumstances warrant, and (iv) periodically reviewing and recommending to the

Board changes to the governing documents of the Corporation in order to keep such documents up to date with applicable law and current best practices.

g) Development Committee

The development committee (the "Development Committee") shall have the responsibility to (i) support the University's efforts to garner financial support through gifts from individuals and grants from foundations and corporations, (ii) develop and advise the Board with respect to the policies related to the receipt of gifts and help ensure that the University is in compliance with state and federal regulations relating to the solicitation of donations to the University, and (iii) encourage charitable gifts by members of the Board. The Vice President of Development will support the work of the Development Committee.

h) Facilities/ Auxiliary Services Committee

The facilities/auxiliary services committee (the "Facilities/Auxiliary Services Committee") shall oversee the operations and maintenance of the Corporation's physical plant and the rental of the Corporation's facilities for periodic use by persons or organizations unaffiliated with the Corporation.

Section 8.08 Advisory Committees

One or more advisory committees may be created to provide advice to the Board regarding the Corporation's business and affairs. No such committee shall have the authority of the Board or the power to expend, or commit to the expenditure of, any of the Corporation's funds unless approved by the President and the Board. The President, with the approval of the Chairperson, will establish those advisory committees he or she deems appropriate, appoint the members thereof and designate a chairperson and vice-chairperson of the committee. While it is expected that the Board will consider whether the chairperson and vice-chairperson of each advisory committee should be a Director, the Board can approve the appointment of a non-Director chairperson or vice-chairperson on the recommendation of the President and Chairperson. Other members of the advisory committees may, but need not, be Directors.

Article 9. OFFICERS

Section 9.01 Officers

The officers of the Corporation ("Officers") shall be (i) a Chairperson, (ii) a President, (iii) a Secretary, and (iv) a Treasurer. Additionally, a Chairperson-Elect, one or more Vice-Chairpersons and one or more Vice Presidents may also serve as Officers, as provided elsewhere herein. Other than the President and any Vice Presidents, these persons must be selected from among the Directors. The Board shall have the power to designate additional Officers, who also need not be Directors, with such duties, powers, titles and privileges as the Board may fix, including such Officers as may be appointed in accordance with Section 9.05(e). The same person may hold any number of offices, except that the Secretary and the Treasurer may not serve concurrently as the Chairperson or the President.

Section 9.02 Removal of Officers

Subject to the rights, if any, of an Officer under any contract of employment, any Officer may be removed, with or without cause, (i) by the Board, at any regular or special meeting

of the Board, or at the Annual Meeting, or (ii) by an Officer on whom such power of removal may be conferred by the Board.

Section 9.03 Resignation of Officers

Any Officer may resign at any time by giving written notice to the Corporation. Any resignation shall take effect at the date of the receipt of that notice or at any later time specified in that notice; and, unless otherwise specified in that notice, the acceptance of the resignation shall not be necessary to make it effective. Any resignation is without prejudice to the rights, if any of the Corporation under any contract to which the Officer is a party.

Section 9.04 Vacancies in Offices

A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these Bylaws for regular appointments to that office, provided that such vacancies shall be filled as they occur and not on an annual basis.

Section 9.05 Selection, Term and Responsibilities of Officers

a) Chairperson

The chairperson of the Board (the "Chairperson") shall be a Director. The Chairperson shall be nominated by the Nominating and Governance Committee and elected by the Board at the Annual Meeting immediately preceding the expiration of the term of the then serving Chairperson. The Chairperson shall serve for a term of three (3) years, commencing at 12:00 A.M., Los Angeles time, on the July 1 immediately following that Annual Meeting or immediately upon his or her election, if elected after July 1, and shall not be eligible for reelection, provided, that, any Chairperson's term can be extended for up to two additional one-year terms if the Nominating and Governance Committee presents a recommendation of such extension to the Board and the recommendation is approved at a duly called meeting of the Board by at least 66-2/3% of the members of the Board. The Chairperson shall preside at meetings of the Board and exercise and perform such other powers and duties as may from time to time be assigned to him or her by the Board or prescribed by these Bylaws.

b) Chairperson-Elect

Prior to the meeting of the Board preceding the Annual Meeting (the "Nominating Meeting") in the penultimate year of a Chairperson's Term, the Nominating and Governance Committee will nominate from among the Directors a person to serve as Chairperson following the conclusion of the current Chairperson's term. Such person will be presented at the Nominating Meeting as a nominee to serve as chairperson-elect (the "Chairperson-Elect") during the final year of the current Chairperson's term, with the expectation that the Board would elect such as Chairperson at the end of the current Chairperson's term; provided, that the election of such person as Chairperson will in any event be subject to confirmation by the Board at the Annual Meeting preceding the commencement of such person's proposed term as Chairperson. The Chairperson-Elect will carry the title of Executive Vice Chairperson

Notwithstanding the foregoing, the nomination of a Chairperson-Elect to succeed the Chairperson whose term ends in 2021 will be deferred until such time in the final year of the Chairperson's term as the Nominating and Governance Committee deems appropriate.

c) Vice-Chairperson

One or more vice-chairpersons (each, a "Vice-Chairperson"), but not to exceed six, may be appointed from among the Directors by the Chairperson, subject to confirmation by the Board. Each Vice-Chairperson shall serve for a term of one (1) year. A Vice-Chairperson may serve in such office for no more than six (6) consecutive terms.

if there is no Chairperson, or in the absence of the Chairperson, a Vice-Chairperson shall preside at meetings of the Board and exercise and perform such other powers and duties as may from time to time be assigned to him or her by the Board or prescribed by these Bylaws. In the event that there are multiple Vice-Chairpersons present and able to preside at a meeting of the Board, and there is disagreement as to which Vice-Chairperson should preside, a majority of the Directors present immediately prior to the convening of such meeting of the Board shall select which Vice-Chairperson shall preside at such meeting of the Board.

d) President and Vice Presidents

The president (the "President") and vice presidents (each, a "Vice President") of the Corporation shall serve at the pleasure of the Board. The President shall be nominated by a special committee appointed by the Chairperson when a vacancy shall occur in the office, and shall be elected by the Board. The Vice Presidents shall be nominated by the President and approved by the Board.

if there is no Chairperson or Vice-Chairperson, or in the absence of the Chairperson and all Vice-Chairpersons, the President shall preside at meetings of the Board and exercise and perform such other powers and duties as may from time to time be assigned to him or her by the Board or prescribed by these Bylaws. The Vice Presidents shall have such powers and perform such duties as may be prescribed by the Board.

e) Secretary and Treasurer; Assistant Secretaries and Assistant Treasurers

The secretary (the "Secretary") and treasurer (the "Treasurer") of the Corporation shall be nominated by the Nominating and Governance Committee from among the Directors and elected at the Annual Meeting. Each of the Secretary and the Treasurer shall serve for a term of one (1) year and may serve no more than six (6) consecutive terms in such office. The Secretary and Treasurer shall each have such powers and perform such duties as may be prescribed by the Board. The Board shall also have the power to designate one or more Assistant Secretaries or Assistant Treasurers, who need not be Directors, with such duties, powers, titles and privileges as the Board may fix.

f) Additional Officers

The Board may empower the Chairperson or the President to appoint or remove such other Officers as the business of the Corporation may require, each of whom

shall hold office for such period, have such authority, and perform such duties as are provided in these Bylaws or as the Board from time to time may determine.

Section 9.06 Compensation of Officers

a) Salaries Fixed by the Executive Compensation Committee

The compensation of Covered Employees shall be fixed from time to time by the Executive Compensation Committee. No Covered Employee shall be prevented from receiving compensation by reason of the fact that he or she is also a Director, provided, however, that such compensation paid to a Director for serving as a Covered Employee shall only be allowed if permitted under the provisions of Section 7.15. In all cases, any compensation received by a Covered Employee shall be reasonable and given in return for services actually rendered for the Corporation that relate to the performance of the purposes set forth in Article 3. No salaried Covered Employee serving as a Director shall be permitted to vote on his or her own compensation as a Covered Employee.

b) Fairness of Compensation

The Executive Compensation Committee shall periodically review the fairness of compensation, including benefits, paid to every Covered Employee or person proposed to be hired who would become a Covered Employee, regardless of title, with powers, duties, or responsibilities comparable to the President, any Vice President, or the Treasurer (if an employee of the Corporation) (i) at the time such person is hired, (ii) upon any extension or renewal of such person's term of employment, and (iii) when such person's compensation is modified (unless all Covered Employees are subject to the same general modification of compensation).

Article 10. TRANSACTIONS BETWEEN CORPORATION AND DIRECTORS OR OFFICERS

Section 10.01 Transactions with Directors and Officers

a) Interested Party Transactions

Except as described in Section 10.01(b), the Corporation shall not be a party to any transaction:

- i) in which one or more of its Directors or Officers has a material financial interest; or
- ii) with any corporation, firm, association, or other entity in which one or more Directors or Officers has a material financial interest.

b) Requirements to Authorize Interested Party Transactions

The Corporation shall not be a party to any transaction described in Section 10.01(a) unless:

- i) the Corporation enters into the transaction for its own benefit;

- ii) the transaction is fair and reasonable to the Corporation at the time the transaction is entered into;
 - iii) prior to consummating the transaction or any part thereof, the Board authorizes or approves the transaction in good faith, by a vote of a majority of Directors then in office (without counting the vote of the interested Directors), and with knowledge of the material facts concerning the transaction and the interested Director's or Officer's financial interest in the transaction;
 - iv) prior to authorizing or approving the transaction, the Board considers and in good faith determines after reasonable investigation that the Corporation could not obtain a more advantageous arrangement with reasonable effort under the circumstances; and
 - v) the minutes of the Board meeting at which such action was taken reflect that the Board considered and made the findings described in paragraphs (1) through (iv) of this Section 10.01(b).
- c) Material Financial Interest
 A Director or Officer shall not be deemed to have a "material financial interest in a transaction:
- i) that fixes the compensation of a Director as a Director or Officer;
 - ii) if the contract or transaction is part of a public or charitable program of the Corporation and it (1) is approved or authorized by the Corporation in good faith and without unjustified favoritism, and (2) results in a benefit to one or more Directors or their families only because they are in the class of persons intended to be benefited by the program; or
 - iii) where the interested Director has no actual knowledge of the transaction and it does not exceed the lesser of one percent (1%) of the gross receipts of the Corporation for the preceding year or \$100,000.

Section 10.02 Loans to Directors and Officers

The Corporation shall not make any loan of money or property to or guarantee the obligation of any Director or Officer, unless approved by the Attorney General, except that, however, the Corporation may advance money to a Director or Officer for expenses reasonably anticipated to be incurred in the performance of duties of such Director or Officer, if in the absence of such advance, such Director or Officer would be entitled to be reimbursed for such expenses by the Corporation.

The limitation above does not apply if (i) the loan is necessary, in the judgment of the Board, to provide financing for the purchase of the principal residence of an Officer in order to secure the services of (or continued services of the Officer and the loan is secured by real property located in California; or (ii) the loan is for the payment of premiums on a life insurance policy on the life of a Director or Officer and repayment to the Corporation

of the amount paid by it is secured by the proceeds of the policy and its cash surrender value.

Section 10.03 Interlocking Directorates

No contract or other transaction between the Corporation and any corporation, firm or association of which one or more Directors are directors is either void or voidable because such Director(s) are present at the Board or Committee meeting that authorizes, approves or ratifies the contract or transaction, if (i) the material facts as to the transaction and as to such Director's other directorship are fully disclosed or known to the Board or Committee, and the Board or Committee authorizes, approves or ratifies the contract or transaction in good faith by a vote sufficient without counting the vote of the common Director(s) (subject to the quorum provisions of Article 7); or if (ii) the contract or transaction is just and reasonable as to the Corporation at the time it is authorized, approved or ratified.

Section 10.04 Duty of Loyalty: Construction with Article 11

Nothing in this Article 10 shall be construed to derogate in any way from the absolute duty of loyalty that every Director and Officer owes to the Corporation. Furthermore, nothing in this Article 10 shall be construed to override or amend the provisions of Article 11. All conflicts between the two articles shall be resolved in favor of Article 11.

Article 11. INDEMNIFICATION OF DIRECTORS, OFFICERS, EMPLOYEES AND AGENTS

Section 11.01 Definitions

For purpose of this Article 11,

- i) "Agent"
means any person who is or was a Director, Officer, employee, or other agent of the Corporation, or is or was serving at the request of the Corporation as a Director, Officer, employee, or agent of another foreign or domestic corporation, partnership, joint venture, trust, or other enterprise, or was a Director, Officer, employee, or agent of a foreign or domestic corporation that was a predecessor corporation of the Corporation or of another enterprise at the request of the predecessor corporation;
- ii) "Proceeding"
means any threatened, pending, or completed action or proceeding, whether civil, criminal, administrative, or investigative; and
- iii) "Expenses."
includes, without limitation, all attorneys' fees, costs, and any other expenses reasonably incurred in the defense of any claims or proceedings against an Agent by reason of his or her position or relationship as Agent and all attorneys' fees, costs, and other expenses reasonably incurred in establishing a right to indemnification under this Article 11.

Section 11.02 Applicability of Indemnification Provisions

a) Successful Defense by Agent

To the extent that an Agent has been successful on the merits in the defense of any proceeding referred to in this Article 11, or in the defense of any claim, issue, or matter therein, the Agent shall be indemnified against expenses actually and reasonably incurred by the Agent in connection with the claim.

b) Settlement or Unsuccessful Defense by Agent

If an Agent either settles any proceeding referred to in this Article 11. or any claim, issue, or matter therein, or sustains a judgment rendered against him, then the provisions of Section 11.03 through Section 11.06 shall determine whether the Agent is entitled to indemnification.

Section 11.03 Actions Brought by Persons Other than the Corporation

This Section 11.03 applies to any proceeding other than an action "by or on behalf of the corporation" as defined in Section 11.04. Such proceedings that are not brought by or on behalf of the Corporation are referred to in this Section 11.03 as "Third Party proceedings."

a) Scope of Indemnification in Third Party Proceedings

Subject to the required findings to be made pursuant to Section 11.03(b), the Corporation shall indemnify, to the fullest extent permitted by law, any person who was or is a party, or is threatened to be made a party, to any Third Party proceeding, by reason of the fact that such person is or was an Agent, for all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred in connection with the proceeding.

b) Required Standard of Conduct For Indemnification in Third Party Proceedings

Any indemnification granted to an Agent in Section 11.03(a) above is conditioned on the following: the Board must determine, in the manner provided in Section 11.05, that the Agent seeking reimbursement acted in good faith, in a manner he or she reasonably believed to be in the best interest of the Corporation, and, in the case of a criminal proceeding, he or she must have had no reasonable cause to believe that his or her conduct was unlawful. The termination of any proceeding by judgment, order, settlement, conviction, or on a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith or in a manner he or she reasonably believed to be in the best interest of the Corporation or that he or she had reasonable cause to believe that his or her conduct was unlawful.

Section 11.04 Action Brought by or on Behalf of the Corporation

This Section 11.04 applies to any proceeding brought (i) by or in the right of the Corporation, or (ii) by an Officer, Director or person granted relator status by the Attorney General, or by the Attorney General, on the ground that the defendant Director was or is engaging in self-dealing within the meaning of Section 5233 of the California Nonprofit Corporation Law, or (iii) by the Attorney General or person granted relator status by the Attorney General for any breach of duty relating to assets held in charitable trust any such proceeding is referred to in these Bylaws as a proceeding "by or on behalf of the Corporation").

- a) Scope of Indemnification in Proceeding by or on Behalf of the Corporation Subject to the required findings to be made pursuant to Section 11.04(b), and except as provided in Sections 11.04(c) and 11.04(d), the Corporation shall indemnify, to the fullest extent permitted by law, any person who was or is a party, or is threatened to be made a party, to any proceeding by or on behalf of the Corporation, by reason of the fact that such person is or was an Agent, for all expenses actually and reasonably incurred in connection with the defense or settlement of such action.
- b) Required Standard of Conduct for Indemnification in Proceeding By or On Behalf Of the Corporation
Any indemnification granted to an Agent in Section 11.04(a) is conditioned on the following: the Board must determine, in the manner provided in Section 11.05, that the Agent seeking reimbursement acted in good faith, in a manner he or she believed to be in the best interest of the Corporation and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances.
- c) Claims Settled Out of Court
If any Agent settles or otherwise disposes of a threatened or pending action brought by or on behalf of the Corporation, with or without court approval, the Agent shall receive no indemnification for amounts paid pursuant to the terms of the settlement or other disposition. Also, in cases settled or otherwise disposed of without court approval, the Agent shall receive no indemnification for expenses reasonably incurred in defending against the proceeding, unless the proceeding is settled with the approval of the Attorney General.
- d) Claims and Suits Awarded Against Agent
If any Agent is adjudged to be liable to the Corporation in the performance of the Agent's duty to the Corporation, the Agent shall receive no indemnification for amounts paid pursuant to the judgment, and any indemnification of such Agent under Section 11.04(a) for expenses actually and reasonably incurred in connection with the defense of that action shall be made only if both of the following conditions are met:
- i) the determination of good faith conduct required by Section 11.04(b) must be made in the manner provided for in Section 11.05; and
 - ii) upon application, the court in which the action was brought must determine that, in view of all of the circumstances of the case, the Agent is fairly and reasonably entitled to indemnity for the expenses incurred. If the Agent is found to be so entitled, the court shall determine the appropriate amount of expenses to be reimbursed.

Section 11.05 Determination of Agent's Good Faith Conduct

The indemnification granted to an Agent in Section 11.03 and Section 11.04 is conditioned on the findings required by those Sections being made by

- a) the Board by a majority vote of a quorum consisting of Directors who are not parties to the proceeding; or
- b) the court in which the proceeding is or was pending.

Such determination may be made on application brought by the Corporation or the Agent or the attorney or other person rendering a defense to the Agent, whether or not the application by the Agent, attorney, or other person is opposed by the Corporation.

Section 11.06 Limitations

No indemnification or advance shall be made under this Article 11, except as provided in Section 11.02(a) or Section 11.05(b), in any circumstances when it appears:

- a) that the indemnification or advance would be inconsistent with a provision of the Articles of Incorporation, as amended, or an agreement in effect at the time of the accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or other amounts were paid, which prohibits or otherwise limits indemnification; or
- b) that the indemnification would be inconsistent with any condition expressly imposed by a court in approving a settlement.

Section 11.07 Advance of Expenses

Expenses incurred in defending any proceeding may be advanced by the Corporation before the final disposition of the proceeding on receipt of an undertaking by or on behalf of the Agent to repay the amount of the advance unless it is determined ultimately that the Agent is entitled to be indemnified as authorized in this Article 11.

Section 11.08 Contractual Rights of Non-Directors and Non-Officers

Nothing contained in this Article 11 shall affect any right to indemnification to which persons other than Directors and Officers of the Corporation, or any of its subsidiaries, may be entitled by contract or otherwise.

Section 11.09 Insurance

The Board may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any Agent, as defined in this Article 11, against any liability asserted against or incurred by any Agent in such capacity or arising out of the Agent's status as such, whether or not the Corporation would have the power to indemnify the Agent against the liability under the provisions of this Article 11.

Article 12. CORPORATE RECORDS, REPORTS AND SEAL

Section 12.01 Minute Book

The Corporation shall keep a minute book in written form which shall contain a record of all actions by the Board or any Committee including (1) the time, date and place of each meeting; (ii) whether a meeting is regular or special and, if special, how called; (iii) the manner of giving notice of each meeting and a copy thereof; (iv) the names of those present at each meeting of the Board or any Committee thereof; (v) the minutes of all meetings; (vi) any written waivers of notice, consents to the holding of a meeting or approvals of the

minutes thereof; (vii) all written consents for action without a meeting; (viii) all protests concerning lack of notice; and (ix) formal dissents from Board actions.

Section 12.02 Books and Records of Account

The Corporation shall keep adequate and correct books and records of account. "Correct books and records includes, but is not necessarily limited to: accounts of properties and transactions, its assets, liabilities, receipts, disbursements, gains, and losses.

Section 12.03 Articles of Incorporation and Bylaws

The Corporation shall keep at its principal office, the original or a copy of the Articles of Incorporation and Bylaws as amended to date.

Section 12.04 Maintenance and Inspection of Federal Tax Exemption Application and Annual Information Returns

The Corporation shall at all times keep at its principal office a copy of its federal tax exemption application and, for three (3) years from their date of filing, its annual information returns. These documents shall be open to public inspection and copying to the extent required by the Code.

Section 12.05 Annual Report; Statement of Certain Transactions

The Board shall cause an annual report to be sent to each Director within one hundred twenty (120) days after the close of the Corporation's fiscal year containing the following information:

- a) the assets and liabilities of the Corporation as of the end of the fiscal year;
- b) the principal changes in assets and liabilities, including trust funds, during the fiscal year;
- c) the revenue or receipts of the Corporation, both unrestricted and restricted to particular purposes, for this fiscal year;
- d) the expenses or disbursements of the Corporation for both general and restricted purposes during the fiscal year;
- e) a statement of any transaction (i) to which the Corporation was a party, (ii) which involved more than \$25,000, or which was one of a number of such transactions with the same person involving, in the aggregate, more than \$25,000, and (iii) in which either of the following interested persons had a direct or indirect material financial interest (a mere common directorship is not a financial interest):
 - i) any Director or Officer of the Corporation; or
 - ii) any holder of more than ten percent (10%) of the voting power of the Corporation.

The statement shall include: (i) a brief description of the transaction; (ii) the names of interested persons involved; (iii) their relationship to the Corporation; (iv) the nature of their interest in the transaction, and; (v) when practicable, the amount of

that interest, provided that, in the case of a partnership in which such person is a partner, only the interest of the partnership need be stated.

- f) a brief description of the amounts and circumstances of any loans, guaranties, indemnifications, or advances aggregating more than \$10,000 paid during the fiscal year to any Officer or Director under Article 10 or Article 11.

Section 12.06 Directors' Rights of Inspection

Every Director shall have the absolute right at any reasonable time to inspect the books, records, documents of every kind, and physical properties of the Corporation and each of its subsidiaries. The inspection may be made in person or by the Director's agent or attorney. The right of inspection includes the right to copy and make extracts of documents.

Section 12.07 Corporate Seal

The corporate seal, if any, shall be in such form as may be approved from time to time by the Board. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.

Article 13. EXECUTION OF INSTRUMENTS, DEPOSITS AND FUNDS

Section 13.01 Execution of Instruments

The Board, except as otherwise provided in these Bylaws, may by resolution authorize any Officer or agent of the Corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances. Unless so authorized, no Officer, agent, or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

Section 13.02 Checks and Notes

Except as otherwise specifically determined by resolution of the Board, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidence of indebtedness of the Corporation shall be signed by both the President and either the Treasurer or the Assistant Treasurer.

Section 13.03 Deposits

All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board may select.

Section 13.04 Gifts

The Board may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the charitable or public purposes of the Corporation.

Article 14. CONSTRUCTION AND DEFINITIONS

Unless the context requires otherwise, the general provisions, rules of construction, and definitions of California Nonprofit Corporation Law shall govern the construction of these Bylaws. Without limiting the generality of the above, the masculine gender includes the

feminine and neuter, the singular number includes the plural, the plural number includes the singular, and the term "person" includes both the Corporation and a natural person. All references to statutes, regulations and laws shall include any future statutes, regulations and laws that replace those referenced.

Article 15.AMENDMENTS

Section 15.01 Amendment by Directors

The Board may adopt, amend or repeal the bylaws of the Corporation. Such power is subject to the following limitations:

- a) where any provision of these Bylaws requires the vote of a larger proportion of the Directors than otherwise is required by law, such provision may not be altered, amended or repealed except by the vote of such greater number;
- b) no amendment may extend the term of a Director beyond that for which such Director was elected; and
- c) if bylaws are adopted, amended or repealed at a meeting of the Board, such action is authorized only at a duly called and held meeting for which written notice of such meeting, setting forth the proposed bylaw revisions with explanations therefor, is given in accordance with these Bylaws, unless such notice is waived in accordance with these Bylaws.

CERTIFICATE OF SECRETARY

I, the undersigned, hereby certify:

1. That I am the duly elected, qualified and acting Secretary of American Jewish University, a California nonprofit public benefit corporation (the "Corporation"); and
2. That the foregoing Bylaws of the Corporation were duly adopted as the Bylaws thereof by the Board of Directors as of October 12, 2020, and that the same do now constitute the Bylaws of the Corporation.

Executed this 22 day of October, 2020.

A handwritten signature in cursive script, appearing to read "David Weiner", written in black ink on a white background.

David Weiner, Secretary

As of October 12, 2020



American
Jewish
University

BOARD OF DIRECTORS 2020-2021

BOARD MEMBERS (36)

Peter Benudiz
Melissa Bordy
Benjamin Breslauer
Jerome Coben
Liana Kadisha Cohn
Rodney Freeman
Herbert Glaser
Abner Goldstine
Jeffrey Herbst
Lisa Hofheimer
Kenneth Kahan
Mark Lainer

Jeffrey Levine
Norman Levine
Justine Schreyer Lewin
Francis S. Maas
Virginia Maas
Harold Masor
Louis Miller
Jon Monkarsh
Murray Pepper
Lawrence Platt
Rick Richman
Dena Schechter

Michael Scheinberg
Mike Schoenfeld
Leonard Shapiro
Andrew Siegel
Robbin Steif
Jeffrey Trenton
Mike Van Wyk
Yair Vardi
David Weiner
Keenan Wolens
Michael Ziering
Richard Ziman

OFFICERS OF THE BOARD

Chairperson	Virginia Maas
Vice Chair	Rodney Freeman
Vice Chair	Harold Masor
Vice Chair	Lawrence Platt
Treasurer	Melissa Bordy
Secretary	David Weiner
President	Jeffrey Herbst
Assistant Secretary	Adrian Breitfeld
Assistant Treasurer	Adrian Breitfeld

AJU ADVISORY BOARDS

ALONIM ADVISORY BOARD

Justine Schreyer Lewin, Chair

Annie Austin
David Benson
Laura Berger
Melanie Cohen
Emily Feit
Marit Gilbert
Offer Grinwald

Jessica Lewensztain
Stacy Palbaum
Mark Rothstein
David Samuels
Harriet Scharf
David Weiner
Betsy Weisberg
Greg Worchell

ZIEGLER SCHOOL OF RABBINIC STUDIES ADVISORY BOARD

Mr. Norman Levine, Chair

Rabbi Mark Ankcorn
Rabbi Bradley Shavit Artson
Mr. Zane S. Averbach
Mr. Eric Beckman
Mr. Stewart Bloom, CPA
Rabbi Jacob Blumenthal
Mrs. Melissa Held Bordy
Mr. Ned Gladstein
Mrs. Debbi Kaner Goldich
Mrs. Roslyn Goldstine
Rabbi Adam Greenwald
Dr. Jeffrey Herbst
Mrs. Lela B. Jacoby
Dr. Gary Katz
Mr. Barton H. Kogan
Mr. Ben Zion Kogen
Mr. Mark Lainer

Mr. Aaron J. Leibovic
Mr. Jeffrey L. Levine
Mrs. Virginia Maas
Mr. Harold Masor
Rabbi Joseph Martin Menashe
Ms. Margie Miller
Rabbi Cheryl Peretz
Mrs. Julie Platt
Mrs. Jina Bina Rezvanpour
Mrs. Tobie Rosenberg
Mr. Ken Salkin
Mr. Sandor Samuels
Mr. Bennett Spiegel
Mr. David Spiegel
Mr. Tom Sudow
Mr. Irving Weintraub
Mr. Keenan Wolens
Mrs. Lesley Wolman



American
Jewish
University

**BOARD OF DIRECTORS MEETING SCHEDULE:
2020-2021 and
2021-2022/Draft Dates**

2020-2021

2020-2021 Executive Committee Dates (7:30AM TO 9:00AM)

September 21, 2020
November 16, 2020
January 25, 2021
March 8, 2021
May 10, 2021

2020-2021 Board Meeting Dates (12:00PM to 2:00PM)

October 12, 2020
December 14, 2020
March 22, 2021
June 7, 2021 – **ANNUAL MEETING**

2021-2022 Draft Dates

2021-2022 Executive Committee Dates (7:30AM TO 9:00AM)

September 13, 2021
November 15, 2021
January 24, 2022
March 7, 2022
May 9, 2022

2021-2022 Board Meeting Dates (12:00PM to 2:00PM)

October 18, 2021
December 13, 2021
March 28, 2022
June 13, 2022 – **ANNUAL MEETING**

Academic Affairs Committee

Jeffrey Levine, Chair
Rick Richman, Vice Chair
Mark Lainer
Heidi Monkarsh
Bruce Powell
Yair Vardi
Virginia Maas
Jeffrey Herbst
(AJU Faculty TBD)

Development Committee

Larry Platt, Chair
Harold Masor, Vice Chair
Annie Austin
Justine Schreyer Lewin
Frank Maas
Dena Schechter
Keenan Wolens
Dick Ziman
Virginia Maas
Jeffrey Herbst
Catherine Schneider

Executive Committee - *At-large member (not to exceed 10)

Virginia Maas, Chair (Bylaw Designation-Board Chairperson)
Rodney Freeman (Bylaw Designation-Board Vice Chairperson)
Harold Masor (Bylaw Designation-Board Vice Chairperson)
Lawrence Platt (Bylaw Designation-Board Vice Chairperson)
Melissa Bordy (Bylaw Designation-Treasurer)
David Weiner (Bylaw Designation- Secretary)
Jeffrey Herbst (Bylaw Designation-President)
Jerome Coben*
Abner Goldstine*
Ken Kahan*
Jeffrey Levine*
Frank Maas*
Dena Schechter*
Michael Scheinberg*
Jeff Trenton*
Keenan Wolens*
Michael Ziering*

Executive Compensation Committee

Larry Platt, Chair
Frank Maas, Vice Chair
Melissa Bordy
Jerome Coben
Harold Masor
Dena Schechter
Michael Ziering
Virginia Maas
Jeffrey Herbst
[Jon Brandler]
[Nanci Hibsichman]

Facilities/Hospitality Services Committee

Jeffrey Trenton, Chair
Justine Schreyer Lewin, Vice Chair
Peter Benudiz
Rodney Freeman
Jon Monkarsh
Michael Scheinberg
Mike Van Wyk
Virginia Maas
Jeffrey Herbst
Adrian Breitfeld
Russell Dion
John Luong
Candace Miller

Finance Committee

Melissa Bordy, Chair
Michael Ziering, Vice Chair
Peter Benudiz
Ken Kahan
Jon Monkarsh
Dena Schechter
Keenan Wolens
Virginia Maas
Jeffrey Herbst
[Ryan Perlman]
Adrian Breitfeld
Orly Levy
Margaret Yung

Investment Committee

Abner Goldstine, Chair
Benjamin Breslauer, Vice Chair
Jerome Coben
Liana Kadisha Cohn
David Weiner
Virginia Maas
Jeffrey Herbst
Allen Michael
Elon Spar (Advisor)
Debashis Chowdhury (Canterbury Consulting)
Michael Laven (Canterbury Consulting)
Bruce Whizin
Marc Rosenbach (Wells Fargo
Advisors)
Adrian Breitfeld
Orly Levy
Margaret Yung

Nominating and Governance Committee

Michael Scheinberg, Chair
Norman Levine, Vice Chair
Jerry Coben
Larry Platt
Frank Maas
Dena Schechter
Richard Ziman
Virginia Maas
Jeffrey Herbst
Catherine Schneider

Nonprofit Integrity Act/Audit Committee

Harold Masor, Chair
Michael Schoenfeld, Vice Chair
Benjamin Breslauer
Virginia Maas
Jeffrey Herbst
Matt Parson (Moss Adams Auditors)
Melissa Harman (Moss Adams Auditors)
Adrian Breitfeld
Orly Levy
Margaret Yung

**PUBLIC
DISCLOSURE
COPY**

Form **990**

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2018 calendar year, or tax year beginning **JUL 1, 2018** and ending **JUN 30, 2019**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization AMERICAN JEWISH UNIVERSITY Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 15600 MULHOLLAND DRIVE City or town, state or province, country, and ZIP or foreign postal code LOS ANGELES, CA 90077 F Name and address of principal officer: ADRIAN BREITFELD SAME AS C ABOVE	D Employer identification number 95-1684064 E Telephone number 310-476-9777 G Gross receipts \$ 43,401,872. H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) H(c) Group exemption number ▶
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
J Website: ▶ WWW.AJU.EDU		
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		
		L Year of formation: 1941
		M State of legal domicile: CA

Part I Summary

		1 Briefly describe the organization's mission or most significant activities: PROVIDE AN EDUCATIONAL PROGRAM TO CHILDREN & ADULTS WITH PROGRAMS BASED ON JEWISH ETHICS &		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
Activities & Governance	3	Number of voting members of the governing body (Part VI, line 1a)	3	33
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	32
	5	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	5	537
	6	Total number of volunteers (estimate if necessary)	6	67
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
	7b	Net unrelated business taxable income from Form 990-T, line 38	7b	0.
	Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year
9		Program service revenue (Part VIII, line 2g)	6,977,619.	6,605,781.
10		Investment income (Part VIII, column (A), lines 3, 4, and 7d)	11,747,964.	12,441,094.
11		Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	8,037,709.	5,259,938.
12		Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	473,387.	509,274.
12			27,236,679.	24,816,087.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	3,085,747.	3,311,309.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	12,526,061.	12,058,967.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	16b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 1,062,495.		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	12,442,400.	13,488,430.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	28,054,208.	28,858,706.
	19	Revenue less expenses. Subtract line 18 from line 12	-817,529.	-4,042,619.
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21	Total liabilities (Part X, line 26)	141,040,264.	137,181,432.
	22	Net assets or fund balances. Subtract line 21 from line 20	40,151,271.	40,706,328.
	22		100,888,993.	96,475,104.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer ADRIAN BREITFELD, VICE PRESIDENT Type or print name and title	Date
Paid Preparer Use Only	Print/Type preparer's name LIZBETH G. NEVAREZ	Preparer's signature Date Check if self-employed <input type="checkbox"/> PTIN P01399868
	Firm's name ▶ GREEN HASSON & JANKS LLP Firm's address ▶ 10990 WILSHIRE BLVD., 16TH FLOOR LOS ANGELES, CA 90024-3929	Firm's EIN ▶ 95-1777440 Phone no. (310) 873-1600

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: WE BELIEVE IN THE PRINCIPLE OF TORAH LI'SH'MA-LEARNING AS AN INTELLECTUAL AND INSPIRATIONAL ENDEAVOR THAT EMBRACES BOTH ACADEMIC SCHOLARSHIP AND THE EFFORTS OF ALL JEWS TO EXPLORE THEIR SHARED HERITAGE THROUGH THE FORMAL AND INFORMAL STUDY OF JUDAISM AND THE

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 10,438,853. including grants of \$ 3,058,359.) (Revenue \$ 5,002,906.) ACADEMIC: - COLLEGE OF ARTS AND SCIENCES: THE COLLEGE HAS TRADITIONALLY PROVIDED A SMALL NUMBER OF STUDENTS WITH AN INTENSIVE INTRODUCTION TO SELECT LIBERAL ARTS MAJORS. THE BOARD OF DIRECTORS VOTED IN OCTOBER 2018 TO SUSPEND ADMISSION TO THE COLLEGE. - NONPROFIT MANAGEMENT PROGRAM (MBA) - CENTER FOR JEWISH EDUCATION - MASTER OF ARTS IN EDUCATION

4b (Code:) (Expenses \$ 3,846,114. including grants of \$) (Revenue \$ 3,313,534.) CONFERENCE CENTER: THE AMERICAN JEWISH UNIVERSITY CONFERENCE PROGRAM CONSISTS OF TWO CONFERENCE CENTERS; ONE AT THE FAMILIAN CAMPUS AND THE OTHER AT THE BRANDEIS-BARDIN CAMPUS. THE CONFERENCE CENTER AT THE FAMILIAN CAMPUS CAN ACCOMMODATE FACILITATES, CONVENTIONS, SEMINARS AND OTHER EDUCATIONAL AND CULTURAL MEETINGS. THE CONFERENCE CENTER AT THE BRANDEIS-BARDIN CAMPUS IS NATIONALLY RECOGNIZED AS A CENTER DEVOTED TO JEWISH LEARNING AND CULTURE. THIS LOCATION IS EQUIPPED FOR CELEBRATING JEWISH LIFECYCLE EVENTS AND AN IDEAL ENVIRONMENT FOR CREATIVE THINKING AND PRODUCTIVE COLLABORATION.

4c (Code:) (Expenses \$ 3,450,690. including grants of \$) (Revenue \$ 2,831,145.) CAMP ALONIM: CAMP ALONIM STRIVES TO SPARK A LOVE FOR JEWISH CULTURE, TRADITION, AND COMMUNITY IN OUR CAMPERS BY EXPOSING THEM TO A MULTITUDE OF WAYS TO BE JEWISH. WE SEE EVERY ACTIVITY WE OFFER AS A "GATEWAY"- A MEANS BY WHICH THEY MIGHT ENGAGE WITH BEING JEWISH. JEWISH CAMPING HAS BEEN FOUND TO BE ONE OF THE MOST EFFECTIVE METHODS OF JEWISH EDUCATION, ENSURING A JEWISH IDENTITY IN ADULTHOOD. GAN ALONIM- DESIGNED FOR CHILDREN ENTERING KINDERGARTEN THROUGH 6TH GRADE. IT IS A NURTURING AND LOVING ENVIRONMENT WHERE CHILDREN FEEL FREE TO EXPLORE THEIR WORLD AND BE ADVENTUROUS IN A SAFE SETTING.

4d Other program services (Describe in Schedule O.) (Expenses \$ 2,740,081. including grants of \$ 252,950.) (Revenue \$ 1,293,509.)

4e Total program service expenses 20,475,738.

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	1 X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?	2 X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4	X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8 X	
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9	X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	10 X	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a X	
b Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b X	
c Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c	X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f	X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a	X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13 X	
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b X	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i>	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18 X	
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19	X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21 X	

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22 X	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23 X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	X
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>	26 X	
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a	X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b	X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c	X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29 X	
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33 X	
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34 X	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a X	
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	X
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38 X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a 184	
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b 0	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c X	

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
	2a		537
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	X	
Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?		X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
b	If "Yes," enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	X	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	X	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
d	If "Yes," indicate the number of Forms 8282 filed during the year		7d
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state?	13a	
Note. See the instructions for additional information the organization must report on Schedule O.			
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?		X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?		X
If "Yes," see instructions and file Form 4720, Schedule N.			
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?		X
If "Yes," complete Form 4720, Schedule O.			

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (33); 1b Enter the number of voting members included in line 1a, above, who are independent (32); 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? (X); 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? (X); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (X); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (X); 6 Did the organization have members or stockholders? (X); 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? (X); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (X); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? (X); b Each committee with authority to act on behalf of the governing body? (X); 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O (X).

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (X); 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (X); 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 (X); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (X); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done (X); 13 Did the organization have a written whistleblower policy? (X); 14 Did the organization have a written document retention and destruction policy? (X); 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? a The organization's CEO, Executive Director, or top management official (X); b Other officers or key employees of the organization (X); If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? (X); 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed CA
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
[X] Own website [] Another's website [X] Upon request [] Other (explain in Schedule O)
19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records
ADRIAN BREITFELD - 310-476-9777
15600 MULHOLLAND DRIVE, LOS ANGELES, CA 90077

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) JEFFREY HERBST PRESIDENT	35.00 1.00	X		X				339,506.	0.	17,043.
(2) VIRGINIA MAAS CHAIRMAN	0.50 0.00	X		X			0.	0.	0.	
(3) MELISSA HELD BORDY TREASURER	0.50 0.00	X		X			0.	0.	0.	
(4) LAWRENCE PLATT SECRETARY	0.50 0.00	X		X			0.	0.	0.	
(5) HAROLD MASOR VICE CHAIR	0.50 0.00	X		X			0.	0.	0.	
(6) JEROME COBEN VICE CHAIR	0.50 0.00	X		X			0.	0.	0.	
(7) RODNEY FREEMAN VICE CHAIR	0.50 0.00	X		X			0.	0.	0.	
(8) BRYAN BERKETT BOARD MEMBER	0.50 0.00	X					0.	0.	0.	
(9) BENJAMIN BRESLAUER BOARD MEMBER	0.50 0.00	X					0.	0.	0.	
(10) ALLISON GINGOLD BOARD MEMBER	0.50 0.00	X					0.	0.	0.	
(11) HERBERT GLASER BOARD MEMBER	0.50 0.00	X					0.	0.	0.	
(12) KENNETH KAHAN BOARD MEMBER	0.50 0.00	X					0.	0.	0.	
(13) MARK LAINER BOARD MEMBER	0.50 0.00	X					0.	0.	0.	
(14) JEFFREY LEVINE BOARD MEMBER	0.50 0.00	X					0.	0.	0.	
(15) FRANK MAAS BOARD MEMBER	0.50 0.50	X					0.	0.	0.	
(16) LOUIS MILLER BOARD MEMBER	0.50 0.00	X					0.	0.	0.	
(17) JON MONKARSH BOARD MEMBER	0.50 0.00	X					0.	0.	0.	

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) MURRAY PEPPER BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(19) KEVIN L. RATNER BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(20) RICK RICHMAN BOARD MEMBER	0.50 0.50	X						0.	0.	0.
(21) MARK ROTHSTEIN BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(22) MARK RUBIN BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(23) RICHARD SANDLER BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(24) DENA SCHECHTER BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(25) MICHAEL SCHEINBERG BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(26) MICHAEL SCHOENFELD BOARD MEMBER	0.50 0.00	X						0.	0.	0.
1b Sub-total								339,506.	0.	17,043.
c Total from continuation sheets to Part VII, Section A								1,629,247.	0.	306,115.
d Total (add lines 1b and 1c)								1,968,753.	0.	323,158.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **13**

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual	X	
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
PROFESSIONAL SECURITY CONSUL., 11454 SAN VICENTE BLVD., LOS ANGELES, CA 90049	SECURITY SERVICES	380,831.
GENESIS CHARITABLE CONSULTING 4458 MATILIJA AVE., SHERMAN OAKS, CA 91423	CONSULTANTS	263,452.
HILL, FARRER & BURRILL LLP, 300 S GRAND AVE., 37TH FLOOR, LOS ANGELES, CA 90071	LEGAL CONSULTANTS	160,460.
WITT KIEFFER, 2015 SPRING ROAD SUITE 510, OAK BROOK, IL 60523	EXECUTIVE SEARCH CONSULTANT	148,522.
GEOVANY CLEANING SERVICES 8806 SNOWDEN AVENUE, ARLETA, CA 91331	CLEANING SERVICES	147,468.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **7**

SEE PART VII, SECTION A CONTINUATION SHEETS

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) JUSTINE SCHREYER LEWIN BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(28) LEONARD SHAPIRO BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(29) JEFFREY TRENTON BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(30) KEENAN WOLENS BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(31) MICHAEL ZIERING BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(32) RICHARD S. ZIMAN BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(33) ABNER GOLDSTINE BOARD MEMBER	0.50 0.00	X						0.	0.	0.
(34) BRADLEY S. ARTSON VP - ZSRS	35.00 0.00			X				119,019.	0.	67,978.
(35) ADRIAN BREITFELD (BEGAN 6/19) VP - FIN, ADMIN & TECH	35.00 0.50			X				0.	0.	0.
(36) CATHERINE SCHNIDER (BEGAN 2/19) VP - ADVANCEMENT	35.00 0.00			X				0.	0.	0.
(37) ZOFIA YALOVSKY (RETIRED 12/19) VP - FIN, ADMIN & TECH	35.00 0.00			X				202,953.	0.	12,337.
(38) JOANNA GERBER (LEFT 3/19) VP - COMMUNICATIONS & MARKETING	35.00 0.00			X				136,351.	0.	15,985.
(39) SAMUEL LEVITT (LEFT 6/19) VP - FACILITIES & AUXILIARY SERVICES	35.00 0.00			X				138,865.	0.	13,171.
(40) GARY OREN VP - DEAN WCCE	35.00 0.00			X				67,512.	0.	46,478.
(41) JUDITH FELDMAN DIRECTOR OF ADVANCEMENT	35.00 0.00				X			147,235.	0.	16,680.
(42) JOSHUA LEVINE - CAMP ALONIM EXECUTIVE DIRECTOR	35.00 0.00				X			132,724.	0.	28,071.
(43) RICHARD ROSENBAUM (LEFT 8/18) DIRECTOR OF ADVANCEMENT	35.00 0.00				X			131,949.	0.	13,184.
(44) RHODA WEISMAN DEAN (LEFT 6/19)	35.00 0.00				X			126,096.	0.	15,558.
(45) RACHEL LERNER DEAN	35.00 0.00				X			119,098.	0.	14,932.
(46) ROBERT WEXLER PRESIDENT EMERITUS	0.00 0.00					X		307,445.	0.	61,741.
Total to Part VII, Section A, line 1c								1,629,247.		306,115.

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c	101,614.				
	d Related organizations	1d	256,986.				
	e Government grants (contributions)	1e					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	6,247,181.				
	g Noncash contributions included in lines 1a-1f: \$		323,558.				
	h Total. Add lines 1a-1f		6,605,781.				
	Program Service Revenue	2 a TUITION	Business Code 611710	5,002,906.	5,002,906.		
b CONFERENCE CENTER		611710	3,313,534.	3,313,534.			
c CAMP FEES		611710	2,831,145.	2,831,145.			
d WHIZIN CENTER INCOME		611710	738,412.	738,412.			
e STUDENT HOUSING		611710	256,764.	256,764.			
f All other program service revenue		611710	298,333.	298,333.			
g Total. Add lines 2a-2f			12,441,094.				
Other Revenue		3 Investment income (including dividends, interest, and other similar amounts)		1,970,578.			1,970,578.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6 a Gross rents	(i) Real	511,987.				
		(ii) Personal	0.				
		b Less: rental expenses					
		c Rental income or (loss)		511,987.			
	d Net rental income or (loss)		511,987.			511,987.	
	7 a Gross amount from sales of assets other than inventory	(i) Securities	21,847,399.				
		(ii) Other					
		b Less: cost or other basis and sales expenses		18,558,039.			
		c Gain or (loss)		3,289,360.			
	d Net gain or (loss)		3,289,360.			3,289,360.	
	8 a Gross income from fundraising events (not including \$ 101,614. of contributions reported on line 1c). See Part IV, line 18	a	0.				
		b Less: direct expenses		27,746.			
c Net income or (loss) from fundraising events			-27,746.			-27,746.	
9 a Gross income from gaming activities. See Part IV, line 19	a						
	b Less: direct expenses						
	c Net income or (loss) from gaming activities						
10 a Gross sales of inventory, less returns and allowances	a						
	b Less: cost of goods sold						
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue		Business Code					
11 a OTHER INCOME		900099	25,033.			25,033.	
	b						
	c						
	d All other revenue						
	e Total. Add lines 11a-11d			25,033.			
12 Total revenue. See instructions			24,816,087.	12,441,094.	0.	5,769,212.	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...	252,950.	252,950.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	3,058,359.	3,058,359.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,768,013.	570,741.	1,076,241.	121,031.
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	8,360,233.	5,763,880.	2,146,888.	449,465.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	193,664.	162,676.	17,702.	13,286.
9 Other employee benefits	1,737,057.	1,213,657.	397,543.	125,857.
10 Payroll taxes				
11 Fees for services (non-employees):				
a Management				
b Legal	160,168.		160,168.	
c Accounting	108,710.		108,710.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	235,079.	15,533.	219,546.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch. O.)	3,508,082.	1,550,902.	1,874,321.	82,859.
12 Advertising and promotion	113,042.	73,043.	33,169.	6,830.
13 Office expenses	462,552.	298,880.	135,723.	27,949.
14 Information technology	30,269.	19,558.	8,882.	1,829.
15 Royalties				
16 Occupancy	2,083,318.	2,013,962.	58,578.	10,778.
17 Travel	196,705.	127,102.	57,717.	11,886.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings				
20 Interest	1,399,811.	857,635.	472,106.	70,070.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	2,057,032.	1,988,551.	57,839.	10,642.
23 Insurance	521,436.	319,474.	175,861.	26,101.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a FOOD SERVICES	994,728.	944,145.	33,461.	17,122.
b EDUCATIONAL ACTIVITY	487,216.	314,817.	142,960.	29,439.
c STUDENT FINANCING	315,732.	204,011.	92,643.	19,078.
d TAXES, LICENSES & PERMI	28,035.	18,128.	8,212.	1,695.
e All other expenses	786,515.	707,734.	42,203.	36,578.
25 Total functional expenses. Add lines 1 through 24e	28,858,706.	20,475,738.	7,320,473.	1,062,495.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				
Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	563,803.	1	1,866,435.
	2 Savings and temporary cash investments	734,275.	2	841,945.
	3 Pledges and grants receivable, net	3,563,638.	3	1,499,799.
	4 Accounts receivable, net	1,908,975.	4	2,106,442.
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	90,000.
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L		6	
	7 Notes and loans receivable, net	0.	7	0.
	8 Inventories for sale or use	143,811.	8	148,366.
	9 Prepaid expenses and deferred charges	501,057.	9	463,165.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 84,228,866.		
	b Less: accumulated depreciation	10b 50,441,613.	35,007,309.	10c 33,787,253.
	11 Investments - publicly traded securities	69,222,301.	11	67,823,245.
	12 Investments - other securities. See Part IV, line 11	28,871,573.	12	28,374,707.
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	523,522.	15	180,075.
16 Total assets. Add lines 1 through 15 (must equal line 34)	141,040,264.	16	137,181,432.	
Liabilities	17 Accounts payable and accrued expenses	4,715,394.	17	5,147,990.
	18 Grants payable		18	
	19 Deferred revenue	1,992,911.	19	2,343,712.
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties	33,309,243.	23	33,186,189.
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	133,723.	25	28,437.
	26 Total liabilities. Add lines 17 through 25	40,151,271.	26	40,706,328.
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	30,821,482.	27	26,061,881.
	28 Temporarily restricted net assets	48,899,003.	28	48,823,420.
	29 Permanently restricted net assets	21,168,508.	29	21,589,803.
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
33 Total net assets or fund balances	100,888,993.	33	96,475,104.	
34 Total liabilities and net assets/fund balances	141,040,264.	34	137,181,432.	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	24,816,087.
2	Total expenses (must equal Part IX, column (A), line 25)	2	28,858,706.
3	Revenue less expenses. Subtract line 2 from line 1	3	-4,042,619.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	100,888,993.
5	Net unrealized gains (losses) on investments	5	-202,808.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-168,462.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	96,475,104.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

- 1 Accounting method used to prepare the Form 990: Cash Accrual Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- b Were the organization's financial statements audited by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		X
2b	X	
2c	X	
3a	X	
3b	X	

Form 990 (2018)

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Name of the organization **AMERICAN JEWISH UNIVERSITY** Employer identification number **95-1684064**

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	9481267.	7395100.	6087225.	6977619.	6605781.	36546992.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	9481267.	7395100.	6087225.	6977619.	6605781.	36546992.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						3816054.
6 Public support. Subtract line 5 from line 4.						32730938.

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
7 Amounts from line 4	9481267.	7395100.	6087225.	6977619.	6605781.	36546992.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	1668876.	1663433.	1816562.	2295473.	2482565.	9926909.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	596,686.	221,451.	10,116.	76,819.	25,033.	930,105.
11 Total support. Add lines 7 through 10						47404006.
12 Gross receipts from related activities, etc. (see instructions)					12	58,386,850.
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f))	14	69.05 %
15 Public support percentage from 2017 Schedule A, Part II, line 14	15	66.58 %
16a 33 1/3% support test - 2018. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input checked="" type="checkbox"/>
b 33 1/3% support test - 2017. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10% -facts-and-circumstances test - 2018. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10% -facts-and-circumstances test - 2017. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

15 Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2017 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2018 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2017 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2018. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2017. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b A family member of a person described in (a) above?		
c A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i>		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2 Activities Test. Answer (a) and (b) below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI.) **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990 or 990-EZ) 2018

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions.	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	
9 Distributable amount for 2018 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2018	(iii) Distributable Amount for 2018
1 Distributable amount for 2018 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2018 (reasonable cause required- explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2018			
a From 2013			
b From 2014			
c From 2015			
d From 2016			
e From 2017			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2018 distributable amount			
i Carryover from 2013 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2018 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2018 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2019. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2014			
b Excess from 2015			
c Excess from 2016			
d Excess from 2017			
e Excess from 2018			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Multiple horizontal lines for supplemental information.

Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2018

Name of the organization

AMERICAN JEWISH UNIVERSITY

Employer identification number

95-1684064

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization AMERICAN JEWISH UNIVERSITY	Employer identification number 95-1684064
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	<hr/> <hr/> <hr/>	\$ <u>1,336,385.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	<hr/> <hr/> <hr/>	\$ <u>747,650.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	<hr/> <hr/> <hr/>	\$ <u>375,735.</u>	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
4	<hr/> <hr/> <hr/>	\$ <u>294,302.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	<hr/> <hr/> <hr/>	\$ <u>280,279.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	<hr/> <hr/> <hr/>	\$ <u>256,986.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization AMERICAN JEWISH UNIVERSITY	Employer identification number 95-1684064
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	<hr/> <hr/> <hr/>	\$ 230,971.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	<hr/> <hr/> <hr/>	\$ 216,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
9	<hr/> <hr/> <hr/>	\$ 200,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
10	<hr/> <hr/> <hr/>	\$ 145,383.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization AMERICAN JEWISH UNIVERSITY	Employer identification number 95-1684064
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Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
3	TOTAL CASH DONATION OF \$78,440 AND TOTAL DONATED STOCK OF \$297,295	\$ 375,735.	06/30/19
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____

Name of organization AMERICAN JEWISH UNIVERSITY	Employer identification number 95-1684064
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Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) ▶ \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2018
Open to Public Inspection

Name of the organization **AMERICAN JEWISH UNIVERSITY** Employer identification number **95-1684064**

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).
 Preservation of land for public use (e.g., recreation or education) Preservation of a historically important land area
 Protection of natural habitat Preservation of a certified historic structure
 Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1

(ii) Assets included in Form 990, Part X

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1

b Assets included in Form 990, Part X

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2018

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a Public exhibition
- b Scholarly research
- c Preservation for future generations
- d Loan or exchange programs
- e Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	22,105,188.	22,193,737.	21,021,049.	22,559,067.	22,962,937.
b Contributions	316,774.	46,488.	10,373.	20,885.	485,099.
c Net investment earnings, gains, and losses	722,920.	513,819.	1,824,970.	-883,699.	-197,837.
d Grants or scholarships					
e Other expenditures for facilities and programs	623,832.	648,856.	662,655.	675,204.	691,132.
f Administrative expenses					
g End of year balance	22,521,050.	22,105,188.	22,193,737.	21,021,049.	22,559,067.

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment _____ %
- b Permanent endowment 95.86 %
- c Temporarily restricted endowment 4.14 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) unrelated organizations
- (ii) related organizations

	Yes	No
3a(i)		X
3a(ii)		X
3b		

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		3,793,185.		3,793,185.
b Buildings		73,085,736.	44,598,696.	28,487,040.
c Leasehold improvements		1,375,919.	1,099,155.	276,764.
d Equipment		5,158,631.	4,743,762.	414,869.
e Other		815,395.		815,395.

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) 33,787,253.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A) ALTERNATIVE STRATEGIES	16,294,384.	END-OF-YEAR MARKET VALUE
(B) MUTUAL WATER COMPANY	75,000.	END-OF-YEAR MARKET VALUE
(C) INVESTMENT IN ZSRS	12,005,323.	END-OF-YEAR MARKET VALUE
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)	28,374,707.	

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.)		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) LIABILITY UNDER GIFT ANNUITIES	28,437.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	28,437.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d		2e
3	Subtract line 2e from line 1		3
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b		4c
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)		5

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d		2e
3	Subtract line 2e from line 1		3
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b		4c
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)		5

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART III, LINE 1A:

THE UNIVERSITY'S LIBRARY COLLECTION, FINE ART WORKS AND SCULPTURE COLLECTION, WHICH WERE ACQUIRED THROUGH CONTRIBUTIONS AND PURCHASES, ARE NOT RECOGNIZED AS ASSETS ON THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION. PURCHASES OF COLLECTION ITEMS ARE RECORDED AS DECREASES IN UNRESTRICTED NET ASSETS IN THE YEAR IN WHICH THE ITEMS ARE ACQUIRED OR AS TEMPORARILY OR PERMANENTLY RESTRICTED NET ASSETS IF THE ASSETS USED TO PURCHASE THE ITEMS ARE RESTRICTED BY DONORS. CONTRIBUTED COLLECTION ITEMS ARE NOT REFLECTED ON THE CONSOLIDATED FINANCIAL STATEMENTS. PROCEEDS FROM DEACCESSIONS OR INSURANCE RECOVERIES ARE REFLECTED AS INCREASES IN THE APPROPRIATE NET ASSET CLASSES. EACH OF THE ITEMS IS CATALOGED, PRESERVED, AND CARED FOR, AND ACTIVITIES VERIFYING THEIR EXISTENCE AND ASSESSING

Part XIII Supplemental Information (continued)

THEIR CONDITION ARE PERFORMED CONTINUOUSLY. THE COLLECTIONS ARE SUBJECT TO A POLICY THAT REQUIRES DEACCESSIONING PROCEEDS TO BE USED TO ACQUIRE OTHER ITEMS FOR COLLECTIONS.

PART III, LINE 4:

AMERICAN JEWISH UNIVERSITY HOLDS SEVERAL ART PIECES AND SCULPTURES THAT ARE PLACED ALL THROUGHOUT THE UNIVERSITY CAMPUS. THE DISPLAYS OF ART WORK COHERE WITH OUR MISSION FOR SERVING THE COMMUNITY AND PROVIDE A VALUABLE AND NECESSARY AESTHETIC COMPONENT TO THE EDUCATIONAL GOALS OF AMERICAN JEWISH UNIVERSITY.

PART V, LINE 4:

THE UNIVERSITY'S ENDOWMENTS ARE ESTABLISHED DONOR-RESTRICTED GIFTS FOR A VARIETY OF PURPOSES.

SCHEDULE E
(Form 990 or 990-EZ)

Schools

OMB No. 1545-0047

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.**

▶ **Attach to Form 990 or Form 990-EZ.**

▶ **Go to www.irs.gov/Form990 for the latest information.**

Name of the organization

AMERICAN JEWISH UNIVERSITY

Employer identification number

95-1684064

Part I

- 1** Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?
- 2** Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?
- 3** Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Part II
- SEE PART II**

	YES	NO
1	X	
2	X	
3	X	
4a	X	
4b	X	
4c	X	
4d	X	
5a		X
5b		X
5c		X
5d		X
5e		X
5f		X
5g		X
5h		X
6a	X	
6b		X
7	X	

- 4** Does the organization maintain the following?
- a** Records indicating the racial composition of the student body, faculty, and administrative staff?
- b** Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?
- c** Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?
- d** Copies of all material used by the organization or on its behalf to solicit contributions?
- If you answered "No" to any of the above, please explain. If you need more space, use Part II.

- 5** Does the organization discriminate by race in any way with respect to:
- a** Students' rights or privileges?
- b** Admissions policies?
- c** Employment of faculty or administrative staff?
- d** Scholarships or other financial assistance?
- e** Educational policies?
- f** Use of facilities?
- g** Athletic programs?
- h** Other extracurricular activities?
- If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.

- 6a** Does the organization receive any financial aid or assistance from a governmental agency?
- b** Has the organization's right to such aid ever been revoked or suspended?
- If you answered "Yes" on either line 6a or line 6b, explain on Part II.

- 7** Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," explain on Part II

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or Form 990-EZ.

Schedule E (Form 990 or 990-EZ) 2018

Part II Supplemental Information. Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable.

Also provide any other additional information.

LINE 3 - EXPLANATION OF NONDISCRIMINATION POLICY:

THE UNIVERSITY HAS A DOCUMENTED RACIAL NONDISCRIMINATION POLICY IN ITS CATALOGUE AND FINANCIAL AID POLICIES AND ADHERES TO THIS POLICY AT ALL TIMES. THE UNIVERSITY ADVERTISES FROM TIME TO TIME USING NEWSPAPERS AND BROCHURES AND ALWAYS PRINTS ITS RACIAL NONDISCRIMINATION POLICY ON THESE ADVERTISEMENTS.

LINE 6 - EXPLANATION OF GOVERNMENT FINANCIAL AID:

THE AMERICAN JEWISH UNIVERSITY RECEIVES STUDENT FINANCIAL AID AWARDS FROM THE U.S DEPARTMENT OF EDUCATION AND THE CALIFORNIA STATE DEPARTMENT OF EDUCATION.

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Name of the organization AMERICAN JEWISH UNIVERSITY	Employer identification number 95-1684064
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Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
CENTRAL AMERICA AND THE CARIBBEAN -	0	0	INVESTMENTS		6,088,580.
EUROPE (INCLUDING ICELAND & GREENLAND) -	0	0	INVESTMENTS		316,041.
3 a Subtotal	0	0			6,404,621.
b Total from continuation sheets to Part I	0	0			0.
c Totals (add lines 3a and 3b)	0	0			6,404,621.

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶ _____

3 Enter total number of other organizations or entities ▶ _____

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No

- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* Yes No

- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations (see Instructions for Form 5471)* Yes No

- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* Yes No

- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* Yes No

- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* Yes No

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

FORM 990, SCHEDULE F: PART IV, LINE 3

FORM 5471 FOREIGN FILING

THE ORGANIZATION DOES NOT OWN A 10% OR GREATER INTEREST IN THE FOREIGN CORPORATIONS AND THEREFORE DOES NOT HAVE A FORM 5471 FILING REQUIREMENT.

FORM 990, SCHEDULE F: PART IV, LINE 5

FORM 8865 FOREIGN FILING

THE ORGANIZATION DOES NOT OWN A 10% OR GREATER INTEREST IN THE FOREIGN PARTNERSHIPS AND THEREFORE DOES NOT HAVE A FORM 8865 FILING REQUIREMENT.

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events (add col. (a) through col. (c))
		DINNER EVENT (event type)	(event type)	NONE (total number)	
Revenue	1 Gross receipts	101,614.			101,614.
	2 Less: Contributions	101,614.			101,614.
	3 Gross income (line 1 minus line 2)				
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses	27,746.			27,746.
	10 Direct expense summary. Add lines 4 through 9 in column (d)				27,746.
	11 Net income summary. Subtract line 10 from line 3, column (d)				-27,746.

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d)				

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? Yes No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? Yes No

b If "Yes," explain: _____

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for the latest information.**

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Name of the organization **AMERICAN JEWISH UNIVERSITY** Employer identification number **95-1684064**

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
AMERICAN SOCIETY FOR TECHNION-ISRAEL INSTITUTE OF TECHNOLOGY, INC. - 55 EAST 59TH STREET - NEW YORK, NY 10022	13-0434195	501(C)(3)	100,000.	0.			EDUCATIONAL ASSISTANCE
ADAT ARI EL 12020 BURBANK BLVD. VALLEY VILLAGE, CA 91607	23-7366318	501(C)(3)	58,500.	0.			EDUCATIONAL ASSISTANCE
THE JEWISH PUBLICATION SOCIETY 2100 ARCH STREET PHILADELPHIA, PA 19103	23-0734240	501(C)(3)	12,000.	0.			EDUCATIONAL ASSISTANCE
ACLU FOUNDATION 1313 W. 8TH STREET LOS ANGELES, CA 90017	95-2673361	501(C)(3)	10,000.	0.			EDUCATIONAL ASSISTANCE
TREE PEOPLE 12601 MULHOLLAND DRIVE BEVERLY HILLS, CA 90210	23-7314838	501(C)(3)	10,000.	0.			EDUCATIONAL ASSISTANCE
MESIVTA OF GREATER LOS ANGELES 25115 MUREAU ROAD CALABASAS, CA 91302	95-4621495	501(C)(3)	8,600.	0.			EDUCATIONAL ASSISTANCE

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **7.**
- 3** Enter total number of other organizations listed in the line 1 table

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2018)

Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PICO UNION INC. 12545 SARAH STREET STUDIO CITY, CA 91604	81-2010806	501(C)(3)	7,000.	0.			EDUCATIONAL ASSISTANCE

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
SCHOLARSHIPS/ FINANCIAL AID	188	3,058,359.	0.	N/A	N/A

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

GRANT PROPOSALS ARE REVIEWED BY THE UNIVERSITY'S GRANTMAKING COMMITTEE. IF THE PROPOSAL MEETS THE GRANT GUIDELINES THE COMMITTEE DECIDES ON WHETHER TO FUND THE PROJECT.

SCHOLARSHIPS ARE AWARDED TO THE STUDENTS BASED ON DIFFERENT CRITERIA. THE UNIVERSITY FOLLOWS ALL POLICIES AND REGULATIONS OF FEDERAL AID PROGRAMS WHEN IT AWARDS FINANCIAL AID TO STUDENTS. THE UNIVERSITY REQUIRES THE GRANTEE ORGANIZATIONS TO SUBMIT REPORTS TO SUPPORT THE USE OF GRANT FUNDS.

**SCHEDULE J
(Form 990)**

Compensation Information

OMB No. 1545-0047

2018

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
 ▶ Attach to Form 990.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization **AMERICAN JEWISH UNIVERSITY** Employer identification number **95-1684064**

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|---|
| <input type="checkbox"/> First-class or charter travel | <input checked="" type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

- b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain
- 2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

- 3** Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.
- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

- 4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:
- a** Receive a severance payment or change-of-control payment?
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c** Participate in, or receive payment from, an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

- 5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:
- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.
- 6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:
- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.
- 7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III
- 8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III
- 9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1b	X	
2	X	
4a	X	
4b		X
4c		X
5a		X
5b		X
6a		X
6b		X
7	X	
8		X
9		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2018

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) JEFFREY HERBST PRESIDENT	(i)	212,583.	100,000.	26,923.	11,250.	5,793.	356,549.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) BRADLEY S. ARTSON VP - ZSRS	(i)	119,019.	0.	0.	6,088.	61,890.	186,997.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) ZOFIA YALOVSKY (RETIRED 12/19) VP - FIN, ADMIN & TECH	(i)	202,953.	0.	0.	10,331.	2,006.	215,290.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) JOANNA GERBER (LEFT 3/19) VP - COMMUNICATIONS & MARKETING	(i)	136,351.	0.	0.	6,568.	9,417.	152,336.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) SAMUEL LEVITT (LEFT 6/19) VP - FACILITIES & AUXILIARY SERVICES	(i)	138,865.	0.	0.	7,093.	6,078.	152,036.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) JUDITH FELDMAN DIRECTOR OF ADVANCEMENT	(i)	144,927.	2,308.	0.	7,404.	9,276.	163,915.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) JOSHUA LEVINE - CAMP ALONIM EXECUTIVE DIRECTOR	(i)	132,724.	0.	0.	6,942.	21,129.	160,795.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) ROBERT WEXLER PRESIDENT EMERITUS	(i)	139,360.	0.	168,085.	15,461.	46,280.	369,186.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 1A:

ROBERT WEXLER, PRESIDENT EMERITUS AND BRADLEY ARTSON, VP-ZSRS, RECEIVED A PARSONAGE ALLOWANCE. PARSONAGE IS EXEMPT FROM TAXABLE WAGES AND IS INCLUDED UNDER THE NONTAXABLE BENEFITS SECTION.

PART I, LINE 4A:

AS OF AUGUST 29, 2017, THE UNIVERSITY ENTERED INTO AN AGREEMENT WITH ROBERT WEXLER, THE FORMER PRESIDENT OF THE UNIVERSITY, TO COMPENSATE HIM FOR STEPPING DOWN FROM HIS POSITION EFFECTIVE JUNE 30, 2018. THE UNIVERSITY WILL MAKE POST-EMPLOYMENT PAYMENTS TO HIM EACH PAY PERIOD BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2021. EACH PAYMENT WILL APPROXIMATE HIS SALARY PLUS BENEFITS. THE UNIVERSITY HAS RECORDED A LIABILITY TOTALING APPROXIMATELY \$772,000 AND \$1,065,000 AS OF JUNE 30, 2019 AND 2018, RESPECTIVELY, INCLUDED IN ACCOUNTS PAYABLE.

PART I, LINE 7:

PER EMPLOYMENT CONTRACT, EMPLOYEES MAY RECEIVE EITHER RETENTION BONUS OR SINGING BONUS. FOR RETENTION BONUS, THE BOARD HAS SIGNED CONTRACT FOR CERTAIN SENIOR STAFF AND AGREED TO PAY THEM RETENTION BONUS FOR STAYING

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

TILL JUNE 30, 2019.

SCHEDULE L
(Form 990 or 990-EZ)

Transactions With Interested Persons

OMB No. 1545-0047

2018

Open To Public Inspection

Department of the Treasury
Internal Revenue Service

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.**

▶ **Attach to Form 990 or Form 990-EZ.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Name of the organization

AMERICAN JEWISH UNIVERSITY

Employer identification number

95-1684064

Part I Excess Benefit Transactions (section 501(c)(3), section 501(c)(4), and 501(c)(29) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

1	(a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected?	
				Yes	No

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958 ▶ \$ _____

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$ _____

Part II Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22.

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?		(i) Written agreement?	
			To	From			Yes	No	Yes	No	Yes	No
BRADLEY ARTSON	OFFICER	PERSONAL		X	50,000.	50,000.		X	X		X	
ADRIAN BREITFEL	OFFICER	PERSONAL		X	40,000.	40,000.		X	X		X	
Total						▶ \$	90,000.					

Part III Grants or Assistance Benefiting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance

SEE PART V FOR CONTINUATIONS

**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No. 1545-0047

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

- ▶ Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
- ▶ Attach to Form 990.
- ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization **AMERICAN JEWISH UNIVERSITY** Employer identification number **95-1684064**

Part I Types of Property	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded	X	4	323,558.	FMV
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ()				
26 Other ()				
27 Other ()				
28 Other ()				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement **29**

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		X
b If "Yes," describe the arrangement in Part II.		
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?	X	
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		X
b If "Yes," describe in Part II.		
33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule M (Form 990) 2018

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2018

Open to Public
Inspection

Name of the organization

AMERICAN JEWISH UNIVERSITY

Employer identification number

95-1684064

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

PRINCIPLES.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

OTHER GREAT CIVILIZATIONS OF THE WORLD.

AMERICAN JEWISH UNIVERSITY IS A THRIVING CENTER OF JEWISH RESOURCES AND
TALENT BUILT UPON THE MISSION OF JEWISH LEARNING, CULTURE, ETHICS,
LEADERSHIP AND PEOPLEHOOD.

OUR ROLE AS A LEADERSHIP TRAINING GROUND IS MATCHED BY OUR COMMITMENT
TO PROVIDE THE BROADER COMMUNITY WITH A VARIETY OF SUBSTANTIVE
EDUCATIONAL EXPERIENCES. OUR LECTURES, SYMPOSIA, SPECIAL INSTITUTES,
CENTER FOR CONTINUING EDUCATION CLASSES AND A WIDE ARRAY OF CULTURAL
OFFERINGS ARE ENHANCING THOUSANDS OF INDIVIDUALS' UNDERSTANDING OF
JUDAISM, AND EXPANDING THEIR KNOWLEDGE ABOUT THE HISTORY, TRADITIONS
AND LANGUAGES OF THIS GLORIOUS ANCIENT HERITAGE.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

WHIZIN CENTER:

WHIZIN CENTER IS DEDICATED TO CREATING PROGRAMS TO EXPAND THE BOUNDS OF
INTELLECT, PASSIONS, CREATIVITY, SKILLS, SENSE OF CONNECTION AND
COMMUNITY. THROUGH CLASSES, SEMINARS, LECTURES, WORKSHOPS, TOURS,
EXCITING GUEST SPEAKERS AND THRILLING PERFORMANCES, THE WHIZIN CENTER
OFFERS PROVOCATIVE PROGRAMMING FOR EVERY INTEREST. SERVING OUR
COMMUNITY IS OUR MISSION, PASSION AND PRIVILEGE. OUR PROGRAMS ENRICH SO
MANY LIVES, MEET SO MANY NEEDS, AND TOUCH SO MANY DIFFERENT COMMUNITIES
WITHIN OUR CITY.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990 or 990-EZ) (2018)

832211 10-10-18

Name of the organization

AMERICAN JEWISH UNIVERSITY

Employer identification number

95-1684064

THE PLATT AND BORSTEIN GALLERIES -

PRESENT EXHIBITIONS AND EDUCATIONAL PROGRAMS IN THE VISUAL ARTS.

SELECTED JEWISH AND NON-JEWISH ARTISTS BRING INSIGHT INTO CURRENT

TRENDS AS WELL AS AN HISTORICAL PERSPECTIVE TO COMMUNITY LIFE. THE

GALLERIES PROVIDE A VALUABLE AND NECESSARY AESTHETIC COMPONENT TO THE

EDUCATIONAL GOALS OF AMERICAN JEWISH UNIVERSITY.

EXPENSES \$ 1,970,363. INCLUDING GRANTS OF \$ 252,950. REVENUE \$ 738,412.

STUDENT HOUSING

EXPENSES \$ 332,972. INCLUDING GRANTS OF \$ 0. REVENUE \$ 256,764.

OTHER PROGRAMS:

SUNDAYS IN THE PARK:

SUNDAYS IN THE PARK IS A MONTHLY PROGRAM WHERE THE BRANDEIS-BARDIN

CAMPUS IS OPENED TO THE COMMUNITY TO EXPERIENCE ALL OF THE WONDERFUL

EDUCATIONAL OPPORTUNITIES WE OFFER. HIGHLIGHTS INCLUDE NATURE

PROGRAMMING SUCH AS HIKES AND AQUAPONICS, ANIMAL EDUCATION HIGHLIGHTING

THE CAMPUS' REPTILES, GOATS, CHICKENS AND FISH, HORSEBACK-RIDING,

OUTDOOR COOKING, ART, DANCE, SPORTS, CAMPUS TOURS AND MUCH MORE.

MIKVEH:

THE AJU MIKVEH IS A BATH USED FOR THE PURPOSE OF ACHIEVING RITUAL

PURITY IN JUDAISM. THE UNIVERSITY'S MIKVEH OFFERS THE OPPORTUNITIES FOR

MONTHLY PURITY VISITS, CONVERSIONS, VISITS PRIOR TO RELIGIOUS

CEREMONIES SUCH AS WEDDINGS AND EDUCATIONAL OPPORTUNITIES AROUND THE

PURPOSE AND ASPECTS OF THE MIKVEH.

Name of the organization AMERICAN JEWISH UNIVERSITY	Employer identification number 95-1684064
--	--

EXPENSES \$ 436,746. INCLUDING GRANTS OF \$ 0. REVENUE \$ 298,333.

FORM 990, PART VI, SECTION A, LINE 1:

THE EXECUTIVE COMMITTEE INCLUDES 1) VIRGINIA MAAS, BOARD CHAIR 2) JEFFERY HERBST, PRESIDENT 3) LAWRENCE PLATT, SECRETARY 4) MELISSA BORDY, TREASURER 5) JEROME COBEN, VICE-CHAIR 6) RODNEY FREEMAN, VICE-CHAIR 7) HAROLD MASOR, VICE-CHAIR 8) ZOFIA YARLOVSKI, ASSISTANT TREASURER 9) KEN KAHAN, BOARD MEMBER 10) JEFF LEVINE, BOARD MEMBER 11) FRANK MAAS, BOARD MEMBER 12) KEVIN RATNER, BOARD MEMBER 13) RICHARD SANDLER, BOARD MEMBER 14) DENA SCHECHTER, BOARD MEMBER 15) MICHAL SCHEINBERG, BOARD MEMBER 16) LEONARD SHAPIRO, BOARD MEMBER 17) KEENAN WOLENS, BOARD MEMBER 18) MICHAEL ZIERING, BOARD MEMBER 19) RICHARD ZIMAN, BOARD MEMBER

FORM 990, PART VI, SECTION A, LINE 2:

THE FOLLOWING BOARD MEMBERS HAVE A FAMILY RELATIONSHIP:

FRANCIS S. MAAS AND VIRGINIA MAAS

FORM 990, PART VI, SECTION A, LINE 4:

BYLAWS AMENDMENTS INCLUDE RESTRUCTURING OF COMPOSITION, QUALIFICATION AND AUTHORITY OF GOVERNING BODY'S VOTING MEMBERS, OFFICERS AND COMMITTEES.

FORM 990, PART VI, SECTION B, LINE 11B:

THE FORM 990 IS REVIEWED BY THE AUDIT COMMITTEE. ONCE APPROVED BY THE AUDIT COMMITTEE, THE RETURN IS THEN SENT TO ALL BOARD MEMBERS FOR REVIEW, PRIOR TO BEING FILED.

FORM 990, PART VI, SECTION B, LINE 12C:

THE ORGANIZATION REQUIRES THE OFFICERS/DIRECTORS TO COMPLETE ANNUAL

Name of the organization

AMERICAN JEWISH UNIVERSITY

Employer identification number

95-1684064

STATEMENTS TO INFORM THE ORGANIZATION OF ANY CONFLICT OF INTERESTS THAT MAY EXIST. THE SENIOR VICE PRESIDENT MONITORS THE COMPLIANCE OF THE POLICY. THE ADMINISTRATIVE ASSISTANT OF THE PRESIDENT KEEPS TRACK OF ALL ANNUAL STATEMENTS RECEIVED.

FORM 990, PART VI, SECTION B, LINE 15:

COMPENSATION FOR THE PRESIDENT AND OFFICERS IS REVIEWED BY THE EXECUTIVE COMPENSATION COMMITTEE. INDEPENDENT CONSULTING FIRM PARTICIPATES IN THE EXECUTIVE COMPENSATION COMMITTEE MEETING, PERFORMS RESEARCHES AND PROVIDES RECOMMEDATION TO THE COMMITTEE.

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC ON THEIR WEBSITE AND UPON REQUEST.

FORM 990, PART IX, LINE 11G, OTHER FEES:

OTHER PROFESSIONAL FEES:

PROGRAM SERVICE EXPENSES	1,550,902.
MANAGEMENT AND GENERAL EXPENSES	1,874,321.
FUNDRAISING EXPENSES	82,859.
TOTAL EXPENSES	3,508,082.
TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	3,508,082.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

BAD DEBT EXPENSE	-168,462.
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FORM 990, PART V, LINE 4A:

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Name of the organization **AMERICAN JEWISH UNIVERSITY** Employer identification number **95-1684064**

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
ZSRS FUND, LLC - 20-2587256 15760 VENTURA BLVD., SUITE 801 ENCINO, CA 91436	REAL ESTATE INVESTMENTS	CALIFORNIA	629,665.	12,014,323.	AMERICAN JEWISH UNIVERSITY
AJU BBI HOLDINGS, LLC 15600 MULHOLLAND DRIVE LOS ANGELES, CA 90077	TITLE HOLDING	CALIFORNIA	0.	13,138,563.	AMERICAN JEWISH UNIVERSITY
AJU PEPPERTREE HOLDINGS, LLC 15600 MULHOLLAND DRIVE LOS ANGELES, CA 90077	TITLE HOLDING	CALIFORNIA	0.	1,770,000.	AMERICAN JEWISH UNIVERSITY

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
JEWISH TELEVISION NETWORK - 95-3556298 15600 MULHOLLAND DRIVE LOS ANGELES, CA 90077	TO PROVIDE CULTURAL AND EDUCATIONAL INFORMATION TO THE JEWISH COMMUNITY	CALIFORNIA	501(C)(3)	LINE 7	AMERICAN JEWISH UNIVERSITY	X	
UNIVERSITY OF JUDAISM FOUNDATION - 95-3637239, 15600 MULHOLLAND DRIVE, LOS ANGELES, CA 90077	TO SUPPORT AMERICAN JEWISH UNIVERSITY	CALIFORNIA	501(C)(3)	PF	AMERICAN JEWISH UNIVERSITY	X	

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2018

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
BRANDEIS MUTUAL WATER CO. - 95-2565383 15600 MULHOLLAND DRIVE LOS ANGELES, CA 90077	WATER FACILITY	CA	AJU BBI HOLDINGS, LLC	C CORP	0.	75,000.	100%	X	

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

	Yes	No
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity		X
b Gift, grant, or capital contribution to related organization(s)		X
c Gift, grant, or capital contribution from related organization(s)	X	
d Loans or loan guarantees to or for related organization(s)		X
e Loans or loan guarantees by related organization(s)		X
f Dividends from related organization(s)		X
g Sale of assets to related organization(s)		X
h Purchase of assets from related organization(s)		X
i Exchange of assets with related organization(s)		X
j Lease of facilities, equipment, or other assets to related organization(s)		X
k Lease of facilities, equipment, or other assets from related organization(s)		X
l Performance of services or membership or fundraising solicitations for related organization(s)		X
m Performance of services or membership or fundraising solicitations by related organization(s)		X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)		X
o Sharing of paid employees with related organization(s)	X	
p Reimbursement paid to related organization(s) for expenses		X
q Reimbursement paid by related organization(s) for expenses	X	
r Other transfer of cash or property to related organization(s)		X
s Other transfer of cash or property from related organization(s)		X

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) UNIVERSITY OF JUDAISM FOUNDATION	C	256,986.	FMV
(2)			
(3)			
(4)			
(5)			
(6)			

AMERICAN JEWISH UNIVERSITY
CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED JUNE 30, 2019 AND 2018

AMERICAN JEWISH UNIVERSITY
CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED JUNE 30, 2019 AND 2018

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
American Jewish University

Report on the Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of American Jewish University (a nonprofit educational institution) (the University), which comprise the consolidated statements of financial position as of June 30, 2019 and 2018, and the related consolidated statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the University as of June 30, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

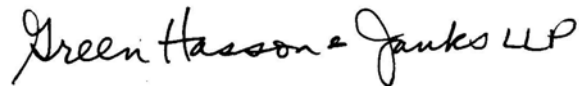
To the Board of Directors
American Jewish University

Other Matters - Supplementary Schedules

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying Schedule of Expenditures of Federal and Nonfederal Awards is presented for purposes of additional analysis as required by the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). The Schedule of Net Assets is also presented for the purpose of additional analysis. The accompanying Schedules of Expenditures of Federal and Nonfederal Awards and Net Assets (collectively, Supplementary Schedules) are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Supplementary Schedules are fairly stated in all material respects in relation to the consolidated financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 20, 2019 on our consideration of the University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the University's internal control over financial reporting and compliance.



December 20, 2019
Los Angeles, California

AMERICAN JEWISH UNIVERSITY

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
June 30, 2019 and 2018

ASSETS	Notes	<u>2019</u>	<u>2018</u>
Cash and Cash Equivalents		\$ 2,708,380	\$ 1,298,078
Investments at Fair Value	3,8	84,117,629	85,763,216
Investment Sales Receivable	3	51,870	423,635
Investment in ZSRS	4	12,005,323	12,255,658
Accounts and Other Receivables (Net)		710,794	447,990
Contributions Receivable (Net)	5	1,499,799	3,563,638
Inventories		148,366	143,811
Prepaid Expenses and Other Assets		666,370	675,944
Property and Equipment (Net)	6	33,787,253	35,007,309
Collections of Art and Literature	2 (l)	-	-
TOTAL ASSETS		<u>\$ 135,695,784</u>	<u>\$ 139,579,279</u>
LIABILITIES AND NET ASSETS			
LIABILITIES:			
Accounts Payable and Accrued Expenses		\$ 5,176,427	\$ 4,774,266
Deferred Revenue		2,343,712	1,992,911
Notes Payable (Net)	7	33,186,189	33,409,243
TOTAL LIABILITIES		40,706,328	40,176,420
NET ASSETS:			
Without Donor Restrictions	10	24,576,233	29,335,348
With Donor Restictions	11	70,413,223	70,067,511
TOTAL NET ASSETS		<u>94,989,456</u>	<u>99,402,859</u>
TOTAL LIABILITIES AND NET ASSETS		<u>\$ 135,695,784</u>	<u>\$ 139,579,279</u>

The Accompanying Notes are an Integral Part of These Consolidated Financial Statements

AMERICAN JEWISH UNIVERSITY

CONSOLIDATED STATEMENT OF ACTIVITIES

Year Ended June 30, 2019

With Summarized Totals for the Year Ended June 30, 2018

	Notes	2019			2018
		Without Donor Restrictions	With Donor Restrictions	Total	Total
REVENUE AND PUBLIC SUPPORT:					
Tuition and Fees (Net of Scholarships and Financial Aid of \$2,753,593)		\$ 2,869,808	\$ -	\$ 2,869,808	\$ 2,569,188
Gifts, Grants and Bequests		4,196,995	2,380,307	6,577,302	6,979,536
Program, Sales and Services		54,408	-	54,408	44,214
Auxiliary Enterprises		6,651,147	-	6,651,147	6,603,446
Investment Income (Net)	3	2,503,695	2,175,658	4,679,353	3,699,071
Income from ZSRS	4	-	629,665	629,665	755,467
Other Income		186,835	5,285	192,120	645,492
Net Assets Released from Purpose Restrictions	11	4,845,203	(4,845,203)	-	-
TOTAL REVENUE AND PUBLIC SUPPORT		21,308,091	345,712	21,653,803	21,296,414
EXPENSES:					
Program Services					
Academic		7,627,849	-	7,627,849	7,993,284
Auxiliary Enterprises		7,846,603	-	7,846,603	7,219,560
Department of Continuing Education		1,962,198	-	1,962,198	2,028,467
Total Program Services		17,436,650	-	17,436,650	17,241,311
Supporting Services					
Management and General		7,511,548	-	7,511,548	7,057,088
Fundraising		1,119,008	-	1,119,008	1,511,855
Total Supporting Services		8,630,556	-	8,630,556	8,568,943
TOTAL EXPENSES		26,067,206	-	26,067,206	25,810,254
CHANGE IN NET ASSETS		(4,759,115)	345,712	(4,413,403)	(4,513,840)
Net Assets - Beginning of Year		29,335,348	70,067,511	99,402,859	103,916,699
NET ASSETS - END OF YEAR		\$ 24,576,233	\$ 70,413,223	\$ 94,989,456	\$ 99,402,859

The Accompanying Notes are an Integral Part of These Consolidated Financial Statements

AMERICAN JEWISH UNIVERSITY

CONSOLIDATED STATEMENT OF ACTIVITIES
Year Ended June 30, 2018

	Notes	2018		Total
		Without Donor Restrictions	With Donor Restrictions	
REVENUE AND PUBLIC SUPPORT:				
Tuition and Fees (Net of Scholarships and Financial Aid of \$2,491,798)		\$ 2,569,188	\$ -	\$ 2,569,188
Gifts, Grants and Bequests		4,807,430	2,172,106	6,979,536
Program, Sales and Services		44,214	-	44,214
Auxiliary Enterprises		6,603,446	-	6,603,446
Investment Income (Net)	3	2,107,740	1,591,331	3,699,071
Income from ZSRS	4	-	755,467	755,467
Other Income		645,492	-	645,492
Net Assets Released from Purpose Restrictions	11	4,275,119	(4,275,119)	-
TOTAL REVENUE AND PUBLIC SUPPORT		21,052,629	243,785	21,296,414
EXPENSES:				
Program Services				
Academic		7,993,284	-	7,993,284
Auxiliary Enterprises		7,219,560	-	7,219,560
Department of Continuing Education		2,028,467	-	2,028,467
Total Program Services		17,241,311	-	17,241,311
Supporting Services				
Management and General		7,057,088	-	7,057,088
Fundraising		1,511,855	-	1,511,855
Total Supporting Services		8,568,943	-	8,568,943
TOTAL EXPENSES		25,810,254	-	25,810,254
CHANGE IN NET ASSETS		(4,757,625)	243,785	(4,513,840)
Net Assets - Beginning of Year		34,092,973	69,823,726	103,916,699
NET ASSETS - END OF YEAR		\$ 29,335,348	\$ 70,067,511	\$ 99,402,859

The Accompanying Notes are an Integral Part of These Consolidated Financial Statements

AMERICAN JEWISH UNIVERSITY

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

Year Ended June 30, 2019

With Summarized Totals at June 30, 2018

	2019							2018 Total
	Program Services				Supporting Services			
	Academic	Auxiliary Enterprises	Department of Continuing Education	Total Program Services	Management and General	Fundraising	Total Expenses	
OPERATING EXPENSES:								
Compensation	\$ 4,146,107	\$ 2,970,376	\$ 594,471	\$ 7,710,954	\$ 3,638,374	\$ 709,639	\$ 12,058,967	\$ 12,526,060
Utilities and Building Maintenance	906,195	1,038,899	68,868	2,013,962	58,578	10,778	2,083,318	2,187,009
Depreciation	894,761	1,025,791	67,999	1,988,551	57,839	10,642	2,057,032	2,336,349
Interest	371,989	369,117	116,529	857,635	472,106	70,070	1,399,811	1,439,485
Insurance	138,568	137,498	43,408	319,474	175,861	26,101	521,436	500,154
Professional Services	333,188	677,892	539,822	1,550,902	2,143,949	82,859	3,777,710	3,306,923
Food Services	64,562	766,469	113,114	944,145	33,461	17,122	994,728	905,678
Supplies and Other Services	772,479	860,561	417,987	2,051,027	931,380	191,797	3,174,204	2,608,596
TOTAL FUNCTIONAL EXPENSES	\$ 7,627,849	\$ 7,846,603	\$ 1,962,198	\$ 17,436,650	\$ 7,511,548	\$ 1,119,008	\$ 26,067,206	\$ 25,810,254

The Accompanying Notes are an Integral Part of These Consolidated Financial Statements

AMERICAN JEWISH UNIVERSITY
CONSOLIDATED STATEMENTS OF CASH FLOWS
Years Ended June 30, 2019 and 2018

	2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in Net Assets	\$ (4,413,403)	\$ (4,513,840)
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities:		
Depreciation	2,057,032	2,336,349
Amortization of Debt Issuance Costs	40,468	41,294
Net Realized and Unrealized (Gains) on Investments	(3,086,552)	(2,457,671)
Change in Value of Liability Under Gift Annuities	990	5,853
Allowance for Doubtful Contributions Receivable	(37,448)	(37,758)
Present Value Discount on Contributions Receivable	(69,741)	(51,465)
Equity in Income from ZSRS	(629,665)	(755,467)
Contributions Restricted for Endowment	(28,814)	(334,448)
Changes in Assets and Liabilities:		
Accounts and Other Receivables	(262,804)	(129,684)
Contributions Receivable	2,171,028	1,862,946
Inventories	(4,555)	(10,557)
Prepaid Expenses and Other Assets	9,574	846,417
Accounts Payable and Accrued Expenses	406,457	998,985
Deferred Revenue	350,801	(22,620)
	NET CASH USED IN OPERATING ACTIVITIES	(3,496,632)
	(3,496,632)	(2,221,666)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property and Equipment	(836,976)	(2,141,952)
Purchase of Investments	(16,743,495)	(17,322,410)
Sale of Investments	21,847,399	20,706,348
Distribution Received from ZSRS	880,000	900,000
	NET CASH PROVIDED BY INVESTING ACTIVITIES	5,146,928
	5,146,928	2,141,986
CASH FLOWS FROM FINANCING ACTIVITIES:		
Contributions Restricted for Endowment	28,814	334,448
Proceeds from Notes Payable	2,260,921	3,158,109
Principal Payments on Notes Payable	(2,524,443)	(4,163,765)
Liability Under Gift Annuities	(5,286)	(7,196)
	NET CASH USED IN FINANCING ACTIVITIES	(678,404)
	(678,404)	(678,404)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	1,410,302	(758,084)
Cash and Cash Equivalents - Beginning of Year	1,298,078	2,056,162
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 2,708,380	\$ 1,298,078
SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION:		
Cash Paid During the Year for Interest	\$ 1,359,343	\$ 1,398,191

The Accompanying Notes are an Integral Part of These Consolidated Financial Statements

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 1 - NATURE OF ORGANIZATION

The American Jewish University (the University) is a nonprofit educational institution built upon the mission of Jewish Learning, Culture, Ethics, Leadership and Peoplehood. The University is accredited by the Western Association of Schools and Colleges (WASC).

The University is the sole member of AJU BBI Holdings LLC and AJU Peppertree Holdings LLC. AJU BBI Holdings LLC, in turn, has a 100% ownership interest in a separate corporation, the Brandeis Mutual Water Company, which was established to protect the water rights for one of the University's campuses, the Brandeis-Bardin campus. There was no activity in these companies for the years ended June 30, 2019 and 2018.

The University is a designated beneficiary of the University of Judaism Foundation (the "Foundation"). The Foundation was established in 1980 by officers of the University to support the University and other public charities, as defined by the Internal Revenue Code. Under the terms of the Foundation's incorporating documents, the University receives a minimum of approximately 35% of the Foundation's annual income. Additional income amounts, as well as the principal of the Foundation, may be received by the University based upon annual designations of the Foundation's members. The University has the ability to control the majority of the board of directors of the Foundation.

The University also has a 100% equity interest in ZSRS Fund, LLC (ZSRS). ZSRS holds notes receivable and a number of minority interests in partnerships that own property in California and Arizona. The University accounts for this investment using the equity method of accounting for investments (See Note 4).

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) PRINCIPLES OF CONSOLIDATION

The accompanying consolidated financial statements include the American Jewish University, AJU BBI Holdings LLC, Brandeis Mutual Water Company, AJU Peppertree Holdings LLC, University of Judaism Foundation, and the Jewish Television Network (collectively, the University). All intercompany transactions and balances have been eliminated upon consolidation.

(b) BASIS OF PRESENTATION

The consolidated financial statements have been prepared on the accrual basis of accounting.

(c) NET ASSETS

Net assets, revenues and support, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

- **Net Assets Without Donor Restrictions.** Net assets available for use in general operations and not subject to donor - imposed restrictions.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(c) NET ASSETS (continued)

- **Net Assets With Donor Restrictions.** Net assets subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

(d) CASH AND CASH EQUIVALENTS

Cash and cash equivalents are short-term, highly liquid investments with maturities of three months or less at the time of purchase. The carrying value of cash and cash equivalents at June 30, 2019 and 2018 approximates its fair value.

The University maintains its temporary cash investments in bank deposit accounts and other investment accounts which, at times, may exceed federally insured limits. The University has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk on cash and cash equivalents.

(e) INVESTMENTS

Investments in marketable securities with readily determinable fair values and all investments in debt securities are reported at fair value. Investments in alternative strategies, for which there is no readily available market, are valued by the University using methods that management believes provide a reasonable estimate of fair value. These methods include initial due diligence and ongoing monitoring by management of investment funds.

Investment purchases and sales are accounted for on a trade-date basis, which resulted in receivables and payables on trades that had not yet settled at the consolidated financial statement date. Realized gains and losses are calculated based upon the underlying cost of the securities traded. Interest and dividend income is recorded when earned. Gains or losses (including investments bought, sold, and held during the year), and interest and dividend income net of investment fees are reflected in the consolidated statement of activities as increases or decreases in net assets without donor restrictions unless their use is restricted by donor stipulations or by law.

Investment securities, in general, are exposed to various risks, such as interest rate, credit, and overall market volatility. Because of the level of risk associated with certain long-term investments, it is reasonably possible that changes in the values of these investments will occur in the near term and that such changes could be material.

The University's investment in the Brandeis Mutual Water Company represents a wholly-owned investment in a separate corporation formed to protect the University's interest in the natural water source attached to a local water district serving the Brandeis-Bardin campus. The investment allows the University to buy its water from the local water district at cost.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) INVESTMENTS (continued)

Brandeis Mutual Water Company has \$75,000 in assets, included in other assets in the consolidated statement of financial position. There was no activity in the company for the years ended June 30, 2019 and 2018.

Investments are made according to the investment policies, guidelines, and objectives adopted by the University's Board of Directors. Market values of such investments are routinely reviewed by the Investment Committee of the Board of Directors.

(f) ACCOUNTS AND OTHER RECEIVABLES

Receivables are recorded when billed or accrued and represent claims against third parties that will be settled in cash. The carrying value of receivables, net of the allowance for doubtful accounts, represents their estimated fair value. The allowance for doubtful accounts is estimated based on historical collection trends, type of customer, the age of outstanding receivables and existing economic conditions. If events or changes in circumstances indicate that specific receivable balances may be impaired, further consideration is given to the collectability of those balances and the allowance is adjusted accordingly. Past due receivable balances are written-off when internal collection efforts have been unsuccessful in collecting the amount due. At June 30, 2019 and 2018, management evaluated the collectability of its receivables and determined that an allowance of \$54,193 for uncollectible receivables was necessary.

(g) CONTRIBUTIONS RECEIVABLE

Unconditional contributions, including pledges and bequests, are recorded at estimated fair value, and recognized as revenues in the period received. The University reports unconditional contributions as restricted support if they are received with donor stipulations that limit the use of the donated assets. Conditional promises to give are not included as support until such time as the conditions are substantially met. At June 30, 2019 and 2018, the University had conditional grants totaling approximately \$209,832 and \$169,418, respectively, restricted for the Master of Arts in Education, Master of Arts in Teaching and Master of Education in Early Childhood Education programs.

In addition, the University had other conditional contributions totaling approximately \$780,000 at June 30, 2018. During October 2018, the University recorded revenue totaling approximately \$780,000 when the related conditions were satisfied.

(h) INVENTORIES

Inventories consist mainly of items held for sale in the University's food service, and are stated at the lower-of-cost or market and accounted for using the first-in, first-out (FIFO) method.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) PROPERTY AND EQUIPMENT

Property and equipment are recorded at cost if purchased or at fair value at the date of donation, if donated. Depreciation is provided on a straight-line basis over the estimated useful lives of the related assets as follows:

Buildings	40 Years
Building Improvements	10 Years
Furniture and Equipment	5 Years
Automotive Equipment	5 Years

Expenditures for repairs and maintenance are charged to operations when incurred while renewals and betterments are capitalized.

(j) DEBT ISSUANCE COSTS

Debt issuance costs are amortized by use of the straight-line method over the anticipated life of the related debt. Debt issuance costs, other than those costs related to line of credit arrangements, are netted against the long-term portion of the corresponding liability as shown in Note 7. The amortization of these costs is included in interest expense.

(k) LONG-LIVED ASSETS

The University reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the book value of the assets may not be recoverable. An impairment loss is recognized when the sum of the undiscounted future cash flows is less than the carrying amount of the asset, in which case a write-down is recorded to reduce the related asset to its estimated fair value. No impairment losses were recognized on long-lived assets during the years ended June 30, 2019 and 2018.

(l) COLLECTIONS OF ART AND LITERATURE

The University's library collection, fine art works and sculpture collection, which were acquired through contributions and purchases, are not recognized as assets on the consolidated statement of financial position. Purchases of collection items are recorded as decreases in unrestricted net assets in the year in which the items are acquired or as temporarily or permanently restricted net assets if the assets used to purchase the items are restricted by donors. Contributed collection items are not reflected on the consolidated financial statements. Proceeds from deaccessions or insurance recoveries are reflected as increases in the appropriate net asset classes. Each of the items is cataloged, preserved, and cared for, and activities verifying their existence and assessing their condition are performed. The collections are subject to a policy that requires deaccessioning proceeds to be used to acquire other items for collections.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(m) GIFT ANNUITIES

The University has received donations of assets in exchange for distributions of a fixed amount for a specific period of time to the donor or other beneficiaries. Assets contributed by donors under gift annuity agreements and controlled by the University are recognized at fair value with a corresponding liability to beneficiaries of the annuity agreements. The excess of the cash received over the present value of the annuity obligation is recorded as contribution revenue on the date the annuity gift is received and the liability is determined. Such liability is calculated as the present value of the estimated future cash flows to be distributed to the income beneficiaries over their expected lives. To the extent the University is entitled, annuity funds are transferred to operations upon the death of the annuitant. The University monitors reserve funds and is in compliance with guidelines specified by the State of California Department of Insurance. The present value of these liabilities amounted to \$28,437 and \$33,723, at June 30, 2019 and 2018, respectively. Amortization of the discount and changes in actuarial assumptions are included in the change in value of the liability under gift annuity agreements in the consolidated statement of activities.

(n) REVENUE RECOGNITION AND DEFERRED REVENUE

Tuition and Fees. Tuition income is recognized as the educational services are provided. Tuition and fees received by the University for semesters or sessions occurring subsequent to June 30, 2019 and 2018 are recorded as deferred revenue. Certain federal grants which the University administers and for which it receives reimbursements are subject to inspection and audit by federal granting agencies. The purpose is to determine whether such funds were used in accordance with their respective guidelines and regulations. The amount of expenditures that may be disallowed by the grantor, if any, cannot be determined at this time. The University expects that such amounts, if any, would not have a significant impact on the consolidated financial position of the University.

Gifts and Grants. Unconditional contributions, including pledges recorded at fair value, are recognized as revenues in the period received. The University reports unconditional contributions as restricted support if they are received with donor stipulations that limit the use of the donated assets. Conditional promises to give are not included as revenue until such time as the conditions are substantially met.

Bequests. Bequests are not recognized as support until all of the following conditions are met: the demise of testator, the amount of the bequest is known, the University is certain that, based on the estate's net assets, the amount bequeathed is realizable and the probate court has declared the will valid.

Auxiliary Enterprises. Fees received in advance for conferences and camps are deferred and recognized as income in the period in which the related conferences and camps are held. Program and service revenues are recognized when the related services have been performed.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(o) ESTIMATED FAIR VALUE OF FINANCIAL INSTRUMENTS

The University has adopted the fair value standard that clarifies that fair value is an exit price, representing the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants. Further, fair value is a market-based measurement that should be determined based on assumptions that market participants would use in pricing an asset or liability. The Financial Accounting Standards Board (FASB) ASC 820 establishes a three-tier hierarchy, which prioritizes the inputs used in measuring fair value as follows:

Level 1 - Observable inputs that reflect quoted prices (unadjusted) for identical assets or liabilities in active markets.

Level 2 - Include other inputs that are directly or indirectly observable in the marketplace.

Level 3 - Unobservable inputs which are supported by little or no market activity.

The fair value hierarchy also requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

For cash and cash equivalents, accounts and other receivables, contributions receivable, prepaid and other assets, accounts payable and accrued expenses, and deferred revenue, the carrying amounts represent a reasonable estimate of fair values due to their short-term maturity. Investments are reflected at estimated fair value as described in Note 3. The carrying value of notes payable approximates its fair value at June 30, 2019 and 2018.

(p) INCOME TAXES

The University is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and the corresponding California provisions.

(q) FUNCTIONAL ALLOCATION OF EXPENSES

The direct costs of providing the University's programs and other activities which are identifiable have been allocated to the related programs or supporting services. Indirect or shared costs are allocated among program and supporting services by the method that best measures the relative degree of benefit.

(r) USE OF ESTIMATES

The preparation of the consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect reported amounts of assets, liabilities, revenues and expenses as of the date and for the period presented. Accordingly, actual results could differ from those estimates.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(s) NEW ACCOUNTING PRONOUNCEMENTS

In May 2014, FASB issued ASU No. 2014-09, *Revenue from Contracts with Customers*, which improves and converges the revenue recognition requirements of accounting principles generally accepted in the United States of America and International Financial Reporting Standards. The ASU replaces the existing accounting standards for revenue recognition with a single comprehensive five-step model, which is intended to provide principles within a single framework for revenue recognition of transactions involving contracts with customers across all industries. The core principle of the guidance is that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The guidance also requires more detailed disclosures to enable users of financial statements to understand the nature, amount, timing, and uncertainty of revenue and cash flows arising from contracts with customers. The guidance has subsequently been amended through a series of ASUs between August 2015 and September 2017 to improve the operability and understandability of the implementation guidance on scope exceptions, and various other narrow aspects, as identified and addressed in such updates. For the University, the ASU and subsequent amendments will be effective for the year ending June 30, 2020.

In February 2016, FASB issued ASU No. 2016-02, *Leases*, which is intended to improve financial reporting about leasing transactions. The new standard will require organizations that lease assets with terms of more than 12 months to recognize on the consolidated statement of financial position the assets and liabilities for the rights and obligations created by those leases. The ASU also will require disclosures to help financial statement users better understand the amount, timing, and uncertainty of cash flows arising from leases. These disclosures include qualitative and quantitative requirements and provide additional information about the amounts recorded in the consolidated financial statements. For the University, the ASU will be effective for the year ending June 30, 2022.

In August 2016, FASB issued ASU No. 2016-14, *Presentation of Financial Statements of Not-for-Profit Entities (Topic 958)*, which is intended to reduce complexity in financial reporting. The ASU focuses on improving the current net asset classification requirements and information presented in financial statements that is useful in assessing a nonprofit's liquidity, financial performance, and cash flows. The University implemented this ASU during the year ended June 30, 2019. As permitted by the ASU, the University elected to omit the analysis of expenses by both natural and functional classification and the disclosures about liquidity and availability of financial resources for the year ended June 30, 2018.

In June 2018, FASB issued ASU No. 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*, which is intended to clarify the accounting guidance for contributions received and contributions made. The amendments in this ASU should assist entities in evaluating whether transactions should be accounted for as contributions (nonreciprocal transactions) within the scope of Topic 958, Not-for-Profit Entities, or as exchange (reciprocal) transactions subject to other guidance. For the University, the ASU will be effective for the year ending June 30, 2020.

(t) RECLASSIFICATION

For comparability, certain June 30, 2018 amounts have been reclassified, where appropriate, to conform with the consolidated financial statement presentation used at June 30, 2019.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS June 30, 2019 and 2018

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(u) SUBSEQUENT EVENTS

The University has evaluated events and transactions occurring subsequent to the consolidated statement of financial position date of June 30, 2019 for items that should potentially be recognized or disclosed in these consolidated financial statements. The evaluation was conducted through December 20, 2019, the date these consolidated financial statements were available to be issued. No such material events or transactions were noted to have occurred, except as otherwise noted in these consolidated financial statements.

NOTE 3 - INVESTMENTS AT FAIR VALUE

Investments at fair value at June 30, 2019 and 2018 consist of the following:

	2019	2018
Mutual Funds - Equity	\$ 40,577,762	\$ 40,555,077
Mutual Funds - Fixed Income	17,845,420	18,369,175
Equity Securities	9,395,063	9,669,599
Corporate Bonds	-	621,950
Israel Bonds	5,000	6,500
Alternative Strategies	16,294,384	16,540,915
<i>TOTAL INVESTMENTS AT FAIR VALUE</i>	\$ 84,117,629	\$ 85,763,216

Investments are generally pooled and managed under various asset diversification strategies, depending upon the specific pool's objectives, and to avoid significant concentrations of market risk. Under the University's endowment spending policy, certain amounts (based on percentage of the investment value of the endowment) are appropriated to support current operations.

At June 30, 2019 and 2018, the University has commitments to make additional capital contributions to invest in the various alternative strategies of \$1,713,601 and \$1,849,149, respectively.

Investments held for gift annuities are segregated and included in mutual funds - fixed income in the above investment schedule. The balance was \$433,975 and \$428,043, at June 30, 2019 and 2018, respectively.

Investment income reflected in the consolidated statement of activities for the years ended June 30, 2019 and 2018 consists of the following:

	2019	2018
Realized Gains	\$ 3,289,360	\$ 5,851,830
Interest and Dividend Income		
Net of Investment Fees	1,592,801	1,241,400
Unrealized Gains (Losses)	(202,808)	(3,394,159)
<i>INVESTMENT INCOME (NET)</i>	\$ 4,679,353	\$ 3,699,071

Investment sales receivable consists of alternative strategies sold with proceeds outstanding at June 30, 2019 and 2018, and totaled \$51,870 and \$423,635, respectively.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS June 30, 2019 and 2018

NOTE 4 – INVESTMENT IN ZSRS

The University holds a 100% equity interest in ZSRS, but is not the managing member and does not have substantive participating or kick-out rights. As of June 30, 2019 and 2018, the University does not control ZSRS, and therefore accounts for its membership interest in ZSRS using the equity method of accounting for investments. The University records its share of ZSRS's income or loss. Distributions received are recorded as a decrease in the carrying value of its investment in ZSRS.

Summarized financial information for ZSRS as of June 30:

	2019	2018
Cash	\$ 117,993	\$ 2,117,245
Notes Receivable	3,136,626	2,532,753
Investments in Partnerships	8,694,925	7,731,253
Other receivables	64,779	-
TOTAL ASSETS	\$ 12,014,323	\$ 12,381,251
Liabilities	\$ 9,000	\$ 125,593
Equity	12,005,323	12,255,658
TOTAL LIABILITIES AND EQUITY	\$ 12,014,323	\$ 12,381,251
Revenues (Net)	\$ 629,665	\$ 790,853
Expenses	-	(35,386)
NET INCOME	\$ 629,665	\$ 755,467

ZSRS has ownership interests ranging from approximately 16% to 38% in ten real estate partnerships. ZSRS accounts for the following partnership interests using the equity method as of June 30:

Partnership	Ownership Percentage	2019 Carrying Value	2018 Carrying Value
10 th Street Ziegler Partnership	16.67%	\$ 295,078	\$ 294,966
29 th Avenue Arizona Partnership	16.67%	182,187	187,014
409 N Genesee LP	21.12%	97,595	98,525
9015 & 9025 Rangely LP	30.21%	443,846	475,056
Santa Maria Industrial Building LLC	16.67%	842,275	832,407
Circle Partnership	37.77%	1,278,688	1,307,270
Glen Development Company	15.96%	1,965,030	1,995,925
Orange Grove Bridge Lenders LP	26.32%	-	480,193
Standard Saybrook Associates	16.67%	708,571	726,339
WPI Properties, Ltd	19.36%	1,304,278	1,333,558
3933 Marathon LP	18.54%	852,377	-
7714 Rosewood LP	38.50%	725,000	-
INVESTMENTS IN PARTNERSHIPS		\$ 8,694,925	\$ 7,731,253

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
June 30, 2019 and 2018

NOTE 4 – INVESTMENT IN ZSRS (continued)

ZSRS holds the following promissory notes receivable at June 30:

	2019	2018
Promissory note collateralized by a second priority deed of trust from Cabrillo Partnership LP in the amount of \$1,250,000. The note has a fixed interest rate of 4.5% and matures on January 15, 2027. Interest only of \$4,688 is payable monthly and principal is payable on maturity date.	\$ 1,250,000	\$ -
Promissory note collateralized by a deed of trust from 1341 S Burnside LP in the amount of \$1,700,000. The note has a fixed interest rate of 7% and was repaid in full on October 25, 2018. Interest is payable quarterly and principal is payable on maturity date.	-	1,700,000
Promissory note collateralized by a deed of trust from Circle Partnership in the amount of \$1,595,636. The note has a fixed interest rate of 5.5% and matures on December 31, 2020. Terms of the note require monthly interest-only payments of \$2,992.	652,753	652,753
Promissory note collateralized by two second priority deeds of trust from S&D Reissman in the original principal amount of \$1,080,000. The note has a fixed interest rate of 7% and matures on March 31, 2020.	878,873	-
Promissory note collateralized by a deed of trust in the amount of \$180,000. The amended note has a fixed interest rate of 4.5% and matures on January 15, 2027. Interest is payable monthly and principal is payable on maturity date.	180,000	180,000
Promissory note from 7714 Rosewood LP in the original principal amount of \$175,000. The note has a fixed interest rate of 5% and matured on November 30, 2019. Interest and principal payable at maturity	175,000	-
<i>TOTAL NOTES RECEIVABLE</i>	\$ 3,136,626	\$ 2,532,753

The future maturity of notes receivable at June 30, 2019 is as follows:

Years Ending June 30

2020	\$ 1,053,873
2021	652,753
2022	-
2023	-
2024	-
Thereafter	1,430,000
<i>TOTAL</i>	\$ 3,136,626

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS June 30, 2019 and 2018

NOTE 5 - CONTRIBUTIONS RECEIVABLE

Contributions receivable at June 30 are due to be received as follows:

	2019	2018
Due in 1 Year	\$ 1,059,200	\$ 1,932,028
Due in 2-5 Years	392,800	1,592,800
Due in over 5 Years	116,200	214,400
TOTAL	1,568,200	3,739,228
Less:		
Allowance for Doubtful Contributions Receivable	(36,837)	(74,285)
Discount to Reflect Present Value of Contributions Receivable (Discount Rates Ranging from 0.19% to 2.61%)	(31,564)	(101,305)
TOTAL CONTRIBUTIONS RECEIVABLE (NET)	\$ 1,499,799	\$ 3,563,638

NOTE 6 - PROPERTY AND EQUIPMENT

Property and equipment at June 30 consist of the following:

	2019	2018
Land	\$ 5,169,104	\$ 5,169,104
Buildings and Improvements	73,085,736	72,997,085
Furniture and Equipment	5,628,544	5,491,217
Automotive Equipment	178,158	155,425
Construction in Progress	815,395	227,130
TOTAL	84,876,937	84,039,961
Less: Accumulated Depreciation	(51,089,684)	(49,032,652)
PROPERTY AND EQUIPMENT (NET)	\$ 33,787,253	\$ 35,007,309

Depreciation expense for the years ended June 30, 2019 and 2018 was \$2,057,032 and \$2,336,349, respectively.

Construction in progress at June 30, 2019 pertains to (i) University campus perimeter fence and security systems and (ii) the Camp Alonim master plan for reconstructing and revamping the campsite. The University estimates that the cost to complete the campus perimeter fence and security systems is approximately \$146,000, with an estimated completion date of December 31, 2019. The Camp Alonim master plan was completed as of June 30, 2019, but constitutes a preliminary phase prior to construction. Currently, due to its preliminary nature, the University is unable to reliably estimate the cost to complete or the completion date of the campsite construction.

Buildings and improvements include the two campuses in Los Angeles and Simi Valley, California.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS June 30, 2019 and 2018

NOTE 7 - NOTES PAYABLE

The University is obligated under the following borrowing arrangements at June 30:

	2019	2018
\$31,500,000 Mortgage Loan from a Financial Institution with an Initial Interest Rate of 4% Per Annum, Amortized Over 30 Years. The Initial Maturity date of August 1, 2025 may be Extended for (i) 5 Years with an Annual Interest Rate of the 10 Year Constant Maturity Treasury (CMT) Rate Plus 1.8% or 3.75%, whichever is the higher; or (ii) 10 Years with an Annual Interest Rate of the 10 Year CMT Rate Plus 2% or 4%, whichever is the higher. Principal and Interest Payments of \$151,640 are Due Monthly and a Balloon Payment is Due upon Final Maturity. The Mortgage Loan is Collateralized by Certain Assets of the University	\$ 29,303,707	\$ 29,869,376
\$10,120,999 Line of Credit with a Financial Institution, Collateralized by Investments; Interest at the Financial Institution's base rate less 4.25%; Due on Demand. The credit extension limit fluctuates daily with the loanable value of the pledged securities	4,010,921	3,508,109
Note Payable to a Financial Institution; Principal and Interest Due Monthly at 4%; Secured by Land and Buildings; Maturing on July 16, 2024	97,911	198,576
Note Payable to the University of Judaism Foundation; Interest Due Quarterly at 1% below the Prime Rate; Due on Demand; Uncollateralized	-	100,000
TOTAL NOTES PAYABLE	33,412,539	33,676,061
Less: Unamortized Debt Issuance Costs	(226,350)	(266,818)
TOTAL NOTES PAYABLE (NET)	\$ 33,186,189	\$ 33,409,243

The notes payable maturity schedule is as follows:

Years Ending June 30	
2020	\$ 4,748,644
2021	669,490
2022	697,152
2023	725,956
2024	753,024
Thereafter	25,818,273
	33,412,539
Less: Unamortized Debt Issuance Costs	(226,350)
TOTAL	\$ 33,186,189

The Financial Institution's base rate was 7.75% and 7.25% at June 30, 2019 and 2018, respectively.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 7 - NOTES PAYABLE (continued)

The notes payable contain certain covenants and restrictions including the maintenance of a loan-to-value ratio of 70%.

Interest expense incurred on these notes amounted to \$1,399,811 and \$1,439,485, for the years ended June 30, 2019 and 2018, respectively. Included in interest expense is amortization of debt issuance costs of \$40,468 and \$41,294 for the years ended June 30, 2019 and 2018, respectively.

NOTE 8 - FAIR VALUE MEASUREMENTS

The University has implemented an accounting standard for those assets (and liabilities) that are re-measured and reported at fair value at each reporting period. This standard establishes a single authoritative definition of fair value, sets out a framework for measuring fair value based on inputs used, and requires additional disclosures about fair value measurements. This standard applies to fair value measurements already required or permitted by existing standards.

In general, fair values determined by Level 1 inputs utilize quoted prices (unadjusted) in active markets for identical assets (or liabilities). Fair values determined by Level 2 inputs utilize data points that are observable such as quoted prices, interest rates and yield curves. Fair values determined by Level 3 inputs are unobservable data points for the asset (or liability) and include situations where there is little, if any, market activity for the asset (or liability).

The following tables present information about the University's assets and liabilities that are measured at fair value on a recurring basis at June 30, 2019 and 2018 and indicate the fair value hierarchy of the valuation techniques utilized to determine such fair value:

	Year Ended June 30	Fair Value Measurements Using			
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Net Asset Value Per Share or its Equivalent (NAV)
2019:					
Mutual Funds - Equity	\$ 40,577,762	\$ 40,577,762	\$ -	\$ -	\$ -
Mutual Funds - Fixed Income	17,845,420	17,845,420	-	-	-
Equity Securities	9,395,063	9,395,063	-	-	-
Israel Bonds	5,000	-	5,000	-	-
Alternative Strategies	16,294,384	-	-	-	16,294,384
TOTAL INVESTMENTS AT FAIR VALUE	\$ 84,117,629	\$ 67,818,245	\$ 5,000	\$ -	\$ 16,294,384
Liability Under Gift Annuities	\$ 28,437	\$ -	\$ -	\$ 28,437	\$ -
TOTAL LIABILITIES AT FAIR VALUE	\$ 28,437	\$ -	\$ -	\$ 28,437	\$ -

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS June 30, 2019 and 2018

NOTE 8 - FAIR VALUE MEASUREMENTS (continued)

	Year Ended June 30	Fair Value Measurements Using			Net Asset Value Per Share or its Equivalent (NAV)
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	
2018:					
Mutual Funds - Equity	\$ 40,555,077	\$ 40,555,077	\$ -	\$ -	\$ -
Mutual Funds - Fixed Income	18,369,175	18,369,175	-	-	-
Equity Securities	9,669,599	9,669,599	-	-	-
Corporate Bonds	621,950	-	621,950	-	-
Israel Bonds	6,500	-	6,500	-	-
Alternative Strategies	16,540,915	-	-	-	16,540,915
TOTAL INVESTMENTS AT FAIR VALUE	\$ 85,763,216	\$ 68,593,851	\$ 628,450	\$ -	\$ 16,540,915
Liability Under Gift Annuities	\$ 33,723	\$ -	\$ -	\$ 33,723	\$ -
TOTAL LIABILITIES AT FAIR VALUE	\$ 33,723	\$ -	\$ -	\$ 33,723	\$ -

The fair values of marketable securities within Level 1 were obtained based on quoted market prices at the closing of the last business day of the fiscal year.

The bonds within Level 2 were valued at fair value by discounting the related cash flows based on current yields of similar instruments with comparable durations considering the credit-worthiness of the issuer.

Investments valued at NAV are invested in a number of strategies including, but not limited to, emerging market, publicly traded equities, fixed income, commodity and currency trading. Investments are valued using the NAV provided by the fund managers, which is based on the value of underlying investments within the funds. All lock-up periods on the funds have expired and redemptions can be made monthly, daily, or quarterly. Unfunded commitments at June 30, 2019 and 2018 were \$1,713,601 and \$1,849,149, respectively.

The fair value of the liability under gift annuities within Level 3 was determined as described in Note 2(m).

The University recognizes transfers at the beginning of each reporting period. Transfers between Level 1 and 2 investments generally relate to whether a market becomes active or inactive. There were no transfers between Level 1 and 2 investments for the years ended June 30, 2019 and 2018. Transfers between Level 2 and 3 investments relate to whether significant relevant observable inputs are available for the fair value measurement in their entirety and when redemption rules become more or less restrictive. There were no transfers between Level 2 and 3 investments for the years ended June 30, 2019 and 2018.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS June 30, 2019 and 2018

NOTE 8 - FAIR VALUE MEASUREMENTS (continued)

Changes in Level 3 measurements for the years ended June 30 are as follows:

	Fair Value Measurements Using Significant Unobservable Inputs (Level 3) - Liability Under Gift Annuities	
	2019	2018
Beginning Balance	\$ 33,723	\$ 35,066
Additions/Subscriptions	-	-
Payments/Settlements	(6,276)	(7,196)
Change in Value	990	5,853
<i>ENDING BALANCE</i>	<i>\$ 28,437</i>	<i>\$ 33,723</i>

NOTE 9 - COMMITMENTS AND CONTINGENCIES

In the ordinary course of conducting its business, the University may become involved in various lawsuits. Some of these proceedings may result in judgments being assessed against the University which, from time to time, may have an impact on its change in net assets. The University does not believe that these proceedings, individually or in the aggregate, are material to the accompanying consolidated financial statements.

NOTE 10 - NET ASSETS WITHOUT DONOR RESTRICTIONS

Net assets without donor restrictions consist of undesignated amounts totaling \$24,576,233 and \$29,335,348, at June 30, 2019 and 2018, respectively.

NOTE 11 - NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions consist of the following at June 30:

	2019	2018
Endowment Funds	\$ 22,521,050	\$ 22,105,188
General Fund	4,671,684	4,809,381
Gift Annuities	464,053	445,802
Property and Equipment Fund	3,495,084	3,022,266
Other Funds	39,261,352	39,684,874
<i>TOTAL NET ASSETS WITH DONOR RESTRICTIONS</i>	<i>\$ 70,413,223</i>	<i>\$ 70,067,511</i>

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 11 - NET ASSETS WITH DONOR RESTRICTIONS (continued)

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose or by occurrence of the passage of time or other events specified by the donors as follows for the years ended June 30:

	2019	2018
Endowment Funds	\$ 623,832	\$ 648,856
General Fund	446,690	371,849
Gift Annuities	3,847	-
Property and Equipment Fund	1,053,756	300,000
Other Funds	2,717,078	2,954,414
<i>TOTAL NET ASSETS RELEASED FROM DONOR RESTRICTIONS</i>	\$ 4,845,203	\$ 4,275,119

NOTE 12 - ENDOWMENTS

Endowment funds are established by donor-restricted gifts and bequests to either provide a permanent endowment, which is to provide a permanent source of income to the University, or a term endowment, which is to provide income for a specified period to the University.

The University's management understands California State law as (1) requiring the preservation of the fair value of the original gifts as of the gift date of the donor restricted endowment funds, absent donor stipulations to the contrary and (2) allowing the spending of income and gains on permanently restricted endowments, absent explicit donor stipulations that all or a portion of such gains be maintained in perpetuity. The University therefore appropriates for expenditure or accumulates so much of an endowment fund as the Board determines is prudent for the uses, benefits, purposes and duration for which the endowment fund is established.

In making a determination to appropriate or accumulate, the Board of Directors acts in good faith and with care that an ordinary prudent person in a like position would exercise under similar circumstances, keeping in mind the continued existence of the program the gift was intended to support.

The University's investment objectives are to provide the University with a rate of growth equal to or exceeding the University's annual draw rate or the rate of inflation, whichever is higher. The endowment assets are to be invested as a balanced portfolio consisting of equity, fixed income, cash equivalent securities and other assets with due regard to preservation and growth of principal.

The University's spending policy is designed to provide for positive growth in the market value of its endowment, net of distributions, over an extended period of time. In establishing this policy, the Board of Directors considered the long-term expected return of the endowment investment pool and the goal of maintaining the purchasing power of the endowment assets. Over the long term, the current spending policy is designed to return a net positive gain in market value (growth) after spendable transfers. The annual rate for spendable transfers, distributed quarterly, is decided on by the Board of Directors. For the years ended June 30, 2019 and 2018, this rate was on average 4.8% to 5.2%, and 4.8% to 5.0%, respectively, of each endowment's spending base. The spending base is calculated by using a 3-year average market value of each endowment's investments.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS June 30, 2019 and 2018

NOTE 12 – ENDOWMENTS (continued)

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor requires the University to retain as a fund of perpetual duration. There were no deficiencies of this nature at June 30, 2019 and 2018.

	Without Donor Restrictions	With Donor Restrictions	Total
Changes in Endowment Net Assets for the Year Ended June 30, 2019			
Endowment Net Assets -			
Beginning of Year	\$ -	\$ 22,105,188	\$ 22,105,188
Contributions	-	316,774	316,774
Investment Income	-	722,920	722,920
Appropriation of Endowment Assets for Expenditure	-	(623,832)	(623,832)
	<u>-</u>	<u>(623,832)</u>	<u>(623,832)</u>
ENDOWMENT NET ASSETS - END OF YEAR	\$ -	\$ 22,521,050	\$ 22,521,050
Changes in Endowment Net Assets for the Year Ended June 30, 2018			
Endowment Net Assets -			
Beginning of Year	\$ -	\$ 22,193,737	\$ 22,193,737
Contributions	-	46,488	46,488
Investment Income	-	513,819	513,819
Appropriation of Endowment Assets for Expenditure	-	(648,856)	(648,856)
	<u>-</u>	<u>(648,856)</u>	<u>(648,856)</u>
ENDOWMENT NET ASSETS - END OF YEAR	\$ -	\$ 22,105,188	\$ 22,105,188

NOTE 13 - PENSION PLANS

The University has a defined contribution pension plan covering substantially all of its full-time executives and employees. The plan is fully funded currently by payments to the various plan trustees. Payments to the plan totaled \$252,612 and \$246,812 for the years ended June 30, 2019 and 2018, respectively.

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 14 - RELATED PARTY TRANSACTIONS

As of August 29, 2017, the University entered into an agreement with the former president of the University (the Former President) to compensate the Former President for stepping down from his position effective June 30, 2018. The University will make post-employment payments to the Former President each pay period beginning July 1, 2018 and ending June 30, 2021. Each payment will approximate the Former President's salary plus benefits. The University has recorded a liability totaling approximately \$772,000 and \$1,065,000 as of June 30, 2019 and 2018, respectively, included in accounts payable.

During the year ended June 30, 2018, the Foundation distributed \$11,000 to the University. At June 30, 2018, included in notes payable (see Note 7) is a \$100,000 loan by the Foundation to the University. The Foundation was consolidated into these consolidated financial statements for the year ending June 30, 2019.

As of June 30, 2019, included in accounts and other receivables is a note receivable of \$50,000 due from a Vice President. The note is unsecured, bearing interest of 2.42% per annum, principal and interest payable on or before July 15, 2019. Interest income on the note totaled \$1,065 for the year ended June 30, 2019. The note was repaid in full on July 15, 2019.

As of June 30, 2019, included in accounts and other receivables is a note receivable of \$40,000 due from another Vice President. The note is unsecured, bearing interest of 2.37% per annum, principal and interest payable on or before May 31, 2020. Interest income on the note totaled \$82 for the year ended June 30, 2019.

NOTE 15 - LIQUIDITY AND AVAILABILITY OF FINANCIAL RESOURCES

The total financial assets held by the University at June 30, 2019 and the amounts of those financial assets that could be made available for general expenditures within one year of the date of the consolidated statement of financial position are summarized in the following table:

Financial Assets at June 30, 2019	
Cash and Cash Equivalents	\$ 2,708,380
Investments at Fair Value	84,117,629
Investment Sales Receivable	51,870
Accounts and Other Receivables (Net)	710,794
Contributions Receivable (Net)	<u>1,499,799</u>
TOTAL FINANCIAL ASSETS	
AT JUNE 30, 2019	89,088,472
Less Amounts Not Available to Be Used	
within One Year, Due to:	
Donor-Imposed Restrictions:	
Funds Held with Purpose Restrictions, Excluding	
Restricted ZSRF Funds of \$12,005,323	57,303,700
Pledges Restricted by Purpose or Time	<u>1,104,200</u>
FINANCIAL ASSETS AVAILABLE TO MEET	
GENERAL EXPENDITURES WITHIN ONE YEAR	<u>\$ 30,680,572</u>

AMERICAN JEWISH UNIVERSITY

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2019 and 2018

NOTE 15 - LIQUIDITY AND AVAILABILITY OF FINANCIAL RESOURCES (continued)

The University regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. As part of the University's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

The University has various sources of liquidity at its disposal, including cash and cash equivalents, marketable debt and equity securities, and \$6,110,078 available on a line of credit as of June 30, 2019. For purposes of analyzing resources available to meet general expenditures over a 12-month period, the University considers pledges restricted by time only and expected to be collected in the next fiscal year as available for general expenditures.

AMERICAN JEWISH UNIVERSITY
SUPPLEMENTARY SCHEDULE
YEAR ENDED JUNE 30, 2019

AMERICAN JEWISH UNIVERSITY

SCHEDULE OF EXPENDITURES OF FEDERAL AND NONFEDERAL AWARDS
June 30, 2019

	Passed through Grantor's Number	Contract and/or Federal CFDA Number	Disbursements or Expenditures
FEDERAL AWARDS			
Agency/Program Grant Title			
MAJOR AWARDS			
U.S. Department of Education			
Federal Supplemental Educational Opportunity Grants (FSEOG)	-	84.007	\$ 11,813
Federal Direct Student Loans (DIRECT LOAN)	-	84.268	1,754,571
Federal Work-Study Program (FWS)	-	84.033	32,263
Federal Pell Grant Program (PELL)	-	84.063	<u>162,872</u>
TOTAL U.S. DEPARTMENT OF EDUCATION			<u>1,961,519</u>
TOTAL FEDERAL AWARDS			1,961,519
STATE AND LOCAL AWARDS			
California Student Aid Commission			
(Cal Grant)	-	-	<u>115,989</u>
TOTAL STATE AND LOCAL AWARDS			<u>115,989</u>
TOTAL FEDERAL AND NONFEDERAL AWARDS			<u><u>\$ 2,077,508</u></u>

Summary of Significant Accounting Policies

1. Basis of Accounting - The Schedule of Expenditures of Federal and Nonfederal Awards has been reported on the accrual basis of accounting.
2. American Jewish University is exempt from income taxation under Internal Revenue Code Section 501(c)(3) and California Revenue Taxation Code Section 23701d.
3. American Jewish University did not elect to use the 10% de minimis cost rate.
4. American Jewish University has not provided any awards to subrecipients from the federal expenditures presented in this Schedule

See Independent Auditor's Report

AMERICAN JEWISH UNIVERSITY

SCHEDULE OF NET ASSETS*
Years Ended June 30, 2019 and 2018

	2019			2018		
	Temporarily Restricted	Permanently Restricted	Total with Donor Restrictions	Temporarily Restricted	Permanently Restricted	Total with Donor Restrictions
NET ASSETS WITH DONOR RESTRICTIONS*:						
Endowment Funds	\$ 931,247	\$ 21,589,803	\$ 22,521,050	\$ 936,680	\$ 21,168,508	\$ 22,105,188
General Fund	4,671,684	-	4,671,684	4,809,381	-	4,809,381
Gift Annuities	464,053	-	464,053	445,802	-	445,802
Property and Equipment Fund	3,495,084	-	3,495,084	3,022,266	-	3,022,266
Other Funds	39,261,352	-	39,261,352	39,684,874	-	39,684,874
TOTAL NET ASSETS WITH DONOR RESTRICTIONS	\$ 48,823,420	\$ 21,589,803	\$ 70,413,223	\$ 48,899,003	\$ 21,168,508	\$ 70,067,511

	2019			2018		
	Temporarily Restricted	Permanently Restricted	Total with Donor Restrictions	Temporarily Restricted	Permanently Restricted	Total with Donor Restrictions
RELEASES FROM NET ASSETS WITH DONOR RESTRICTIONS*:						
General Endowment Funds	\$ (623,832)	\$ -	\$ (623,832)	\$ (648,856)	\$ -	\$ (648,856)
General Fund	(446,690)	-	(446,690)	(371,849)	-	(371,849)
Gift Annuities	(3,847)	-	(3,847)	-	-	-
Property and Equipment Fund	(1,053,756)	-	(1,053,756)	(300,000)	-	(300,000)
Other Funds	(2,717,078)	-	(2,717,078)	(2,954,414)	-	(2,954,414)
TOTAL RELEASES FROM NET ASSETS WITH DONOR RESTRICTIONS	\$ (4,845,203)	\$ -	\$ (4,845,203)	\$ (4,275,119)	\$ -	\$ (4,275,119)

* Without Adoption of ASU 2016-14, Presentation of Financial Statements of Not-for-Profit Entities

See Independent Auditor's Report