



2016/2017

Annual Report

From the Dean

Dear friends,

As we close one academic year and begin another, the UBC Sauder community finds itself facing a challenge: How do we build a more just, sustainable and prosperous world?

As this Annual Report showcases, UBC Sauder is addressing this challenge by instilling in our students a deep sense of rigour, respect and responsibility. These qualities play out in how we provide students with real-world experiences to set them up for career success, and in how we create an environment that enables students to become the thoughtful, values-driven leaders that our society needs—and deserves.

The past 12 months have been a busy but productive year for UBC Sauder. Not only did we launch new Master of Business Analytics and Professional MBA programs, but the Robert H. Lee Graduate School also welcomed its first cohort of students who are set to complete the Masters component of the unique—and highly successful—dual Bachelor + Master of Management degree program.

We took our first steps into online degree education through MicroMasters in Management, available on the edX platform, and expanded our partnerships with Yale, Berkeley and the other schools in the Global Network for Advanced Management. In the Global Immersion Experience program, MBA students were once again challenged to advise on business problems at organizations across the globe, from Bangalore and London to Santiago and Tokyo, while back at home, we welcomed 14 new full-time faculty members to the school.

Our BCom students are increasingly engaged in experiential learning through their course projects working with companies and not-for-profits to help provide solutions to real-world problems. In addition to participating in many case competitions around the world, students partnered with the Musqueam First Nation to create a case study that challenged four dozen of the world's best undergraduate business students at the annual Sauder Summit Global Case Competition.

But perhaps most importantly, 2016/17 witnessed the launch of the very successful and highly impactful Creative Destruction Lab - West, a joint venture between UBC Sauder and the Rotman School of Management at the University of Toronto. CDL - West is a highly collaborative milestone-based accelerator program designed to help new science-based ventures scale their operations. By providing founders with expertise and judgment from successful entrepreneurs—coupled with venture capital from passionate investors—the program aims to support the development of a post-resource economy in British Columbia and Canada. In addition, the experience it provides in the realm of innovation is not only extremely valuable to the ventures involved, but it also benefits our mentors, investors, students and partners across UBC and Canada.

I extend my sincere thanks to our community of faculty, staff, alumni, students and stakeholders for all you've done, and all you continue to do, to bring this vision to life.

Robert Helsley
Dean, UBC Sauder School of Business
Grosvenor Professor of Cities, Business Economics and Public Policy

A portrait of Robert Helsley, a middle-aged man with glasses, wearing a dark blue suit, white shirt, and a patterned tie. He is smiling and has his hands clasped in front of him. The background is a light blue wall with a dark blue geometric overlay on the right side.

“What more might yet be possible if we choose to focus our efforts now on how business excellence can best serve the public interest?”

Robert Helsley
Dean, UBC Sauder School of Business
Grosvenor Professor of Cities,
Business Economics and
Public Policy

Shaping the way business is done

Advancing Business

Research impact

#1

**UNIVERSITY IN CANADA FOR
BUSINESS & ECONOMICS**

– Times Higher Education World
University Rankings 2016–2017

#16

**IN NORTH AMERICA FOR
BUSINESS RESEARCH
EXCELLENCE**

– QS Top 250 Business Schools
Report 2017

#11

**UNIVERSITY IN THE WORLD
FOR ACCOUNTING AND
FINANCE**

– Times Higher Education World
University Rankings 2016–2017

**RESEARCH FUNDING IN 2017 FROM MAJOR
CANADIAN FEDERAL GRANT PROGRAMS**

\$3,525,896

Bridging research and industry



DEEPENING KNOWLEDGE

Professor Izak Benbasat's huge contribution to the field of Management Information Systems (MIS) led to his recognition as the most prolific author in the top three MIS journals.



REDUCING HARMFUL IMPACTS

The Clear Seas Centre for Responsible Marine Shipping commissioned Professor Trevor Heaver to study oil spill response in leading ports around the world to help improve the practices of Canadian ports.



MAKING CITIES MORE RESILIENT

UBC Sauder MBAs partnered with the District of West Vancouver to solve the district's "urban challenges" and make it more resilient in the face of rapid change.

Recognition for outstanding research



TRANSFORMING CONCEPTUAL MODELLING

Professor Emeritus Yair Wand won the prestigious Peter P. Chen Award in recognition of his groundbreaking contribution to the field of conceptual modelling.



IMPROVING ORGANIZATIONAL EFFICIENCY

Professor Daniel Skarlicki was named as a Fellow in the Society for Industrial and Organizational Psychology in recognition of his work aimed at improving organizational efficiency and workplace conditions.

PROFESSOR SKARLICKI'S IMPACT ON MANAGEMENT

Professor Daniel Skarlicki's research was also recognized with UBC Sauder's Research Excellence Award, senior category. A renowned leader in the area of organizational justice, he has also made substantial contributions to the study of leadership, business ethics, retaliatory behaviour and customer mistreatment.



TRACKING INFORMATION TRANSMISSION

Associate Professor Jennifer Brown earned UBC Sauder's Research Excellence Award, junior category, for her influential research into two areas of economics: auctions and personnel economics, particularly into how information is transmitted across markets.

Putting ethics first

The Peter P. Dhillon Centre for Business Ethics is the first of its kind in Canada. It takes a comprehensive approach to the study, teaching and promotion of business ethics. In its first year of operation, the Centre made great strides toward its aims of becoming a global research hub for business ethics. This included hiring Executive Director Christie Stephenson, setting up an advisory board, and engaging with students, academics and the business community.



"A lot of business leaders are really good people and they are faced every

day with very complex issues. It is my belief that the centre will provide the tools that these leaders need to make ethical decisions."

Peter Dhillon

CEO of the Richberry Group of Companies

New faculty

UBC Sauder's research excellence and innovative teaching continues to attract world-class faculty from around the globe.

LISA CAVANAUGH

Associate Professor
Marketing and Behavioural Science

MARY CHONG

Full-Time Lecturer
Accounting and Information Systems

DAVID CLOUGH

Assistant Professor
Organizational Behaviour and Human Resources (OBHR) - Entrepreneurship

BARBARA COX

Full-Time Lecturer
Law and Business Communications

DARREN DEGRAAF

Full-Time Lecturer
Finance

MICHAEL KIM

Assistant Professor
Operations and Logistics

GENE MOO LEE

Assistant Professor
Accounting and Information Systems

CAREN LOMBARD

Full-Time Lecturer
Finance

ZORANA SVEDIC

Full-Time Lecturer
Organizational Behaviour and Human Resources (OBHR)

RAJESH VIJAYARAGHAVAN

Assistant Professor
Accounting and Information Systems

YANWEN WANG

Assistant Professor
Marketing and Behavioural Science

BICHENG YANG

Assistant Professor
Marketing and Behavioural Science

LINGTAO YU

Assistant Professor
Organizational Behaviour and Human Resources (OBHR)

XIN ZHENG

Assistant Professor
Accounting and Information Systems

Creating an environment that enables students to develop into thoughtful, values-driven leaders

Enhancing Experience



Building a community of success

The **Commerce Undergraduate Society (CUS)** and the **MBA Society** provide a range of services and clubs that help to enhance students' education and life experiences while at UBC Sauder.



"We understand that your student experience shouldn't be one size fits all. This year, the Commerce Undergraduate Society is focusing on the quality of diverse experiences for students. Together, we can keep building our one-of-a-kind community here at UBC Sauder."

Daphne Tse

President, Commerce Undergraduate Society (CUS)



The UBC Sauder Social Entrepreneurship program pairs UBC Sauder students with Strathmore University students in Kenya. Together, they mentor young, aspiring entrepreneurs in two of Nairobi's largest urban slums. This year's program saw the largest UBC teaching group, with 16 students, as well as a record 95 Kenyan participants, receiving their certificates.



MAJOR TEACHING AWARD

Full-time lecturer Ellen McIntosh won the 2016/17 UBC Killam Prize for outstanding contributions to UBC Sauder School undergraduate teaching.



ALUMNI TALKING STICK AWARD

UBC Sauder continues to recognize faculty members who give students the richest learning experiences. The school awarded Full Professor Harish Krishnan the 2016/2017 Sauder Alumni Talking Stick Award for his significant contributions to UBC Sauder's professional master's programs in Operations Research and Business Analytics.

Creating a great student experience

Encouraging leadership

Sauder Unlimited, a one-day conference for students in leadership positions within the school, ran for its third year in May 2017, with a record 130 attendees.

Leading with Confidence launched in July 2017. Through readings, workshops, one-on-one leadership coaching, and Emotional Quotient assessments, this exclusive new program will give students the skills and confidence to effectively lead themselves, their groups and their communities.

Fostering success

Peer Assisted Study Sessions, an academic service that supports students through historically difficult first year courses. Led by academically successful student leaders, PASS provides daily small-group learning sessions to help students break down complex course material and improve their understanding through practice and peer support.

Academic Success Coaching Students can meet one on one with a senior UBC Sauder student to discuss any aspect of their academic life and to get tips on how to succeed in coursework, classes and time at UBC.

In competition

UBC Sauder students won the first provincial **Chartered Financial Analyst Ethics Challenge** in April 2017. The competition involved analyzing financial cases through the lens of the CFA Code of Ethics and presenting findings to a panel of expert judges. Over the course of several months the team was supported by professors, the Dhillon Centre for Business Ethics, and a Portfolio Management Foundation alum.

BCom students won an **International Case Competition** in the Netherlands in May 2017 by providing an innovative solution to the challenges facing Syrian refugees in Germany.

Meeting the changing needs of students, business and community through focused programming

ROBERT H. LEE
GRADUATE SCHOOL

Transforming Perspectives

Highly ranked graduate programs

MASTER OF MANAGEMENT (MM)*

#1 in North America

#55 among MMs globally

*Financial Times top 100 global ranking 2016

MASTER OF BUSINESS ADMINISTRATION (MBA)

Top 45

Global Elite for student employability and research excellence

– QS Top 250 Business Schools Report 2017

Embedding values

Forward-thinking new courses reflect UBC Sauder's commitment to cultivating values-driven leadership.

Business Ethics Leadership gives students the practical skills they need to help improve the moral culture of organizations they are involved with.

Strategies for Responsible Business provides students with an understanding of the positive and negative economic, social and environmental impacts of business.

Critical Thinking and Communications teaches students how to form strong arguments through critical thinking, including exploring how arguments are formed and ethical decision-making.

Indigenous Business Education Program



A successful pilot business education program was delivered in three First Nations communities in BC by our MBA and BCom students. The program was successful in helping to gain a better perspective on the complex challenges facing these communities.

Transforming decision-making

The new Master of Business Analytics (MBAN) program, launched in September 2017, will enable students to take advantage of new opportunities in analytics. It will also help meet the demand from employers for people who can interpret data and shape data-driven business decisions. The nine-month MBAN program produces graduates with the strong analytical toolkit and understanding of the world of business that employers are looking for. It replaces and builds on UBC Sauder's highly regarded Master of Management in Operations Research program.



"To be competitive, organizations are developing an increasing need for employees who can guide

business decisions with the sharp insights that only data-driven analysis can afford."

Dean Robert Helsley

Accelerating careers

Inspired by feedback from alumni of UBC Sauder's Part-Time MBA, which it replaces, the new **Professional MBA** program is geared toward advancing students' careers without impacting their work and life commitments. Over 24 months, students deepen their understanding of general business management, cultivate their leadership skills and build business acumen. The innovative program format is designed around students' full-time work schedules, with classes every two to three weekends, online exams, and winter and summer breaks. Three eight-day professional residencies help students deepen their network.

Business boot camp

The new **MicroMasters in Business Fundamentals** program enables students without a business background to learn the key business concepts they need to deliver more value to their employers and advance their careers. Each course will be delivered online, through a self-paced model. To receive the MicroMaster credential, they must pass online examinations delivered via edX's virtual exam proctoring service.

Where passion meets profession

The innovative **UBC Bachelor + Master of Management (B+MM) Dual Degree** goes from strength to strength. This qualification, the first of its kind, enables students to combine a subject they are passionate about with a UBC Sauder postgraduate business qualification over four and a half years. For the first four years, students combine their non-business degree with one or two MM courses each year, before studying full-time for six months to complete further MM courses in statistics, managerial economics, operations and more.

UBC SAUDER STUDENT SNAPSHOT: 2016-2017

PROGRAM	ENROLMENT	INTERNATIONAL
BACHELOR OF COMMERCE (BCOM)	3,751	39%
MASTER OF BUSINESS ADMINISTRATION (MBA)		
Class of 2018	99	54%
Class of 2017	99	59%
BACHELOR + MM DUAL DEGREE	162	22%
PART-TIME MBA (PT MBA)		
Class of 2018	38	0%
Class of 2017	50	2%
INTERNATIONAL MBA (IMBA)		
Class of 2018	34	88%
Class of 2017	30	90%
MASTER OF MANAGEMENT (MM)	55	42%
MASTER OF MANAGEMENT IN OPERATIONS RESEARCH (MMOR)		
Class of 2018	13	62%
Class of 2017	15	33%
MSC IN BUSINESS ADMINISTRATION	12	83%
PHD IN BUSINESS ADMINISTRATION	60	63%

Hands-on experience enhances students' academic skills to set them up for success

Building Careers

NEEDS-FOCUSED CAREER SERVICES

UBC Sauder's Hari B. Varshney Business Career Centre delivers a range of career coaching, mentorship, and other programs and services to help students explore their career interests, discover hidden talents and connect to the business community.

LESSONS IN LEADERSHIP

Bev Briscoe (BCom 1977), owner and principal of Briscoe Management, headlined UBC Sauder's annual Leaders Reception for 2017. Bev spoke to an audience of UBC Sauder MBAs about influential leadership and how to bring out the best in people.



Career impact

MBA 2016



73%

employed within 3 months of graduation

EMPLOYERS*

- Amazon
- Bell
- Canada Trust
- Fortinet
- lululemon
- Microsoft

BCOM 2016



89%

employed within 3 months of graduation

EMPLOYERS*

- Altus Group
- Electronic Arts
- L'Oréal
- McKinsey & Company
- KPMG
- Rogers

MM 2016



90%

employed within 3 months of graduation

EMPLOYERS*

- Amazon
- CIBC
- Hootsuite
- KPMG
- Vision Critical

PT MBA 2016



89%

enhanced their career through promotion or career change

EMPLOYERS*

- BCLC
- HSBC
- RBC
- TELUS
- SAP
- Vancouver Coastal Health

MMOR 2016



90%

employed within 3 months of graduation

EMPLOYERS*

- Boeing Vancouver
- Deloitte
- Electronic Arts
- Time Inc.
- Tesla

*Sample of employers

Placing students in global companies through co-op

Close to 20 per cent of third- and fourth-year BCom students spend one or more work terms applying what they learn at local and global companies.



SOLVING TRICKY PROBLEMS

Corey Wong threw himself into a co-op opportunity with technology giant Microsoft to the extent that he won UBC Sauder's Outstanding Co-op Student of the Year award. As a Sales Operation Analyst, he worked directly with team leads from across Canada.



IMPACTING THE BOTTOM LINE

Claudia Pisarek's time with Canadian mortgage company CMLS Financial gave her the chance to work on a variety of projects and procedures during two work terms as a Junior Credit Analyst in Mortgage Analytics and Servicing.

"Their mentorship and trust encouraged me to develop a more analytical approach to problem-solving."

Corey Wong

BCom Class of 2017

"It was rewarding to see how I directly contributed to the divisions' efficiency and bottom line."

Claudia Pisarek

BCom Class of 2017

Experiential learning

Internships are a key part of the UBC MBA experience, with many interns receiving full-time job offers from their internship employer.



CONSTRUCTING A BRIGHT FUTURE

The construction giant Ledcor tasked Kate Lafferty with developing a marine profitability model for its marine division. As a Business Analyst, she was able to apply her skills to a project that directly contributes to the company's expansion goals.



Tour guide industry disruptor Kootour challenged Daniel Nuñez to create an international business development strategy. His MBA experience focusing on tech entrepreneurship helped him to succeed in his Marketing Analyst & Communications role at Kootour.

"My MBA classes gave me a strong understanding of key cost drivers and structured project management."

Kate Lafferty

MBA Class of 2017

"Working at a tech startup, I had the opportunity to contribute in many ways and learn about almost every aspect of the company."

Daniel Nuñez

MBA class of 2017

Creating a hub for global learning, partnership and engagement

Amplifying Our Effect

Expanding global networks

UNIQUE OPPORTUNITIES

UBC Sauder is the only Canadian school in the Global Network for Advanced Management (GNAM), a prestigious collaboration of 29 graduate schools around the world. UBC MBAs get the chance to take online courses offered at other member schools for credit, learn from case studies or travel around the world for immersive, week-long courses.

DUAL DEGREE WITH YALE

As part of UBC Sauder's GNAM membership, UBC MBAs can apply to pursue their MBA and a Master of Advanced Management from the Yale School of Management.

GLOBAL IMMERSION

The Global Immersion Experience is a key component of the UBC MBA. Students embark on a two-week immersive experience abroad to the cities of London, Tokyo, Bangalore and Santiago, where they consult on business problems for local organizations.

BROADENING HORIZONS

UBC Sauder BCom students can broaden their horizons and knowledge in global supply chain management through a joint program between UBC Sauder, Copenhagen Business School and the Chinese University of Hong Kong in Shenzhen.



"The specialization was truly unique in that it offered an opportunity to travel (29 countries and counting), make friends around the world and learn at three top universities."

Daniel Piechnik
BCom Class of 2017

CONNECTING EAST AND WEST

UBC Sauder's International MBA (IMBA), offered in partnership with Shanghai Jiao Tong University, combines part-time study in Shanghai with a two-week intensive in Vancouver. Part of the experience is a case competition working in groups with their full-time MBA peers.



"The UBC IMBA provided an enriching experience that equipped me with the essential business acumen, strong problem-solving skills and global outlook that took my career to the next level."

Mike Shen
UBC IMBA Class of 2016

A world of learning

Through agreements with 71 partner business schools in 32 countries, UBC Sauder's exchange program network is one of the most extensive of its kind in North America.

219

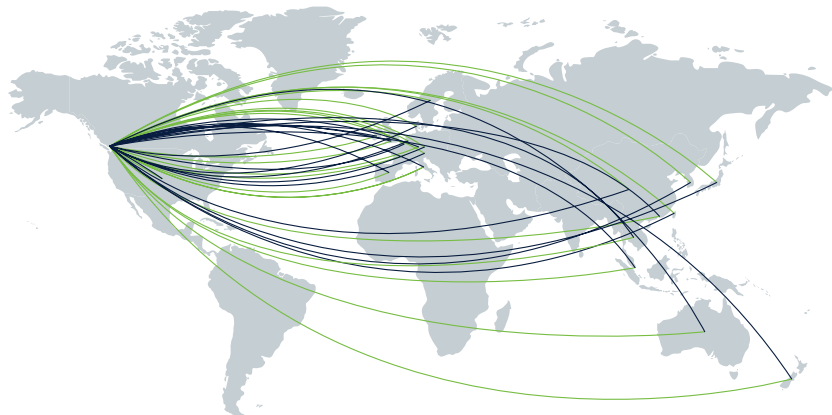
undergraduate students studied in 22 countries

Australia, Austria, Belgium, China, Czech Republic, Denmark, France, Germany, Hong Kong, Ireland, Italy, Japan, Netherlands, New Zealand, Singapore, South Korea, Spain, Sweden, Taiwan, Thailand, United Kingdom, United States.

318

graduate students studied in 21 countries

Austria, Brazil, Chile, China, Costa Rica, Denmark, France, Germany, Hong Kong, Ireland, India, Israel, Italy, Japan, Mexico, South Africa, South Korea, Spain, Turkey, United Kingdom, United States.



2016-17 GLOBAL IMMERSION PROGRAM

107

MBA STUDENTS: 25 in London, 22 in Bangalore, 30 in Tokyo, 30 in Santiago

2016-17 GLOBAL NETWORK FOR ADVANCED MANAGEMENT PROGRAM (GNAM)

73

students in Brazil, China, Costa Rica, Hong Kong, Japan, Mexico, South Africa, South Korea, Turkey, United Kingdom, United States

UBC SAUDER'S GLOBAL REACH

students from 95 countries

107

faculty from 26 countries

40,462

alumni in 80 countries

Opening minds to entrepreneurial thinking

Nurturing Innovation



Internationally recognized entrepreneurs



DISRUPTING RETAIL

Cathy Han (BCom 2011) went from UBC Sauder to the Silicon Valley as CEO and co-founder of 42 Technologies. 42 is a modern analytics and reporting solution for omnichannel retailers. It gives retailers a real-time view of how their business is performing.



CHANGING THE LIVES OF MILLIONS

After getting involved with entrepreneurship@UBC, UBC MBA Manoj Singh started a new enterprise that could improve the lives of millions—a high-tech, portable water purifier that requires very little power to operate.



CLEANING UP AIR POLLUTION

Jessica Lam (BCom 2010) made the 2017 Forbes 30 Under 30 Asia: Consumer Technology list in 2017, together with her partner Liam Bates. She co-founded Beijing-based Origins Technology (now Kaiterra) in 2014 to make air purifiers and air quality monitors in a city renowned for its pollution.



SUCCESS BY THE NUMBERS

Ian Crosby (BCom 2008), CEO of tech startup Bench, was named to the Forbes 30 Under 30 list for 2016, holding the top spot in the enterprise technology category. He founded the web-based bookkeeping tool in 2012 with a team that included fellow UBC Sauder alumnus Jordan Menashy.

Bringing creative disruption to Western Canada

Creative Destruction Lab – West is a seed-stage program designed to help science-based technology companies maximize their commercial impact and benefit to society.

CDL – West at UBC Sauder is an extension of the Creative Destruction Lab at the University of Toronto’s Rotman School of Management. Since its founding in 2012, CDL ventures have exceeded \$1.5 billion in total valuations. Bringing CDL to Western Canada provides a much-needed support system for innovators in the region, enabling them to access vital mentorship and funding.

Targeting success, one step at a time

CDL – West uses a goal-setting model to push ventures along a path toward success. Over nine months, a collective of leading entrepreneurs with experience in building and scaling technology companies sets targets for ventures to hit every eight weeks, with the goal of maximizing their equity value.



“The mentors and fellows involved in CDL – West are outstanding because they’ve built tech companies from scratch and have gone through successful exits. We love the milestone-based format and building momentum by being part of a cohort.”

Ryan Smith

Founder and CEO of FTSY

Encouraging entrepreneurial thinking

UBC Sauder has woven CDL – West into the BCom and MBA programs. The Creative Destruction Lab Venture Program is a course in entrepreneurship in which students work with the CDL – West team to help emerging technology- and science-focused startups.



“CDL – West allows students to break away from the theory of business and exposes them to the pre-revenue stage of startups, where there’s a high degree of uncertainty.”

Paul Cubbon

UBC Sauder Instructor, Entrepreneurship and Innovation Group Leader, CDL – West

Deepening professional knowledge and providing thought leadership

Delivering Expertise



An established world leader

For the sixth straight year, UBC Sauder Executive Education has ranked among the world's best in the *Financial Times* for the quality of the professional development programs it delivers. UBC Sauder remains the only Canadian business school outside of Ontario included in the top 50.

"We recognize the strong track record these courses have in helping participants build skills in high-growth areas of the career market, and we will continue to evolve the programs to ensure they deliver the in-demand expertise that professionals need."



Bruce Wiesner

Associate Dean, UBC Sauder Executive Education

LEARNING WITH IMPACT

Executive Education courses empower professionals to meet their business challenges head-on.

113 course offerings

2,500 registrations in 2016

98% of participants recommend their program

IN 2017, UBC SAUDER EXECUTIVE EDUCATION RANKED:*

#1 in Western Canada

#17 in North America

#44 worldwide

**Financial Times* top 100 global ranking

Building future-proof skill sets

UBC Sauder Continuing Business Studies now offers a full range of professional development programs to equip students for every step of their careers. Programs deliver applied skills for those early in their careers, and complement already established UBC Sauder Executive Education programs for managers and senior leaders.



Supporting business families

The UBC Sauder Business Families Centre continues to adapt its programming to meet the needs of business families, offering courses and custom learning programs for families and advisors at every stage of their business.

KEEPING IT IN THE FAMILY

UBC Sauder's annual Family Legacy Series gala brought together 400 people, including members of Canada's most prominent business families, at the Fairmont Hotel Vancouver to honour Peter Legge and his family, the powerhouse team behind Canada Wide Media. Peter, his wife Kay and their three daughters, as well as key former Canada Wide Media executives, spoke candidly about the company's growth—sharing stories of successes and mistakes.



Building a community of professionals

Every year, UBC Sauder trains thousands of professionals and empowers them to advance in their careers.

STUDENT SNAPSHOT 2016-2017

73 Diploma in
Marketing & Sales
Management*

810 Diploma in
Accounting*

9,400 Real Estate Licensing, Registration
and Online Mandatory Continuing
Education registrations

*Enrolled during 2016/17

Strengthening ties and increasing engagement with the community

ROBERT H. LEE
GRADUATE SCHOOL

Growing Together

UBC Sauder's global network

A GROWING GLOBAL PRESENCE

UBC Sauder alumni programming expanded into three exciting new markets—London, San Francisco and Singapore—and strengthened its presence in Vancouver, Calgary, Toronto, Hong Kong and Shanghai. Greater online engagement, through social media, live streaming events, Sauder Square and more, helps global alumni keep in touch and connect with fellow graduates.

BUILDING MEANINGFUL CAREERS

UBC Sauder supports alumni at every stage of their careers. At the Alumni Career Services, part of the Hari B. Varshney Business Career Centre, staff empower alumni to reach their full potential and build meaningful careers. Services include one-on-one personalized career coaching, webinars and workshops, a mentorship program, job postings and a self-serve website with 200+ career management resources. In 2016, over 500 career conversations took place with alumni around the globe.

REACHING CURRENT STUDENTS

Alumni continue to contribute significantly to UBC Sauder by engaging with students directly through avenues such as the Dean's Speaker Series and Commerce Last Lecture. These events augment students' educational experiences and accelerate their professional and personal development. Connecting with alumni expands the students' networks and provides a unique opportunity to connect with entrepreneurs and senior managers, to learn about their career journeys and lessons learned along the way.

BY THE NUMBERS

40,462 alumni in 80 countries

8,492 engaged alumni

910 alumni engaged with students

ALUMNI IN TOP FIVE COUNTRIES

Canada	28,557
China (including Hong Kong)	1,361
United States	1,066
United Kingdom	190
Singapore	159

ENGAGING ALUMNI

949 volunteers

31,098 volunteer hours

\$789,889 estimated value of volunteer hours*

*Based on the average BC hourly wage of \$25.40 (Statistics BC, July 2017)

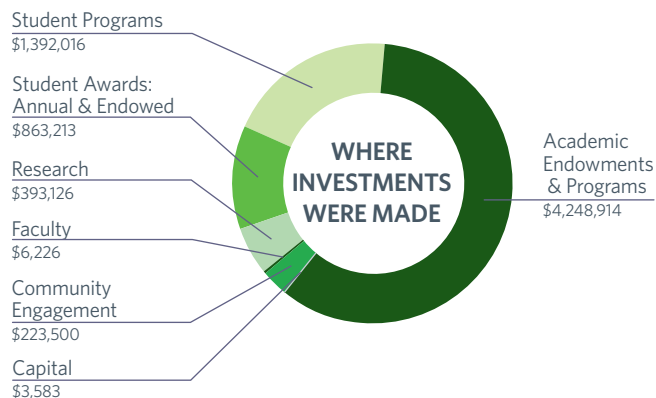
Fundraising

Funds raised between April 1, 2016 and March 31, 2017

\$7,130,578

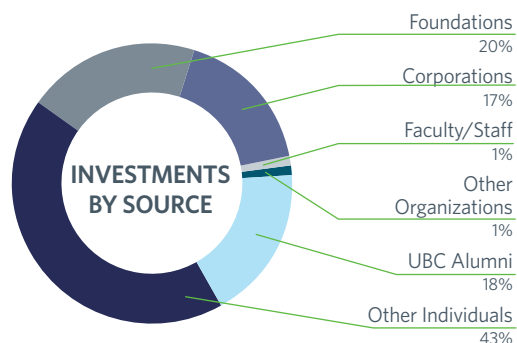
2,191 donations

1,032 unique donors
278 first-time donors



UBC Sauder Endowment market value as of March 31, 2017:

\$104,329,020*



*UBC Sauder endowment total includes student award endowments designated for UBC Sauder students, currently valued at approximately \$10 million. These endowments are administered by UBC.

INVESTING IN EMERGING ENTREPRENEURS

Over the past year, UBC Sauder launched Creative Destruction Lab – West, a focused mentorship and investment program for massively scalable tech ventures that uses rigorous critique to challenge ventures to take their concepts to the next level. For more details see page 14 – Nurturing Innovation.

The success of CDL – West hinges on the faculty and staff at UBC and associated universities and community partners who provide the learning experiences, mentorship and funding. Charles Chang, Colin Harris, Bruce Hoeschen, Leigh Sauder

and Patrick Robinson, Chris Bissonnette, Paul Lee, Moe Kermani, Phil Christopher, Jim Davidson and Bill Sauder have joined as Founding Partners: Osler and Scotiabank as corporate partners; and KPMG as educational partner. Their generous support combined with time, energy and resources contributed by the G7 Fellows and Associates, a group of highly accomplished entrepreneurs are already creating new opportunities for emerging companies.

INVESTING WITH IMPACT

In past fiscal years, generous gifts from donors enabled UBC Sauder to expand areas that transform the student experience by:

- Significantly contributing to the **Portfolio Management Foundation**, which provides select BCom students the opportunity to gain experiences that prepare them for careers in the global capital markets and the challenges of work in the global investment industry.
- Supporting the **Caritas Centennial Entrance Awards** and other scholarships that provides financial assistance to academically qualified students who would not otherwise be able to afford studies at UBC Sauder as they make the transition from secondary school and other institutions to UBC.

- Enabling students to participate in the challenge of **real estate case competitions** where they're immersed in complex investment problems in real estate transactions, learn to work within teams and network with industry leaders and corporate partners in an international setting.
- Investing in the self-sufficiency and economic growth of Aboriginal communities through gifts to the **Aboriginal Management Program (AMP)**, a **Ch'nook Aboriginal Business Education** program that integrates Aboriginal values into business education for students from across BC and Canada.

Transforming Change

Leadership team



ROBERT HELSLEY

Dean
Grosvenor Professor of Cities,
Business Economics and
Public Policy



DARREN DAHL

Senior Associate Dean,
Faculty and Director
of the Robert H. Lee
Graduate School



JOHN RIES

Senior Associate Dean,
Research



KIN LO

Senior Associate Dean,
Students



KAI LI

Senior Associate Dean,
Equity and Diversity



KATRIONA MACDONALD

Senior Advisor to the Dean &
Chief Administrative Officer



BRUCE WIESNER

Associate Dean, Executive
Education

Faculty Advisory Board

This group of high-level executives advises the school on strategies and programs. The board not only serves as a critical sounding board in the development of new ideas and initiatives that support the school's strategy, but also builds the school's relationships and networks, locally, nationally and internationally.

CHAIR

JIM GILLILAND

President & CEO,
Head of Fixed Income
Leith Wheeler

VICE-CHAIR

WARREN SPITZ

CEO and Founder
UCS Forest Group

ROBERTO AQUILINI

Managing Partner
Aquilini Investment Group

JASON DING

Partner
Bain & Company Inc.

PAUL LEE

Managing Partner
VanEdge Capital

LAWRENCE SAUDER

Chairman of the Board
Metrie

TAHIR AYUB

Managing Partner, Markets and
Industries
Managing Partner, Markets &
Industries, PwC Canada

GORDON FYFE

CEO & CIO
BC Investment Management
Corporation

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Chairman
Gallant Investment Group

HEATHER SHEMILT

Partner
Goldman Sachs

CAMERON BAILEY

Director
McKinsey & Company, Retired

ANN GLAZIER ROTHWELL

Portfolio Manager & Head of
Business Development
RP Investment Advisors

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Managing Director, China
Knight Frank

SAM SHIH

CEO
Asia Pulp & Paper, Sinar Mas
Group, Tissue Business unit,
China

JOHAN BJURSTROM

Managing Partner, Stockholm
AAC Capital Partners,
Stockholm

RICHARD HARRIS

Managing Director
Tricor Pacific Founders Capital

GERALD MA

Member of Executive
Committee & General Manager
Corporate Business
Development Department
CK Asset Holdings Limited

ALLEN SOLTAN

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BYRON BOLTON

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Corporate and Investment
Banking
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Bank of Montreal

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Richberry Group of Companies

CAROL LEE

President & CEO
Linacare

RANDY POWELL

President
Andrew Peller Limited

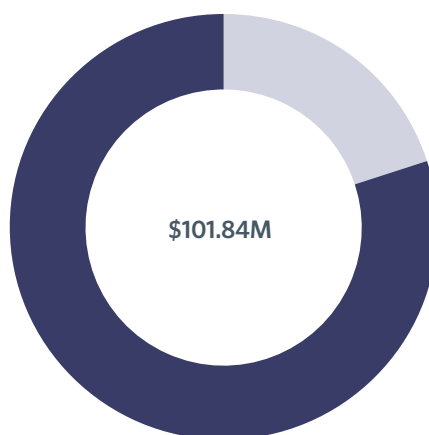
SUSAN YURKOVICH

President & CEO
Council of Forest Industries and
BC Lumber Trade Council

Illuminating Our Resources

Consolidated Revenue

The actual revenue for the 2016-17 operating year consisting of both restricted and non-restricted funding.

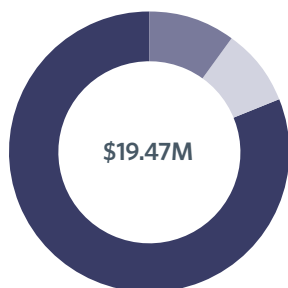


RESTRICTED FUND REVENUE

\$19.47M Revenues must be spent for the specific purposes for which they were received and cannot be spent on operating expenses.

OPERATING FUND REVENUE

\$82.37M Day-to-day expenses for teaching, research and operations.



RESTRICTED FUND REVENUE

RESEARCH FUND

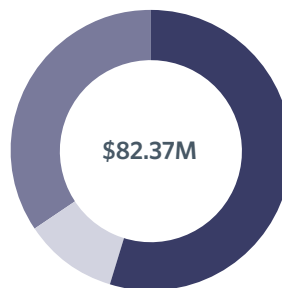
\$1.93M Grants from government and other agencies and corporations to be used for specific research purposes.

RESTRICTED FUND

\$1.68M Revenue received from government, corporations, donors and other sources; restricted for specific purposes.

ENDOWMENT

\$15.86M Donations received by the university, which are held in trust for perpetuity; this amount includes investment income on cash balances held by the university.



OPERATING FUND REVENUE

TUITION

\$45.14M Student domestic and international tuition from all academic programs. \$24.60M from domestic and \$20.54M from international.

REVENUE FROM CENTRAL

\$8.94M Includes the operating grant and indirect cost of research funding allocation.

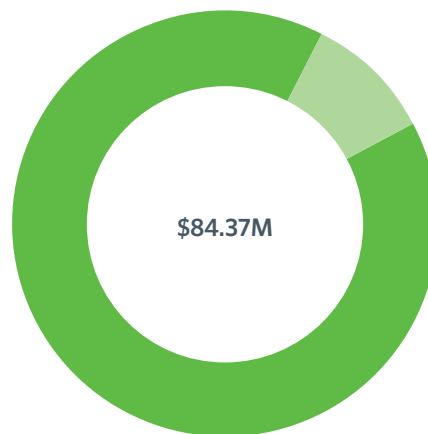
FACULTY REVENUES

\$28.29M Professional continuing education activities that include the Real Estate Division, Executive Programs and the Diploma Division.

Like other major international business schools, the UBC Sauder School of Business faces ongoing financial pressure arising from growth and enhancement in programs and activities, the need to continually reinvest in facilities and technology for education and research, competition for world-class faculty, and the imperative of providing an excellent student experience. During the past three years, UBC Sauder has been working toward ensuring that its financial operations and results are more sustainable and strategic. This year, UBC Sauder ended the 2016–2017 fiscal year balanced, and will allocate any surplus to investment plans, research and future academic initiatives.

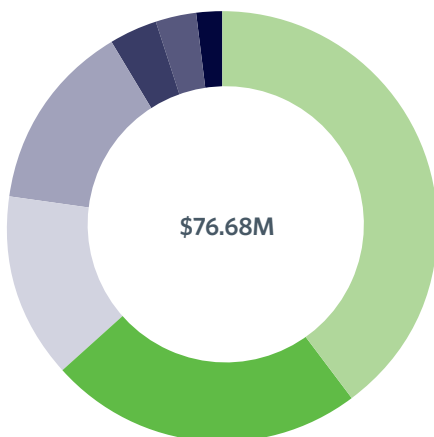
Consolidated Expenses

Includes actual spending in both restricted and operating funds. Restricted funds have been spent as specified by the funder.



CONSOLIDATED EXPENSES

- **RESTRICTED FUND EXPENSES**
\$7.69M
- **OPERATING FUND EXPENSES**
\$76.68M



OPERATING FUND EXPENSES

- **FACULTY**
\$30.5M Includes salaries and benefits of faculty and teaching staff.
- **PROFESSIONAL PROGRAMS**
\$18.11M Direct cost for the operations of professional programs.
- **GENERAL SUPPORT SERVICES**
\$10.76M Administration and facilities costs.
- **TEACHING DEGREE PROGRAMS**
\$10.73M Operations and teaching support of our undergraduate, Robert H. Lee Graduate School and Hari B. Varshey Business Career Centre.
- **COMMUNITY RELATIONS**
\$2.76M Costs of engaging with alumni, business, community and fundraising.
- **STUDENT SERVICES**
\$2.38M Support for students, including David Lam Library, Canaccord Learning Commons, Wayne Deans Investment Analysis Centre, student computer and media labs.
- **RESEARCH SUPPORT**
\$1.44M The cost of supporting research for grant applications, ethics approval and research planning.

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THE UNIVERSITY OF BRITISH COLUMBIA