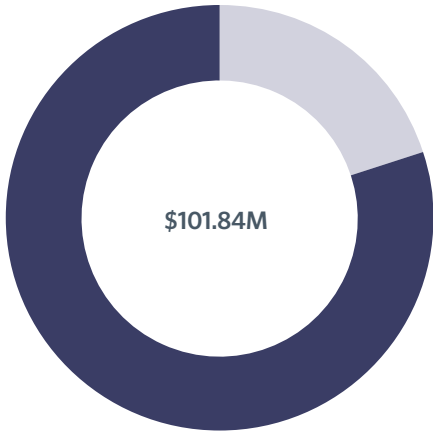


Illuminating Our Resources

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 Revenue

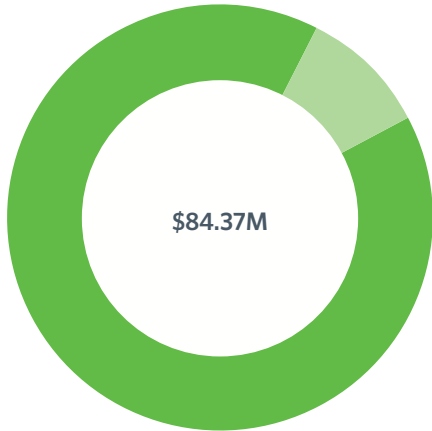
The actual revenue for the 2016–17 operating year consisting of both restricted and non-restricted funding.



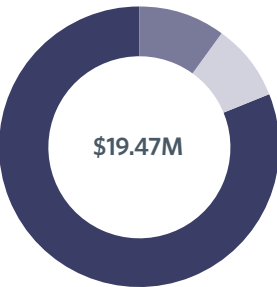
- RESTRICTED FUND REVENUE**
\$19.47M Revenues must be spent for the specific purposes for which they were received and cannot be spent on operating expenses.
- OPERATING FUND REVENUE**
\$82.37M Day-to-day expenses for teaching, research and operations.

Consolidated Expenses

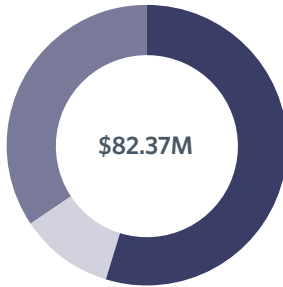
Includes actual spending in both restricted and operating funds. Restricted funds have been spent as specified by the funder.



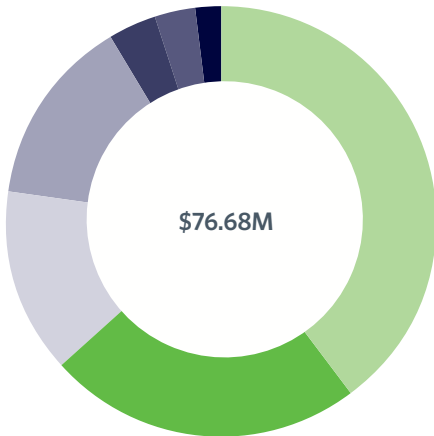
- RESTRICTED FUND EXPENSES**
\$7.69M
- OPERATING FUND EXPENSES**
\$76.68M



- 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.



- 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.