



From the Dean

Dear friends,

The 2015-2016 academic year was another period of growth and success for the UBC Sauder School of Business. With strengthened connections across campus and across the globe, we're taking a leading role in finding solutions to pressing issues. The school's cutting-edge research is guiding government policy and helping to set industry standards, while our faculty are fostering a transformational learning environment for our students.

Growing beyond

We're continuing to bring the world closer with the BCom's new Global Supply Chain & Logistics Management specialization taught across three continents, and with new opportunities in the Global Network for Advanced Management for MBA, International MBA and Executive Education students. Thanks to partnership agreements with over 71 leading business schools worldwide the outlook of our students is more international than ever.

Expanding horizons

Our graduates are starting their careers with much more than just business knowledge. The new Bachelor + MM Dual Degree combines a business education in the Robert H. Lee Graduate School with a bachelor's degree in another field, while other programs are allowing students to combine law and business, or analytics and management.

Forward thinking

We continue to seek new ways to embed our values of respect, rigour and responsibility into every aspect of the school. Taught by North America's most international business faculty, a highly talented and multi-cultural cohort of students is learning the immense value of engaging with a diversity of perspectives. Motivated students and engaged alumni are developing a culture of philanthropy and volunteerism. Many are combining financial success with social goals creating businesses that put community welfare first.

It has been my great pleasure to lead UBC Sauder as we drive change and expand our reach, and I give my sincere thanks to our community of faculty, staff, alumni, students and stakeholders for making it happen.

At UBC Sauder, business education is a force for greater good.

Robert Helsley

Dean, UBC Sauder School of Business

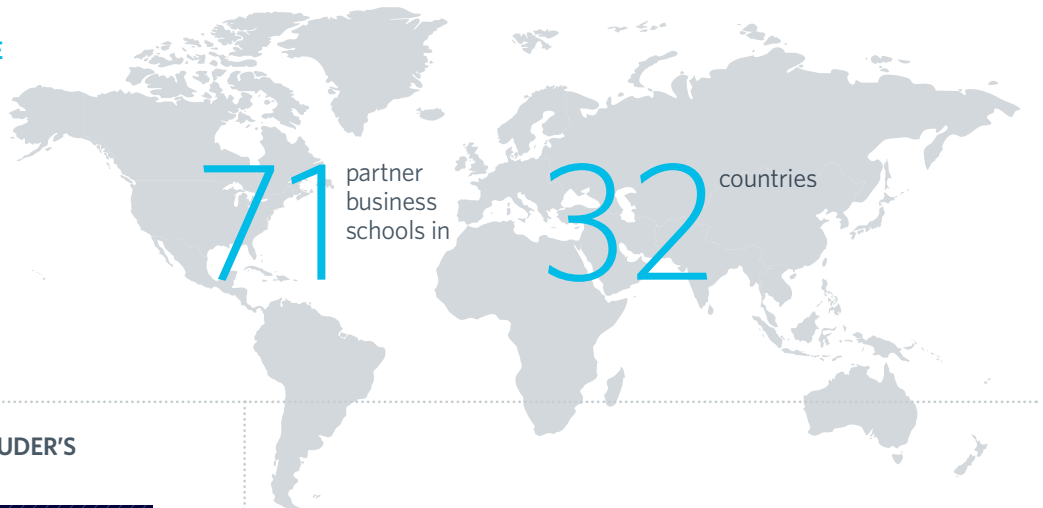
Grosvenor Professor of Cities, Business Economics and Public Policy

“With strengthened connections across campus and across the globe, we’re taking a leading role in finding solutions to pressing issues.”

Dean Robert Helsley



GLOBAL EXCHANGE NETWORK



ELEVATING UBC SAUDER'S CORE VALUES

**The three
Rs of UBC Sauder**

Respect
Rigour
Responsibility

WORLD-LEADING RESEARCH



worldwide for research impact
Financial Times Top 100 Global MBA
Ranking in 2016 for research impact

Generating powerful ideas that impact how business is done

Advancing Business

RESEARCH IMPACT

#1

IN CANADA

Maclean's 2015 ranking of top business universities for research impact and academic reputation

#2



IN CANADA

#20



WORLDWIDE

Financial Times Global MBA Ranking in 2016 for research impact

RESEARCH FUNDING IN 2016 FROM MAJOR CANADIAN FEDERAL GRANT PROGRAMS

\$1,367,686

Recognition for outstanding research



6TH WORLDWIDE FOR MARKETING RESEARCH

The American Marketing Association ranked BC Innovation Council Professor

Darren Dahl and newly recognized member of the 2016 cohort of the College of New Scholars, Artists and Scientists of the Royal Society of Canada Katherine White in the top five worldwide for research productivity in top marketing journals, while UBC Sauder ranked sixth overall.



GOLD MEDAL WINNER

Professor Maurice Queyranne was awarded the 2016 EURO Gold Medal, the top prize for operations research in Europe.



UNDERSTANDING CONSUMERS

Professor Darren Dahl earned UBC's prestigious Killam Research Prize, senior category, for his ground-breaking research into consumer behaviour.

Bridging research and industry



SHAPING DEBATES AND POLICY

A policy proposal from Associate Professors Tsur Somerville and Thomas Davidoff led to a government bill addressing Metro Vancouver's housing affordability. Their highly visible public outreach included a panel discussion with the International Monetary Fund's housing director.



Research by distinguished Professor of Information Systems Izak

Benbasat has been cited more than 40,000 times in academic literature, putting him among UBC's most highly cited professors.



UBC Sauder Professor Emeritus Trevor Heaver has been awarded

the 2015 Onassis Prize for Shipping as a joint recipient of the prestigious international award for lifetime contributions to the field.



MAXIMIZING IMPACT ON BUSINESS

The Centre for Operations Excellence

led by Associate Professor Harish Krishnan has announced a new partnership model enabling more long-term involvement with external organizations to maximize the impact on operations.



IMPROVING OPERATIONS

Professor Thomas McCormick of the Operations and Logistics Division has been awarded UBC Sauder's Research Excellence Award, Senior Category, recognizing 27 years of groundbreaking research at the school.



EXTENDING THE KNOWLEDGE BASE

Research papers by Professors Daniel Skarlicki and Katherine White are on the Emerald Citations of Excellence list for 2016, a prestigious list of highly cited papers in management research across the globe.



GETTING INTO THE MINDS OF COUNTERFEITERS

Associate Professor Yi Qian earned UBC Sauder's Research Excellence Award, junior category, for her brand management and intellectual property research that helps companies understand how to stay one step ahead of knock-offs.

Industry and ethics live together at UBC Sauder

There is increasing momentum in UBC Sauder's research environment and outreach, focused on social issues in business and management.

CURING HEALTH CARE INEFFICIENCIES

The Centre for Operations Research and Analytics in Health entered its third year, becoming a global leader in the study of applied analytics to solve health care challenges.

INVESTING WITH IMPACT

The Centre for Social Innovation & Impact Investing focuses on social enterprise and impact investment, which balance social objectives with financial goals.

PUTTING ETHICS FIRST

The new Peter P. Dhillon Centre for Business Ethics is the first of its kind in Canada to take a comprehensive approach to the study, teaching and promotion of business ethics. The centre's executive director Christie Stephenson plans to make the centre a global research hub for business ethics.



"To me, the business case for ethics is irrefutable and the potential of business for social betterment is endless."

Christie Stephenson

Executive Director

Peter P. Dhillon Centre for Business Ethics

New faculty

UBC Sauder's reputation for research excellence and innovative teaching continues to attract high-calibre faculty from around the globe.

DAVID MILLER

Full-time Lecturer

Entrepreneurship and Innovation

STEVEN MINNS

Full-time Lecturer

Strategy and Business Economics

ELICIA SALZBERG

Full-time Lecturer

Law and Business Communications

MARLISSE SILVER SWEENEY

Full-time Lecturer

Law and Business Communications



Cultivating a positive environment where students can grow into thoughtful, values-driven leaders

Enhancing Experience

Sparking respect and friendship

UBC Sauder's new student orientation, The Spark, plays a key role introducing new BComs to life at the school and to its three core values of respect, rigour and responsibility.



"The Spark plays an integral role in welcoming students from all walks of life into UBC Sauder. It's where the first of many friendships are made, and where new students witness the sense of pride and community that students, faculty and alumni have cultivated together."

Jennifer Zhen

Commerce Undergraduate Society President
BCom Class of 2017

The three Rs of UBC Sauder

Respect
Rigour
Responsibility

Understanding our students

UBC Sauder's annual Undergraduate Experience Survey provides important feedback on students' life and growth at the school.

2015 STUDENT SURVEY RESULTS

Students were asked how they've developed at UBC Sauder by rating their own skills, now compared to when they started their degree.



The UBC Sauder Summit

A week long Global Case Competition brings together 48 of the brightest students from 12 elite business schools, and pits them against each other to solve real business cases.

Connecting students, leaders and student leaders

The Dean's Student Advisory Council, composed of a diverse range of undergraduate students, enables Dean Helsley to dialogue directly with students on important issues. In its second year, the council introduced Connected, a peer-to-peer matching program that brought together over 200 students.

Learning to give back

The student-run UBC Sauder Philanthropy Program is a training ground for future philanthropists. The program teaches BCom students about the impact of giving, and how they can practise it to make a difference.



"Participating in the UBC Sauder Philanthropy Program has opened my eyes to the seemingly endless number of ways that business leaders can bring social good into the corporate world." —Katya Sen, BCom 2017

Evolving business teaching

UBC Sauder's culture of new and cutting-edge teaching methods was recognized by a major international award in 2016, the Summum Bonum Award for Excellence in Teaching, bestowed to Rob Peregoodoff, director of learning services.

The award committee was impressed by how the latest technologies get incorporated into the classroom.

IMMERSIVE LEARNING LABS

UBC Sauder's Learning Labs allow students to work with peers around the world in a multimedia setting equipped with backlit whiteboard walls and the latest video, audio and wireless collaboration technologies.

FLIPPING THE CLASSROOM

UBC Sauder faculty embrace the benefits of a "flipped classroom" approach, developing pre-recorded multimedia presentations to deliver essential knowledge outside the classroom and using the classroom experience for active engagement.

Major teaching award



Instructor Paul Cubbon, who leads UBC Sauder's entrepreneurship group, was awarded UBC's Killam Prize for Undergraduate Teaching.

UBC Sauder continues to recognize its faculty members who give students the richest learning experiences. The school awarded Lecturer Perry Atwal with the CGA Graduate Teacher Award, while Lecturer Adam Saunders earned the Talking Stick Award for Teaching Innovation.

Bridging cultures

FUELING ENTREPRENEURSHIP IN CHINA



Building on eight impactful years in Kenya, UBC Sauder Social Entrepreneurship is expanding to work in China as well. Similar to the Kenyan program, UBC Sauder students spend four weeks in Zhengzhou, China working with local entrepreneurs as well as students from a Chinese university in an exchange of culture and business skills.

"In China, most people migrate to the cities. Our long-term aim is that more entrepreneurs will return to their hometowns to create and develop businesses that benefit their local communities." —Elizabeth Guan, BCom class of 2017

RACING ACROSS THE DESERT



A team of 24 students from UBC Sauder's International MBA program in Shanghai competed against more than 1,500 MBA students from across China in the UMP Cup Fifth Asian-Pacific Business Schools Desert Adventure, a three-day, 70-kilometre trek across Inner Mongolia's Tengger Desert.

"There was a great camaraderie among us and that's what kept us going through all the pain and exhaustion."

—James Reiss, IMBA Class of 2016

Focusing our courses and programs to meet the changing needs of students, business and community

Transforming Perspectives

Highly ranked graduate programs*

MASTER OF MANAGEMENT (MM)

#52 among
MMs
globally

The only
Canadian program
that ranked

MASTER OF BUSINESS ADMINISTRATION (MBA)

16 years in
the top
100

#96 among
MBAs
globally

*Financial Times
top 100 global ranking

Shaping values

New courses reflect UBC Sauder's commitment to cultivating values-driven leadership.

Strategies for Responsible Business

provides students with an understanding of the economic, social and environmental impacts of business, and strategies to address them.

Innovation and Sustainability

explores sustainability as an opportunity for innovation and competitive advantage.

Impact Investing: Social Finance in the 21st Century helps students understand a burgeoning sector at the interface between philanthropy and investment..

Mastering analytics

Launching the new Master of Business Analytics (MBAN) program in 2017 will give students a leg up in today's world of big data. After nine months, graduates will have a strong analytical toolkit and a keen understanding of the world of business. The province's first MBAN builds on the success of the Centre for Operations Excellence's Master of Management in Operations Research with a more practical focus on analytics and an impactful set of business classes.

As of October, 2016 the MBAN is awaiting final approval by the Ministry of Advanced Education.

The laws of business

The UBC Dual JD/MBA enables students to get ahead in their careers by balancing a legal education with business skills. The four-year degree is offered jointly by UBC Sauder's Robert H. Lee Graduate School and the Peter A. Allard School of Law.

"With the knowledge and the tools that I gained from my MBA, I think beyond the legal issues, to how they will affect marketing or supply chain."

Bessie Jackson

BMMP Student

Leading engineers and health professionals

A new cross-campus partnership is enabling professionals to take their careers to a new level by honing their technical skills while learning the nuts and bolts of business. Two professional Master's programs in Engineering Leadership and Health Leadership and Policy are offered by UBC Applied Science in collaboration with UBC Sauder.

Mentoring future leaders

TEACHING RESPONSIBLE FUND MANAGEMENT

UBC Sauder's Portfolio Management Foundation students oversee an investment portfolio worth close to \$8 million with faculty and industry mentors. One in three alumni have found success in the world's financial hubs of New York, London and Hong Kong.

BRAND LEADERS FOR THE FUTURE

UBC Sauder students aiming for a career in brand management are receiving help from alumni mentors at Nestlé, Visa, Hasbro and other global corporations through the Brand Management Mentorship Program (BMMP).

Building access to business education

WORKING WITH FIRST NATIONS COMMUNITIES

UBC Sauder's Ch'nook Indigenous Business Education initiatives encourage and support business education among Aboriginal high school and post-secondary students, as well as delivering a successful training program to advance the management skills of Aboriginal band leaders.

UBC-LANGARA ABORIGINAL TRANSFER PROGRAM

Aboriginal students have a clear pathway to a UBC BCom degree through a partnership with Langara College. Students at Langara can transfer to UBC Sauder in year two or three.

OPENING THE DOOR TO A BUSINESS CAREER

A new scholarship is removing barriers for Aboriginal women to pursue business education. The Spitz Fellows Program for incoming BCom students also enables them to participate in the Ch'nook Scholars Program's mentorship events and to connect with industry leaders.

Opening up the world of business

The UBC Bachelor + Master of Management Dual Degree

welcomed its first cohort in 2015. The program equips students from across faculties with business skills, enabling them to turn their passion into their profession.

Students can earn a degree in the arts or sciences while also earning a Master of Management, graduating in 4.5 years. Some enter straight out of high school and others begin the program in their third year.

"I've learned a lot about how to market myself to stand out in a very competitive business, and I'm finding new ways of adding value to what I enjoy the most: performing."

Terry Chen

UBC B+MM Class of 2018 and music student in piano performance

UBC SAUDER STUDENT SNAPSHOT: 2015-2016

PROGRAM	ENROLMENT	INTERNATIONAL
BACHELOR OF COMMERCE (BCOM)	3,694	36%
MASTER OF BUSINESS ADMINISTRATION (MBA)		
Class of 2017	97	47%
Class of 2016	87	58%
BACHELOR + MM DUAL DEGREE		19%
First-year entry	137	
Third-year entry	136	
PART-TIME MBA (PT MBA)		
Class of 2017	39	3%
Class of 2016	42	—
INTERNATIONAL MBA (IMBA)		
Class of 2017	29	90%
Class of 2016	42	90%
MASTER OF MANAGEMENT (MM)		
Class of 2016	46	37%
MASTER OF MANAGEMENT IN OPERATIONS RESEARCH (MMOR)		
Class of 2017	15	33%
Class of 2016	13	69%
PHD IN BUSINESS ADMINISTRATION	60	62%
MSC IN BUSINESS ADMINISTRATION	16	88%

UBC Sauder students are set up for success with hands-on experience

Building Careers

AWARD-WINNING CAREER SERVICES

From a resumé analytics engine to Skype coaching to lessons on personal branding, the Hari B. Varshney Business Career Centre's efforts are noticed nationwide, earning the Special Award for Innovation by a Career Centre in 2016 from national career resource TalentEgg.

LEADERSHIP LESSONS FROM THE CANUCKS

Trevor Linden and Victor de Bonis headlined UBC Sauder's annual Leaders Reception for 2016, sharing stories with Dean Helsley of leading the Vancouver Canucks, and offering advice to this year's MBA graduates.



Career impact

BCOM 2015



91% EMPLOYERS*

- KPMG
- L'Oréal
- HSBC
- McKinsey & Company
- Global Container Terminals

employed within 3 months of graduation

MBA 2015



77% EMPLOYERS*

- Amazon
- Microsoft
- SAP
- Bain & Company
- lululemon

employed by graduation

PT MBA 2015



89% EMPLOYERS*

- TELUS
- RBC
- Vancity
- Vancouver Coastal Health
- Bombardier

enhanced their career through promotion or career change

MM 2015



84% EMPLOYERS*

- Hootsuite
- SAP
- LifeSciences BC
- Vision Critical
- CIBC

employed within 3 months of graduation

MMOR 2015



80% EMPLOYERS*

- Time Inc.
- Tesla
- Boeing Canada-AeroInfo
- Deloitte
- Electronic Arts

employed within 3 months of graduation

*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.



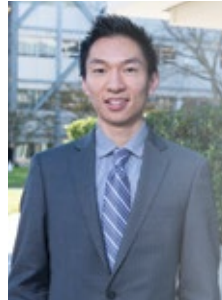
BRANDING HER CAREER DREAMS

Captivated by the world's biggest brands, Sharon Shi focused her career path accordingly with UBC Sauder's Brand Management Mentorship Program and co-ops at Coca Cola and Nature's Path – leading to a job at PepsiCo straight out of her BCom.

“It's pretty much my dream job. I can't wait to get started with my career.”

Sharon Shi

BCom Class of 2016



USING BIG DATA TO DRIVE BIG CHANGE

Justin Lew specializes in Business Technology Management in his BCom, and applied his skills to a co-op with WorkSafeBC and another with Deloitte where he took a wealth of unrefined data and devised a five-year technology strategy for a major client.

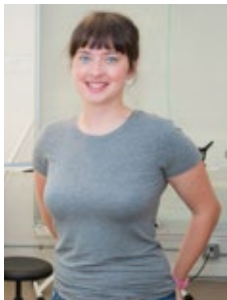
“It's exciting being on the leading edge. Because there's so much growth in the area, Business Technology Management almost ensures your success before you even start.”

Justin Lew

BCom Class of 2016

Experiential learning

After a key part of the UBC MBA experience, many interns receive a full-time job offer from their internship employer.



TAKING A FASHION LABEL GLOBAL

Once a printmaker in art school, Kate Hyde fostered a love of logistics at UBC Sauder, and sewed her passions together in her internship as she devised a model to guide fashion retailer Kit and Ace's global expansion and marketing initiatives.

“I'm looking at the world in a different way. I look at these systems that work together and I like that.”

Kate Hyde

MBA Class of 2016



GIVING POWER TO A GLOBAL STRATEGY

As an intern Abrar Khan designed a system to help Schneider Electric keep power flowing from its solar plants worldwide – and now as a full-time analyst he's continuing to leverage his expertise for the company after graduation.

“The key reason why I was selected for the job was because I had worked with parts management before and now, with my MBA, had a business background to go with that experience.”

Abrar Khan

MBA Class of 2016

Creating a hub for global learning,
partnership and engagement

Amplifying Our Effect

Expanding networks

A GROWING PARTNERSHIP

UBC Sauder is expanding its involvement with the prestigious Global Network for Advanced Management (GNAM) with Professor Murali Chandrashekar set to lead a week-long course in Ecuador for MBA students from across the globe tackling challenges of urbanization.



“This opportunity will allow students to meet with some of the world’s leading minds, work alongside them, and learn how they’re approaching and solving issues in their own countries and cultural contexts.”

Murali Chandrashekar

Senior Associate Dean,
Strategic Partnerships and Global Initiatives

DUAL DEGREE WITH YALE

UBC MBA students now have the opportunity to pursue their MBA and a Master of Advanced Management from the Yale School of Management, the founding member of GNAM. Opening doors to a broader education and a more diverse network, students will earn two degrees in just one year and nine months by dividing their time between the two sides of North America.

FRENCH FLAIR FOR BUSINESS

The dual degree offered by UBC Sauder and French university Sciences Po—UBC’s first international dual BCom/BA degree—is entering its third year and continues to attract students from around the world.

“My studies at Sciences Po have given me the knowledge and confidence to challenge my own perspectives within a more global context.”

Moira Wyton

Dual Degree Class of 2018

STUDENTS TRAINED FOR THE GLOBAL SUPPLY CHAIN

The Global Supply Chain and Logistics Management undergraduate option, a joint exchange between UBC Sauder, Copenhagen Business School and the Chinese University of Hong Kong in Shenzhen, is entering its first year.

Taking graduate studies global

THE INTERNATIONAL CLASSROOM

MBA students consulted on business challenges in India, Japan, Chile and the UK as part of the Global Immersion Experience, and the next cohort will also work in the same destinations.

“Traveling to Japan expanded my horizons and allowed me to gain valuable insights into a different culture’s rhythm of doing business.”

Carmen Ballard

MBA 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, which includes a case competition working in groups with their full-time MBA peers.

“I really appreciated the opportunity to gain a better understanding of how people from different cultures tackle challenges.”

Lea Huang

IMBA Class of 2017

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.

251

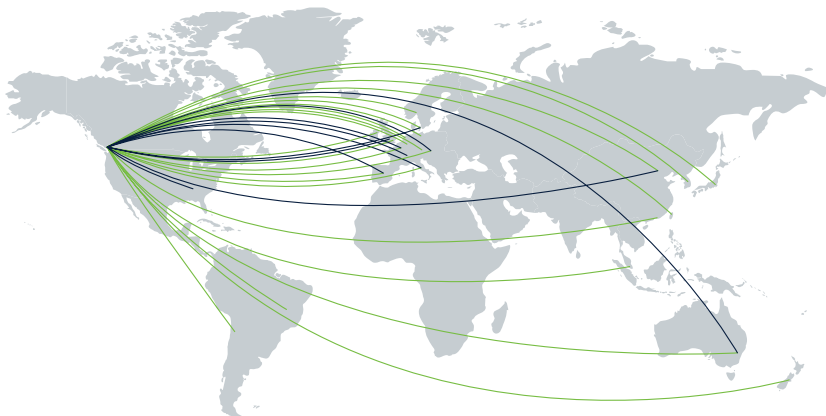
undergraduate students studied in 24 countries

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

47

graduate students studied in 11 countries

Australia, Austria, China, Czech Republic, Denmark, France, Hong Kong, Italy, Spain, UK, USA



2015-16 GLOBAL IMMERSION PROGRAM

116

MBA STUDENTS: 35 in Chile, 21 in India, 33 in Japan and 27 in the UK.

UBC SAUDER’S GLOBAL REACH

83 countries

116

faculty from 27 countries

39,132

alumni in 81 countries

A GLOBAL LEADER

#1 North America’s Most International Faculty
Financial Times 2016
Global MBA Ranking

#3 North America’s Most International MBA Student Body
Financial Times 2016
Global MBA Ranking

Creating a culture of
entrepreneurial thinking

Nurturing Innovation



A hub for entrepreneurial thinking

BUILDING CAPACITY FOR NEW VENTURE CREATION

UBC Sauder helps shape UBC's entrepreneurial ecosystem as an educator and facilitator within the entrepreneurship@UBC network. To date, 120 venture teams have taken the UBC Sauder designed and delivered Lean LaunchPad course, going on to form 40 companies.

A CLEAR PATH TOWARD ENTREPRENEURSHIP

The BCom and MBA programs now have academic streams focused on venture creation and driving change in existing companies. An increasing number of students from across UBC are also involved at UBC Sauder and working with its students on start-up teams.

Internationally recognized entrepreneurs

ACCOUNTING FOR SUCCESS

BCom alumnus Ian Crosby, CEO of tech startup Bench, was named to *Forbes'* 30 Under 30 list for 2016, four years after founding the web-based bookkeeping tool with a team including fellow alumnus Jordan Menashy.

GROWTH IN SILICON VALLEY

Kiip, founded by BCom alumnus Brian Wong, closed a \$12 million round of funding in 2016. Kiip is a mobile rewards platform working with some of the world's leading brands.

FUNDING THE NEXT BIG THING

After developing a venture in a UBC MBA class that eventually got bought out by Intel, Recon Instruments co-founders Dan Eisenhardt and Fraser Hall launched the Vancouver Founder Fund, helping local start-ups thrive.



“Students from UBC Sauder and across the university are finding entrepreneurship is an exciting and viable career, and they’re increasingly supported as they create companies and jobs, and tackle societal challenges.”

Paul Cubbon

UBC Sauder Instructor
Entrepreneurship and Innovation Group Leader

Encouraging social enterprise

The Coast Capital Savings Innovation Hub, a one-year business accelerator program run by the UBC Sauder Centre for Social Innovation & Impact Investing, is helping to build the capacity of early-stage social ventures in a range of sectors.

Awake Labs developed a wearable device that measures anxiety and predicts potential meltdowns in children with autism.

Alinker's customizable "walking" bike helps people with mobility challenges stay active and healthy.

My Green Space created a mobile app helping users grow their own produce.

Shanti Uganda facilitates the construction of birth houses in Uganda.

Smoothie Veggies partners with UBC Farm delivering organic greens.

Urban Digs Farm supplies locally-grown organic meat, eggs and produce.

Mapping the landscape of social enterprise

In a report supported by the B.C. government, the Centre for Social Innovation and Impact Investing found the number of social ventures in the province has grown by more than a third since 2010, with annual earnings exceeding \$500 million and a workforce of over 13,000.



"It's not a fringe sector any more – it's a major part of the economy so we should be training our students to be more aware of its impact."

James Tansey
Associate Professor

Businesses out of classes

Every year, new businesses find their origins in the classrooms of UBC Sauder.



REDUCING THE IMPACT OF SPORT CONCUSSIONS

Athlete, coach and UBC MBA alumna Kerry Costello developed an app to identify concussions on the spot with a PhD student she met in a MBA entrepreneurship class. The HeadCheck Health app has been tested by pro hockey teams and is now used by UBC's varsity teams.

"A lot of what I learned in my MBA, particularly in the Technology Entrepreneurship class, I apply to HeadCheck."

Kerry Costello
MBA Class of 2013,
Co-founder of HeadCheck Health

TURNING DREAMS INTO VIRTUAL REALITY

As recipients of the inaugural BCom Class Gift, Charlie Shi and Alexander Chua were able to transform their business idea into a reality just months after graduating. The funds raised by fellow BComs helped the pair open the Lower Mainland's first virtual reality gaming lounge.

"I always had a vision for my business, and UBC Sauder gave me the resources, knowledge and connections to make that vision a reality."

Charlie Shi
BCom Class of 2016, Co-founder of Univrs



Providing world-class professional development
and sharing thought leadership

Delivering Expertise

Executive Education goes global

UBC Sauder Executive Education is taking advantage of the school's global partnerships as it introduces the Global Network for Advanced Management's Certificate of Excellence in Global Business alongside 18 other leading business schools on five continents. Across two years, those looking to lead a global business complete 15 program days at their choice of at least three different schools.

An established world leader

For the fifth 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 to crack the top 50 in the worldwide ranking.

IN 2016, UBC SAUDER EXECUTIVE EDUCATION RANKED:*

#1

in Western
Canada

#17

in North
America

#46

worldwide

*Financial Times
top 100 global ranking

"It is a tremendous vote of confidence to know that the professionals who take our programs feel that their careers are benefiting and that they are bringing value back to their organizations."

Bruce Wiesner

Associate Dean, UBC Sauder



LEARNING WITH IMPACT

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

128 course offerings

2,600 registrations in 2015

98% of participants recommend their program

CFOS OF THE FUTURE

UBC Sauder co-hosted a panel with Odgers Berndtson discussing the increasingly influential role of chief financial officers in business leadership, featuring the CFOs of BC Hydro, Best Buy Canada and MacDonald, Dettwiler & Associates Ltd

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.



INSIGHTS AND INSPIRATION

UBC Sauder's annual Family Legacy Series (FLS) gala drew more than 500 people and generous corporate sponsorship for a night of learning and networking with the Rosen family, led by Harry Rosen, Chairman and CEO of Harry Rosen, Inc., one of Canada's leading fashion retailers. Guests were offered a candid lens into the family enterprise's history, learning about their values and strategies for long-term success with future generations.

Building a community of professionals

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

STUDENT SNAPSHOT 2015-2016

87 Diploma in Marketing & Sales Management*

807 Diploma in Accounting*

*Enrolled during 2015/16

8,600 Real Estate Licensing, Registration and Online Mandatory continuing education courses**

**The UBC Sauder Real Estate Division provides courses on behalf of the Real Estate Council of British Columbia, the Registrar of Mortgage Brokers of BC and also for various professional associations

Accounting for success

Competing in the Rio 2016 Paralympic Games, UBC Diploma in Accounting student Amanda Yan knows what it takes to be a star on the basketball court and in the classroom. Juggling accounting courses and a rigorous training schedule is no easy task, but Amanda credits the flexibility of UBC DAP for allowing her to pursue her Paralympic dreams.

"There are days when things are a grind on the court and tough in the business world, but the biggest quality an individual needs to get through it all is passion. Being passionate about what you want in life is what separates you from the pack."

Amanda Yan
UBC DAP Program



photo credit- Wheelchair Basketball Canada

Strengthening ties and increasing
engagement with the community

ROBERT H. LEE
GRADUATE SCHOOL

Growing Together

SAUDER SQUARE

In 2015, the school launched Sauder Square, an online social network exclusively for the global alumni community, enabling members to network, browse job opportunities, find a mentor, reconnect with classmates and stay informed about events, webinars and other benefits. More than 2,100 alumni have joined, with more than 80% offering to mentor fellow alumni.

LIFELONG LEARNING

UBC Sauder alumni are supported at every stage of their careers. Alumni Career Services enables alumni to adapt to a dynamic professional climate, to change direction and to take their careers to the next level with an extensive list of over 200 resources including personalized coaching, mentorship, job postings and regular networking events across the globe.

A RISE IN VOLUNTEERISM

UBC Sauder actively reaches out to the alumni community in an effort to bring value to their lives and engage them in the work of the school. A record number of alumni volunteered with the school in 2015-2016 as engagement has more than doubled over the past five years. Alumni volunteers are integral to the student experience, serving as mentors, coaches and guest speakers, and by bridging the gap between the classroom and the world of business.

UBC Sauder's global network

39,123 alumni in 81 countries
7,799 engaged alumni
1,133 alumni engaged with students

ALUMNI IN TOP FIVE COUNTRIES

Canada	27,246
China (including Hong Kong)	1,356
United States	1,053
United Kingdom	194
Singapore	148

Fundraising

Total funds raised in 2015-2016 fiscal year

\$3,453,273

1,737 donors

992 unique donors

336 first-time donors

Academic Endowments
& Programs
\$2,247,617

Student Awards:
Annual & Endowed
\$970,922

Centres & Research
\$221,118

Facilities, Equipment
& Collections
\$13,616

Total value of current endowment
\$95,934,718*

*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.

WHERE INVESTMENTS WERE MADE

Engaging alumni

1,208 volunteers

35,146 volunteer hours

\$885,679 estimated value of volunteer hours*

*Based on the average BC hourly wage of \$25.20 (Statistics BC, June 2016)

INVESTMENTS BY SOURCE

UBC Alumni	37.6%
Corporations	20%
Friends	7.4%
Community Groups	7.4%
Faculty/Staff	0.8%
Foundations	26.8%

Inspiring a culture of philanthropy

INSPIRING A CULTURE OF PHILANTHROPY

This past year, UBC Sauder launched the Future Minds Initiative, the first faculty-based Leadership and Annual Fund program at the university to encourage a culture of philanthropy within the UBC Sauder community.

As a result, the BCom class of 2016 was the first to participate in the new BCom Grad Class Giving campaign, directing funds to support two student ventures through the New Venture Design course. Members of UBC Sauder's Faculty Advisory Board also expressed their support through financial commitments to the school.

"Programs such as Class Giving remind students that they have a lot to offer as philanthropists, even at a relatively young age. We are very happy to support the Future Minds Initiative and help encourage the Sauder community to pay forward the significant generosity it has received from older students, alumni, and donors to improve the student learning experience."

Katya Sen,
BCom Class of 2017

Adam Sibbald,
BCom Class of 2018



CREATING A LASTING LEGACY

Thanks to contributions totalling \$550,000 from 108 donors plus the school's contribution of \$450,000, UBC Sauder raised \$1 million for the Peter Lusztig PhD Program in Finance. With strong volunteer leadership from community leader Mark Cullen and Dean Emeritus Michael Goldberg, the initiative is believed to be the largest memorial appeal in the history of the school.

Peter Lusztig was an outstanding professor, mentor and friend whose life inspired and influenced many of his colleagues and students as well as associates in the business community. The Peter Lusztig PhD Program will be introduced during the 2016/2017 academic year, and provide fellowships, travel stipends and improved database access to PhD candidates in UBC Sauder's world-class finance program.

INVESTING WITH IMPACT

With generous gifts from donors, UBC Sauder has been able to make an impact in several areas to:

- Encourage the development of a new generation of Aboriginal business leaders through the G. J. Elliot Aboriginal Student Awards
- Inspire, enable and empower outstanding women in business through the Hoegg Family MBA Scholarship and the Jack and Mary Stone Award for Women in Business
- Propel social entrepreneurship and innovation at UBC and within the broader community through the creation of the new e@UBC Impact fund, launched with support from the David and Dorothy Lam Foundation as founding donors
- Better prepare students for the global innovation economy through new career curriculum and programming
- Support future leaders and a healthy active community through student athlete awards established by UBC Sauder alumnus Peter Antturi.



Transforming Change

Leadership team



**ROBERT
HELSLEY**

Dean
Grosvenor
Professor of Cities,
Business
Economics and
Public Policy



DARREN DAHL

Senior Associate
Dean,
Faculty 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



**MURALI
CHANDRASHEKARAN**

Senior Associate Dean,
Strategic Partnerships
and Global Initiatives



**KATRIONA
MACDONALD**

Senior Advisor to
the Dean & Chief
Administrative
Officer



SHEILA BIGGERS

Associate Dean,
Development
and Alumni
Engagement



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.

JIM GILLILAND (CHAIR)

President & CEO,
Head of Fixed Income,
Leith Wheeler

ROBERTO AQUILINI

Managing Partner,
Aquilini Group

CAMERON BAILEY

Director, Alberta Energy
Regulator

BYRON BOLTON

CEO, Westwinn Group

MATT BOSROCK

Executive Managing
Director, Head of Asia
Pacific (ex Japan) at
Standard and Poor's Rating
Services

BEV BRISCOE

President, Briscoe
Management Ltd.

CHRISTIAN CHIA

President & CEO,
OpenRoad Auto
Group Ltd.

HARRY CULHAM

Sr. Executive Vice-
President and Group Head,
Wholesale Banking, CIBC
World Markets Inc.

REMCO DAAL

President, Canadian
Real Estate,
QuadReal Property Group

CHRISTINE DAY

CEO, Luvo Inc.

PETER DHILLON

CEO, Richberry Group
of Companies

GORDON FYFE

CEO, CIO, BC Investment
Management Corp.

RICHARD HARRIS

Managing Director, Tricor
Pacific Founders Capital Inc.

DEBRA HEWSON

President & CEO,
Odlum Brown

BRUCE HILLAND

Partner, STJ Advisors LLP

PAUL HOLLANDS

President & CEO, A&W
Food Services, Canada

BARBARA HISLOP

President, Variety -
The Children's Charity
International

JOHN JENNINGS (CHAIR, NOMINATING & GOVERNANCE COMMITTEE)

Senior Client Partner, Korn
Ferry

JONATHAN KALLNER

Managing Partner, Greater
Vancouver Area, KPMG LLP

CAROL LEE

President & CEO, Linacare

PAUL LEE

Managing General Partner,
Vanedge Capital

SACHA MCLEAN

President & CEO, McLean
Ventures Ltd

TRACEY MCVICAR

Managing Partner,
CAI Capital Management
Co.

PATRICK MENELEY

Executive Vice President,
TD Bank Group

KYLE MITCHELL

Founding Partner,
Boyden Executive Search

NEW LEADERSHIP

The Faculty Advisory Board has a new chair in Jim Gilliland, head of fixed income, president and CEO at Vancouver-based Leith Wheeler Investment Counsel Ltd. A BCom alumnus, Gilliland has long been actively involved in the alumni community. Fellow UBC BCom alumnus Warren Spitz stepped into the role of vice-chair.

China Advisory Council

The China Advisory Council advises the dean, chair, members of the Faculty Advisory Board and others in school leadership roles relative to strategies, programs and tactics that help ensure the success of UBC Sauder's China-focused strategies.

ALBERT YU (CHAIR)

CEO, Asia,
BMO Financial Group

JASON DING

Partner, Bain & Company

RICKY LAU

Partner, TPG Capital

ALAN LIU

Managing Director, China, Member of
Executive Committee & General
Manager Corporate Business
Development Department

GERALD MA LAI CHEE

Member of Executive Committee, and
General Manager, Cheung Kong Group

SAMUEL SHIH

CEO, Asia Pulp & Paper Group

SHELDON TRAINOR

Executive Director, Macau Legend
Development Ltd.

BELINDA WONG

President, Starbucks China

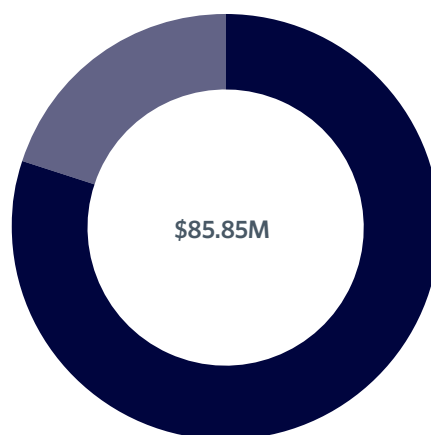
STEPHEN WONG

Vice Chairman, Edward Wong
Development Company

Illuminating Our Resources

Consolidated revenue

The actual revenues for the 2015-16 operating year consisting of both restricted and non-restricted funding.

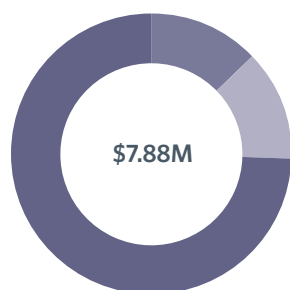


RESTRICTED FUND REVENUE

\$7.88M Revenues must be spent for the specific purposes for which they were received and cannot be spent on operating expenses.

OPERATING FUND REVENUE

\$77.97M Day-to-day expenses for teaching, research and operations.



RESTRICTED FUND REVENUE

RESEARCH FUND

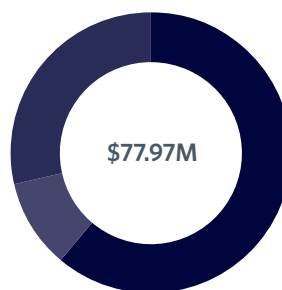
\$2.57M Grants from government and other agencies and corporations to be used for specific research purposes.

RESTRICTED FUND

\$2.67M Revenue received from government, corporations, donors and other sources, restricted for specific purposes.

ENDOWMENT

\$2.64M 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

\$42.18M Student domestic and international tuition from all academic programs: \$23.87 million from domestic and \$18.31 million from international. Student fees included.

REVENUE FROM CENTRAL

\$7.6M Includes the operating grant and indirect cost of research funding allocation.

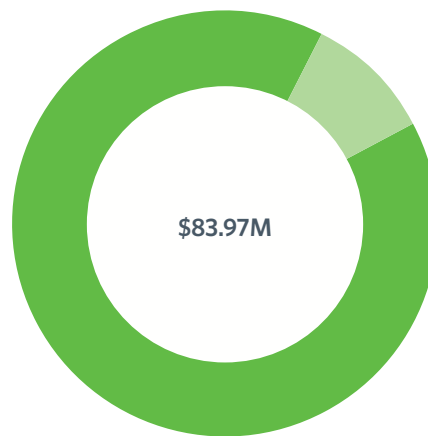
PROFESSIONAL PROGRAMS

\$28.19M Professional 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 re-invest 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 2015–2016 fiscal year balanced and will allocate any surplus to investment plans, research and future academic initiatives.

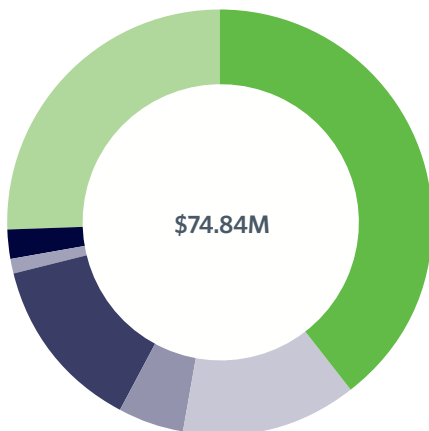
Consolidated expenses

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



CONSOLIDATED EXPENSES

- RESTRICTED FUND EXPENSES**
\$9.13M
- OPERATING FUND EXPENSES**
\$74.84M



OPERATING FUND EXPENSES

- PROFESSIONAL PROGRAMS**
\$18.79M Direct cost for the operations of professional programs.
- FACULTY**
\$30.24M Includes salaries and benefits of faculty and teaching staff.
- TEACHING DEGREE PROGRAMS**
\$10.03M Operations and teaching support.
- STUDENT SERVICES**
\$3.54M Support for students, including career centre, library, and computer and media labs.
- GENERAL SUPPORT SERVICES**
\$8.67M Administration and facilities costs.
- COMMUNITY RELATIONS**
\$2.4M Costs of engaging with alumni, business, community and fundraising.
- RESEARCH SUPPORT**
\$1.17M The cost of supporting research for grant applications, ethics approval and research planning.

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THE UNIVERSITY OF BRITISH COLUMBIA