DEAN’S MESSAGE

A century is an important milestone. In 1916, the Alberta School of Business started from humble beginnings, with a handful of students enrolled in the Department of Accountancy. Today, a hundred years later, more than 27,000 people call the Alberta School of Business their alma mater as they spread the Alberta spirit of innovation across Canada and around the world.

The centennial is an opportunity to celebrate our achievements, but more importantly, it’s afforded us an opportunity to look toward our future and the role that the School will play in shaping the next hundred years. We are more committed than ever to playing a leadership role in driving positive change for our students, our alumni and our partners in the broader business community.

While Alberta’s economy has stumbled of late, we are reminded that our past success was built on hard work, innovation and determination – ingredients that are still very present in Alberta today. Our centennial presents the Alberta School of Business with the opportunity to re dedicate ourselves to the goals of an exceptional learning environment, true global citizenship and leadership, and a program of outstanding research. As the longest continually accredited business school in Canada, we have become a globally competitive and relevant business school. And the Alberta School of Business is home to some of the world’s most influential minds who are guiding and inspiring a new generation of leaders to explore, push boundaries and relentlessly innovate.

In the last year, we have continued to build upon our four priority areas of entrepreneurship, energy and the environment, international business, and leadership. By integrating our work with these areas of focus we are meeting the needs of the business community and better preparing our students to lead.

We achieve this through knowing that learning does not stop in the classroom — that we must take business education beyond our walls. Through our leadership of the University’s entrepreneurship initiatives, beginning with eHUB, we are helping to nurture the entrepreneurial spirit and training current and future leaders across the University of Alberta to push the boundaries of innovation. Our students set out from the School of Business with the confidence that they have been given the right tools to find their own success.

Ensuring that success begins with dedicated world-class educators. We have extended our commitment to inspiring education with a continued focus on research excellence and a high priority on our outreach programs beyond the classroom. We are dedicated to expanding the impact and relevance of our research and our programs such that we can offer solutions to some of the world’s significant challenges in business and society.

When I reflect upon where we’ve been and how far we’ve come, I know that the future is even brighter for all of us at the Alberta School of Business. And I know that, no matter what challenges that future holds, we’ll work together to uphold the spirit of optimism that empowers us all. Together, we’re capturing the spirit of our centennial to create achievers, innovators and Leaders from Alberta for the world!

Joseph Doucet
Stanley A. Milner Professor and Dean
ALBERTA SCHOOL OF BUSINESS

OVERVIEW

The Alberta School of Business is one of the world’s leading institutions of business education and research. As the first and longest continually accredited business school in Canada, the Alberta School of Business embodies the spirit of risk-taking and hard work that defines our province. For over a century, the innovation, entrepreneurialism and leadership of the School’s more than 27,000 alumni have strengthened businesses and communities.

OUR VISION // Leaders from Alberta for the World

OUR MISSION // To excel and lead through research, teaching, and external engagement

DEAN

Dean Joseph Doucet, PhD
Stanley A. Milner Chair in Leadership

VICE DEAN

Lloyd Steier, PhD
Distinguished Chair, Entrepreneurship & Family Enterprise // Academic Director, Centre for Entrepreneurship and Family Enterprise // Academic Director, Alberta Business Family Institute
DEPARTMENTS

ACCOUNTING, OPERATIONS, & INFORMATION SYSTEMS
CHAIR: Karim Jamal

FINANCE & STATISTICAL ANALYSIS
CHAIR: Vikas Mehrotra

MARKETING, BUSINESS ECONOMICS, & LAW
CHAIR: Rasmus Fatum

CENTRES AND INSTITUTES

Alberta Business Family Institute (ABFI)
Centre for Applied Business Research in Energy and the Environment (CABREE)
Canadian Centre for Corporate Social Responsibility (CCCSR)
Canadian Corporate Governance Institute (CCGI)
Centre for Effective Business Management of Addiction Treatment (CEBMAT)
Centre for Entrepreneurship and Family Enterprise (CEFE)
Centre for Excellence in Operations (CEO)
Centre for International Business Studies (CIBS)
School of Retailing (SOR)
Technology Commercialization Centre (TCC)

FACULTY, LECTURERS, AND STAFF

72 Faculty
20 Contract Lecturers
7 SOTS (SESSIONAL AND OTHER TEACHING STAFF)
26 APOs (MANAGERS)
66 Support Staff
The Alberta School of Business celebrated 882 new graduates in 2015/16.

**FALL 2015 CONVOCATION**

121 Total Degrees

- 68 Bachelor of Commerce
- 34 Master of Business Administration
- 9 Master of Financial Management (CALGARY)
- 10 PhD

**SPRING 2016 CONVOCATION**

761 Total Degrees

- 565 Bachelor of Commerce
- 162 Master of Business Administration
- 31 Master of Financial Management (CALGARY & CHINA)
- 3 PhD

**DEGREES CONFERRED IN 2015/16**

882 Total Degrees

- 633 Bachelor of Commerce
- 196 Master of Business Administration
- 40 Master of Financial Management
- 13 PhD
PRIORITY AREAS

The Alberta School of Business continues to focus on four key areas as part of its overall strategic vision. Implementing these four priorities into the guiding principles of the School’s vision has helped to ensure our continued relevance and impact both locally and abroad. Throughout our centennial year, the integration of these focus areas across departments and centres within teaching, research, events and external engagement has empowered us to enhance the quality of the student experience and position the Alberta School of Business as a leader in business education research and innovation.

ENTREPRENEURSHIP:
Entrepreneurship@UA is a cross-faculty, student-focused initiative, led by the Alberta School of Business working in partnership with stakeholders like Startup Edmonton, TEC Edmonton and the Edmonton Economic Development Corporation. The spirit of the initiative is to catalyze and sustain an interdisciplinary, cross-faculty culture of innovation and entrepreneurship. This is achieved through student development at all levels by combining good business fundamentals with a rich, mentored learning environment and strong partnership networks. Our vision is to leverage our internationally recognized faculty and staff in entrepreneurship, our experience in entrepreneurship programming and our established external networks to create an infrastructure for continuous support of entrepreneurship and innovation.

INTERNATIONAL BUSINESS:
Our programs reflect the global nature of Alberta’s economy and the interconnectedness of international markets. We recognize the strategic importance of global citizenship in making Alberta a worldwide business leader. In addition to research that connects Alberta and global markets to relevant practices across all business functions, students benefit immensely from consistent exposure to the understanding of international markets and issues during their years of study.

ENERGY & THE ENVIRONMENT:
Our world faces significant challenges in meeting its energy needs and the resulting demands on the energy and environmental sectors are complex and multi-disciplinary. We recognize the inextricable link these factors have with the Alberta economy, and we will ensure that our graduates are driven by informed policy-making in the name of sustainable growth. Informed policy and strategic decision-making, as well as a bright and talented workforce, are crucial for sustainable growth. Building on Alberta’s economic and geographic strengths, the resource base of Alberta, Canada and North America, and its strong legacy of teaching and academic excellence, energy and the environment is a central focus at the Alberta School of Business.

LEADERSHIP:
The Alberta School of Business embodies a long heritage and commitment to leadership—a foundation that speaks to our vision: Leaders from Alberta for the World. As such, the School strives to holistically incorporate ‘leadership’—and its suite of associated skills—throughout our programs, competitions and events. Relevant university-wide initiatives including the Peter Lougheed Leadership College and our undergraduate embedded Leadership Certificate embrace the School’s vision and enhance the School’s leadership presence beyond its core programming. Our faculty, students and alumni continue this consonant legacy within the role of business education and out into the broader community.
IN 2016, THE ALBERTA SCHOOL OF BUSINESS CELEBRATES A CENTURY OF EXCELLENCE, RELEVANCE & IMPACT.

From our foundation in 1916 as the Department of Accountancy and our evolution into an internationally recognized centre for excellence in business education and research, the Alberta School of Business has become one of the most innovative, influential and impactful business schools in the world.

Achieving these goals is made possible through our greatest asset: the people who make up the Alberta School of Business. Our students, staff, alumni, donors and supporters are the lifeblood of the organization. With four outstanding academic departments, four impressive globally ranked programs, over 2,500 students and over 27,000 alumni worldwide, the Alberta School of Business community has laid the groundwork for what has become an exceptional institution, within an exceptional province.

In January 2016, hundreds of students, staff, alumni and partners joined us to celebrate the Alberta School of Business Centennial Kick-Off. The keynote speaker panel was composed of professor emeritus Rodney Schneck, Edmonton-Riverview MLA Lori Sigurdson, Edmonton City Councillor Ben Henderson, Business Alumni Association President Deepa Maisuria and UAlberta Provost and Vice President (Academic) Dr. Steven Dew, representing the key partnerships that have helped make the Alberta School of Business what it is today.
Throughout 2016, the Alberta School of Business hosted several events to commemorate 100 years, inviting members of our community to celebrate the occasion, including:

- **'Business in Cinema' Film Screening:**
  *This Is Where I Leave You*
  February 6, 2016 | Metro Cinema, Edmonton, AB

- **We are 100! Calgary Alumni gathering**
  March 15, 2016 | Craft Beer Market, Calgary, AB

- **Alberta School of Business Spring Convocation and Reception**
  June 7, 2016 | Northern Alberta Jubilee Auditorium, Edmonton, AB

- **BAA AGM and Centennial Celebration**
  June 14, 2016 | The Westin, Edmonton, AB

- **10th Annual Calgary Stampede Breakfast**
  July 13, 2016 | Ceili’s Irish Pub on 4th, Calgary, AB

- **Business Alumni Centennial Celebration during Alumni Week**
  September 24, 2016 | Business Building & Business Quad, University of Alberta

We share this momentous occasion with our students, alumni, faculty, staff, donors and supporters. It is only through the unending support of our community members over the past 100 years that we have reached this milestone. Together, we enter a new century with hope and determination, knowing we will continue to create Leaders from Alberta for the world!
UNDERGRADUATE PROGRAM:
Bachelor of Commerce (BCom)

World-class education, leadership opportunities and connecting to the global community are part of what makes the Bachelor of Commerce (BCom) program an exceptional experience. With majors in traditional areas of study as well as specialty niches, over 15 international exchange partnerships, a fully integrated and accredited co-operative education program, and the first Bilingual Bachelor of Commerce program in Canada, the BCom program offers unique opportunities for undergraduate students.

27 UNDERGRADUATE STUDENT GROUPS AND ORGANIZATIONS

Student groups and organizations at the Alberta School of Business connect students to the business community and provide opportunities to raise funds for charities.

62% of students who graduated in 2015/16 participated in a student club while completing their BCom degree.

CLUB LISTING:

- University of Alberta Accounting Club
- AIESEC
- Alberta School of Business Energy Analytics Group
- Alberta Not-for-Profit Case Competition
- Business and Beyond Toastmasters Club
- Business Exchange Association
- Business Finance Association
- Business Students Association
- Club de Commerce Bilingue
- Commerce Energy and Environment Club
- Cooperative Education Student Association
- EDGE Business Competition
- Enactus
- Financial Literacy Club
- JDC West Team Alberta
- Lazy Faire
- Management Information Systems Club
- Network of Empowered Women
- Next Generation Leadership Club
- Operations Management Club
- PRIME
- Rocky Mountain Business Seminar
- Strategic Management and Organization Club
- U of A Human Resource Management Association
- U of A Marketing Association
- U of A Real Estate Club
- 5 Days for the Homeless
NEW STUDENTS IN 2015/16

1,390 APPLICATIONS

776 ADMITTED

MEAN GPA 3.31

LAST SCHOOL ATTENDED (NEW DEGREE STUDENTS)

- Grant MacEwan: 83 students // 12%
- Red Deer College: 18 students // 3%
- Other Alberta Colleges: 22 students // 3%
- Other Canadian Universities & Colleges: 29 students // 4%
- Foreign Universities & Colleges: 29 students // 4%
- UNIVERSITY OF ALBERTA: 510 students // 74%

ALL BCOM STUDENTS (TOTAL = 2,024)

- Male to Female Ratio: 52% Male, 48% Female
- BCom Diversity: 80.2% Canadian, 19.8% International

98.5%
Retention rate for all undergraduate Business students (either returned or graduated)

444 STUDENTS participated in the Co-op Placement program

52 EXCHANGE STUDENTS

36 STUDENTS in the Bilingual Bachelor of Commerce program

90 BACHELOR OF COMMERCE After-Degree Students

3 Bachelor of Commerce WITH HONOURS STUDENTS

29 ABORIGINAL STUDENTS
BACHELOR OF COMMERCE MAJORS

<table>
<thead>
<tr>
<th>Major</th>
<th>Number of Students</th>
<th>Percentage of Total Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>675 students</td>
<td>33.3%</td>
</tr>
<tr>
<td>Business Economics &amp; Law</td>
<td>140 students</td>
<td>6.9%</td>
</tr>
<tr>
<td>Business Studies</td>
<td>31 students</td>
<td>1.5%</td>
</tr>
<tr>
<td>East Asian Studies</td>
<td>3 students</td>
<td>0.2%</td>
</tr>
<tr>
<td>Entrepreneurship &amp; Family Enterprises</td>
<td>21 students</td>
<td>1.0%</td>
</tr>
<tr>
<td>European Studies</td>
<td>2 students</td>
<td>0.1%</td>
</tr>
<tr>
<td>Finance</td>
<td>534 students</td>
<td>26.4%</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>107 students</td>
<td>5.3%</td>
</tr>
<tr>
<td>International Business</td>
<td>49 students</td>
<td>2.4%</td>
</tr>
<tr>
<td>Latin American Studies</td>
<td>2 students</td>
<td>0.1%</td>
</tr>
<tr>
<td>Management Information Systems</td>
<td>58 students</td>
<td>2.9%</td>
</tr>
<tr>
<td>Marketing</td>
<td>168 students</td>
<td>8.3%</td>
</tr>
<tr>
<td>Natural Resources, Energy &amp; the Environment</td>
<td>37 students</td>
<td>1.8%</td>
</tr>
<tr>
<td>Operations Management</td>
<td>71 students</td>
<td>3.5%</td>
</tr>
<tr>
<td>Retailing &amp; Services</td>
<td>3 students</td>
<td>0.2%</td>
</tr>
<tr>
<td>Strategic Management &amp; Organization</td>
<td>68 students</td>
<td>3.4%</td>
</tr>
<tr>
<td>Undeclared (i.e. Exchange)</td>
<td>55 students</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

2,024 TOTAL STUDENTS

16 options FOR BCOM MAJORS:

- Accounting
- Business Economics & Law
- Business Studies
- East Asian Studies
- Entrepreneurship & Family Enterprise
- European Studies
- Finance
- Human Resources Management
- International Business
- Latin American Studies
- Management Information Systems
- Strategic Management & Organization
- Marketing
- Natural Resources, Energy & the Environment
- Operations Management
- Retailing & Services
BUSINESS CAREER SERVICES

Business Career Services (BCS) acts as a vital link between the business community and the Alberta School of Business in providing employment opportunities for all students. This includes:

- Delivering valuable career counseling
- Enhancing job search skills through career development services
- Providing employers with skilled workers who are well-prepared to contribute to their organization

BCOM GRADUATING EMPLOYMENT RATES AND SALARIES FOR 2015/16

<table>
<thead>
<tr>
<th>Employment Rate</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Graduate</td>
<td>$48,832</td>
</tr>
<tr>
<td>Non-Co-op Graduate</td>
<td>$48,135</td>
</tr>
<tr>
<td>Co-op Graduate</td>
<td>$50,666</td>
</tr>
<tr>
<td>Co-op (excluding CPA)</td>
<td>$52,174</td>
</tr>
</tbody>
</table>

Cooperative Education (coordinated by BCS) is an optional program for students admitted to the Bachelor of Commerce program that combines classroom and ‘on the job’ learning. Students apply their academic knowledge through periods of relevant work experience of four or eight months respectively. Co-op students receive intensive and comprehensive job search training, giving them the best skills possible to succeed in a competitive and challenging job search environment.

STATISTICS AND HIGHLIGHTS:

- 42% of Co-op students received offers of permanent employment from previous Co-op employers with a 32% acceptance
- The acceptance rate for admission to the Co-op program in 2015/16 was at 63%, on par with a level of 63% in the previous year. 199 Applicants, 126 accepted
- Rolling 5-year admitting average (2011-2015) is 154 out of 231 applicants
- 318 Co-op jobs were filled of 917 jobs posted. The filled/posted ratio in 2015-16 was 35%, which is on par with the previous year at 36%, and above the previous 5-year average for co-op job postings.
- 318 Co-op placements achieved: 177 Summer, 38 Fall, 103 Winter. The placement rate in 2015-16 is noticeably below the 5 year average, but is still above the peak low during the recession in 2010-11. This drop from expected placement rates was due primarily to a cut back in hiring many companies imposed when the economy began to degrade in the fall of 2014, and that has continued to the current period.
- 79% of all Co-op placements were in Edmonton
- On average, salaries for Co-op grads are 5% higher than non Co-op grads
- 335 companies posted jobs with BCS

Overall Graduate Employment Rate 84%
Non-Co-op Graduate Employment Rate 82%
Co-op Graduate Employment Rate 86%
13th Annual recipient of the Claudette J. de Bruijn Cooperative Education Student of the Year Award:

**BRADLEY LOCKHART** – Western Economic Diversification Canada

Named for the Business Career Services founder and Alberta School of Business Professor Claudette J. de Bruijn, this award honors students who best embody the spirit of Cooperative education. Students are nominated by their employer mentor and selected by the Business Career Services Office based on their employment performance, academic performance, and on their contributions to their employer beyond the scope of their work, extracurricular activities at school, the community at large, and Cooperative Education.

**CASE COMPETITIONS**

Through consistently positive results at recent case competitions, the Alberta School of Business is building a reputation as a strong competitor while creating meaningful international connections. These competitions enable students to test their competitive edge against other top Canadian and international business schools.

- **595** undergraduate students participated in **11** internal and **19** external case competitions.
- Nearly **30%** of the undergraduate student body participated in an internal or external case competition during the 2015/16 academic year.
- **3** Case Competitions hosted by the Alberta School of Business: Alberta Energy Challenge, Alberta Not for Profit Association Case Comp, EDGE Business Competition
- **5** Consecutive podium finishes for teams in 2015-16: 1st, 2nd, 3rd, 1st, 1st

**RESULTS AND HIGHLIGHTS:**

**1st Place Finishes**

- McDonough Hilltop Business Strategy Competition (Georgetown University)
- Universidad de Navarra International Case Competition (Pamplona, Spain)
- Chulalongkorn International Case Competition

**2nd Place Finishes**

- Heavener International Case Competition (University of Florida)
- Royal Roads International Undergraduate Case Competition (Royal Roads University, Victoria, BC)

**3rd Place Finishes**

- John Molson Undergraduate Case Competition (Concordia University)

**2015 Mentor of the Year Winners:**

**TRACI KRISTENSEN**
TransCanada

**OMAR YAQUB**
Alif Partners

This award recognizes the valuable contribution employers make to the great experience Co-op students have in their organizations.
The UAlberta MBA is built on the Alberta tradition of great ideas, hard work and outstanding people. A host of degree options, coupled with small class sizes, an applied hands-on learning style, an active alumni network, and strong ties to the business community, translate into incredible opportunities for UAlberta MBA students. In addition to the full-time program, there are flexible MBA degree options including the part-time, evening MBA, the FastTrack MBA (for individuals holding a Bachelor’s degree in Business), the Fort McMurray MBA as well as combined degrees with other faculties at the University of Alberta.

Other masters business programs include the Alberta/Haskayne Executive MBA (EMBA) offered in partnership with the University of Calgary as well as the Master of Financial Management (MFin Mgmt) degree offered in Shenzhen, China.

ASSOCIATE DEAN
(MASTERS PROGRAMS)

Michael Maier, PhD, CPA, CGA

79% of STUDENTS completed a summer internship

100% of EMPLOYERS would hire their intern again

53 Mentor/Mentee matches for Alumni Mentorship Program

= 100% OF STUDENTS

23 UNIQUE CAPSTONE PROJECTS submitted by local organizations

500+ ALUMNI joined the Alberta Business
Connect MBA Alumni
Online Community

700+ HOURS MBA Alumni spent interacting/assisting MBA students

ANNUAL REPORT

13
NEW STUDENTS IN 2015/16

Average GMAT score for new full-time MBA students: 628
Average GMAT score for new part-time MBA students: 600

> The average student entering the full-time, two-year MBA program has 52 months of prior work experience.

> Part-time MBA students entering the program have an average of 82 months of prior work experience.

<table>
<thead>
<tr>
<th>STUDENTS ADMITTED FOR THE 2015/16 ACADEMIC YEAR</th>
<th>TOTAL STUDENTS 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>FULL-TIME</td>
<td>74</td>
</tr>
<tr>
<td>2 Year Program</td>
<td>59</td>
</tr>
<tr>
<td>Fast Track</td>
<td>15</td>
</tr>
<tr>
<td>PART-TIME</td>
<td>90</td>
</tr>
<tr>
<td>Evenings &amp; Weekends</td>
<td>64</td>
</tr>
<tr>
<td>Fast Track</td>
<td>26</td>
</tr>
<tr>
<td>EMBA</td>
<td>25</td>
</tr>
<tr>
<td>MFin Mgmt</td>
<td>56</td>
</tr>
<tr>
<td>Fort McMurray</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>245</td>
</tr>
<tr>
<td>144</td>
<td></td>
</tr>
<tr>
<td>280</td>
<td></td>
</tr>
<tr>
<td>213</td>
<td></td>
</tr>
<tr>
<td>67</td>
<td></td>
</tr>
<tr>
<td>53</td>
<td></td>
</tr>
<tr>
<td>89</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td></td>
</tr>
<tr>
<td>590</td>
<td></td>
</tr>
</tbody>
</table>

ACADEMIC BACKGROUND OF NEW FULL-TIME MBA STUDENTS

- Arts: 17%
- Business: 28%
- Engineering: 20%
- Science: 28%
- Other: 7%

CURRENT STUDENTS

FULL-TIME TWO-YEAR PROGRAM AND FAST TRACK

- Students: 45% Canadian, 55% International
- Male to Female Ratio: 43% Male, 57% Female

MBA PROGRAM OVERALL

- Male to Female Ratio: 36% Female, 64% Male

| 65 CANADIAN STUDENTS // 79 INTERNATIONAL STUDENTS | TOTAL: 144 |
| 51 FEMALES // 38 MALES | TOTAL: 89 |
| 153 FEMALES // 271 MALES | TOTAL: 424 |
MBA students are able to complete their MBA as part of the general program or in one of six specialization options:

Finance  /  Innovation & Entrepreneurship  /  International Business  /  Natural Resources, Energy & Environment  /  Public Policy & Management  /  Sustainability

47% of students chose the general MBA program in 2015/16

<table>
<thead>
<tr>
<th>SPECIALIZATION</th>
<th># OF STUDENTS (FULL-TIME)</th>
<th># OF STUDENTS (PART-TIME)</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>29</td>
<td>33</td>
<td>62</td>
</tr>
<tr>
<td>General</td>
<td>58</td>
<td>142</td>
<td>200</td>
</tr>
<tr>
<td>Innovation &amp; Entrepreneurship</td>
<td>10</td>
<td>13</td>
<td>23</td>
</tr>
<tr>
<td>International Business</td>
<td>19</td>
<td>13</td>
<td>32</td>
</tr>
<tr>
<td>Natural Resources, Energy &amp; Environment</td>
<td>20</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Public Policy &amp; Management</td>
<td>4</td>
<td>29</td>
<td>33</td>
</tr>
<tr>
<td>Sustainability</td>
<td>4</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>144</strong></td>
<td><strong>280</strong></td>
<td><strong>424</strong></td>
</tr>
</tbody>
</table>

The Alberta School of Business introduces its Master of Accounting (MAcc) degree program, set to launch in May 2017 with an anticipated enrolment of 40 students.

The MAcc degree is designed for individuals wanting to pursue the Chartered Professional Accountant (CPA) designation. Offered over two years during four-month full-time summer session (May - August), the MAcc allows students to complete all of the CPA Professional Education Program in preparation for the Common Final Examination (CFE). All courses in the MAcc will be offered in-person at the main University of Alberta campus in Edmonton.
The **CAREER MANAGEMENT CENTRE** provides all first year, full-time MBA students with a minimum of 25 hours of facilitated career development programming along with additional independent work. The requirements of first year students include the completion of mock interviews, BUS 504: Career Management, goal setting assignments, self-evaluation activities, and one-on-one meetings with the Career Management Centre. Throughout the year, all students have the option of participating in industry or function themed treks in Edmonton or other cities, the Alumni Mentorship Program, workshops on various career-related topics, networking events with alumni and external individuals, coaching and career advising.

**HIGHLIGHTS:**

- 170 alumni contributed at least one hour to MBA career development programming for current students
- Over 700 hours of volunteer time donated by MBA alumni at orientation, mock interviews, mentorship program, information interviews and networking events
- Over 500 MBA alumni on the newly launched Alberta Business Connect MBA online alumni community
- MBA alumni in executive leadership positions delivered career and industry presentations to students monthly
- 100% of full time students matched for one year with an alumni mentor

**GRADUATE EMPLOYMENT (2015/16)**

- 73% of full-time MBA students that graduated (in spring 2016) were employed within 3 months of graduation
- Median Average Graduate Salary for FT MBA students: $69,000
- Average Salary Increase: 36%
### Industry of Employer’s Main Business

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage of Total Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>13%</td>
</tr>
<tr>
<td>Consumer Products</td>
<td>5%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>18%</td>
</tr>
<tr>
<td>Government</td>
<td>13%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>2%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2%</td>
</tr>
<tr>
<td>Media/Entertainment</td>
<td>2%</td>
</tr>
<tr>
<td>Non-Profit</td>
<td>7%</td>
</tr>
<tr>
<td>Energy</td>
<td>5%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>3%</td>
</tr>
<tr>
<td>Technology</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>23%</td>
</tr>
</tbody>
</table>

### Professional Function of Graduates’ Current Positions

<table>
<thead>
<tr>
<th>Function</th>
<th>Percentage of Total Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>15%</td>
</tr>
<tr>
<td>Finance / Accounting</td>
<td>16%</td>
</tr>
<tr>
<td>General Management</td>
<td>11%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>3%</td>
</tr>
<tr>
<td>Marketing / Sales</td>
<td>18%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>2%</td>
</tr>
<tr>
<td>Operations / Logistics</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>25%</td>
</tr>
</tbody>
</table>

### Geographic Location of Graduates

- **United States/International**: 8%
- **Alberta**: 75%
- **Rest of Canada**: 16%
The Doctor of Philosophy (PhD) in Business Management program at the University of Alberta offers majors in several areas and attracts outstanding students from Canada and around the world. High-quality research scholars make substantial contributions over their careers to academic knowledge and students’ understanding of business. The PhD program offers majors in Accounting, Finance, Operations and Information Systems, Marketing, and Strategic Management and Organization – including macro and micro organizational behaviour.

175 ALBERTA PhDs worldwide

49 STUDENTS in the program
(AS OF FALL 2016)

5 Accounting / 10 Finance / 11 Marketing / 3 Operations and Information Systems / 20 Strategic Management and Organization

10 NEW STUDENTS in the 2015/16 year:

MALE vs FEMALE

- 70% Male
- 30% Female

CANADIAN vs INTERNATIONAL

- 20% Canadian
- 80% International

13 students graduated from the PhD program in the past year and received academic placements in Canada (4), the United States (3), Europe (1), and China (2).
STUDENT ACHIEVEMENTS:

LEANNE HEDBERG
(SMO, supervisor Ian Gellatly)
• Received the Margaret Brine Scholarship (April 2016)

KATIE LAFRENIERE
(Marketing, supervisor Robert Fisher)
• Recipient of the Indigenous Graduate Award for 2016

CHANG LU
(SMO, supervisor Trish Reay)
• Received the GRA Rice Graduate Scholarship in Business (October 2015)
• Awarded the 2016/17 Alberta Gambling Research Institute Scholarship

EVELYN MICELOTTA
(SMO grad Fall 2015, supervisors Royston Greenwood and Michael Lounsbury)

ONNOLEE NORDSTROM
(SMO, supervisors Jennifer Jennings and Trish Reay)
• Recipient of a 2016 Graduate Student Teaching Award, putting her in the top 1% of the U of A’s graduate student population in terms of outstanding contributions to the undergraduate teaching mission (April 14, 2016)

NICOLE WILSON
(SMO, supervisor Michelle Inness)
• Recognized as the inaugural Outstanding Teaching Fellow of the Peter Lougheed Leadership College (PLLC) on April 7, 2016

RECENT GRADUATES AND PLACEMENTS:


Ken Fox [Accounting, supervisor David Cooper] defended his thesis titled “Framing a Franchise - Financial Disclosure, non-GAAP Earnings, and Equity Valuation in the formation of a Socio-technical Agencement” on August 18, 2015. Ken is Assistant Professor in the Department of Accounting at the Edwards School of Business, University of Saskatchewan.


Moein Khanlari [Marketing, supervisor Paul Messinger], defended his thesis titled “Essays on Extended Service Contract Purchase Decisions” on December 18, 2015. He started his new position as Assistant Professor of Marketing in the Peter T. Paul College of Business and Economics at the University of New Hampshire in August 2016.

Evelyn Micelotta [SMO, supervisors Royston Greenwood and Michael Lounsbury] defended her thesis titled “When Institutions Bend But Do Not Break: The Institutional Accommodation of Open Access in Scientific Publishing” on June 14, 2015 and started her position as Assistant Professor in Strategic Management at the Anderson School of Management, University of New Mexico in August 2015.

Alison Minkus [SMO, supervisor Roy Suddaby] defended her thesis titled “Maintaining the Institutional Core: A Case Study of Institutional Disruptions and Repair at the New York Philharmonic Orchestra (1842-2012)” on August 17, 2015, and is currently a Post-doctoral Fellow at Ivey Business School, University of Western Ontario.

Amir Rastpour [OIS, supervisor Armann Ingolfsson] defended his thesis titled “Essays on Health Care Operations Management” on August 17, 2015, and is currently a Post-doctoral Fellow at Ivey Business School, University of Western Ontario.

Mia Raynard [SMO, supervisors Royston Greenwood and Michael Lounsbury], defended her thesis titled “Institutional Imprints: The Enduring Effects of Past Political Regimes on CSR in China” on January 29, 2016 and took up a position as Assistant Professor at Vienna University of Economics and Business on March 1, 2016.
**Manely Sharifian** (SMO, supervisors P. Dev Jennings and Jennifer Jennings) defended her thesis titled “The Paths of Clean Technology: From Innovation to Commercialization” on August 20, 2015 and will start her position as Assistant Professor at San Francisco State University in September 2016.

**Ding [Allen] Tian** (Marketing, supervisor Gerald Häubl) defended his thesis titled “Are Low- or High-Effort Self Control Strategies More Motivating?” on June 24, 2015 and accepted the position of Assistant Professor of Marketing at Wuhan University in August 2015.

**Guilin [Serena] Zhang** (SMO, supervisor Michelle Inness) defended her thesis titled “Employee Voice and Taking Charge” on August 28, 2015. She is now Assistant Professor, Human Resource Management at Troy University.

**Lu Zhang** (Finance, supervisor Randall Morck) defended her thesis titled “Three Essays on Financial Markets” on June 4, 2015 and was appointed Assistant Professor in Finance at Ryerson University in July 2015.

**Rengong [Alex] Zhang** (Accounting, supervisor Heather Wier) defended his thesis titled “Competition and SG&A Spending” on July 20, 2015 and began his new position as Assistant Professor in the Department of Accountancy, City University of Hong Kong shortly thereafter.

**BUSINESS DOCTORAL ASSOCIATION (BDA) 2015/16**

The BDA strives to improve the overall quality and value of the Business PhD experience and to strengthen the voice of PhD students within and outside of the Alberta School of Business.

**President:** Jean-François Soulière  
**VP Governance & Finance:** Yi Fang  
**VP Internal:** Dasha Smirnow  
**VP Operations & Space:** Paola Ometto  
**VP Networking & Student Life:** Hooman Hidaji  
**VP Student Support:** Soyoung Kim  

Doctoral students who passed their candidacy exam, indicating that they are qualified to proceed with their dissertation research, in the past year are:

**Ahmad Al-Haji** (Finance, supervisors Aditya Kaul and Akiko Watanabe) on August 7, 2015  
**Qian (Claire) Deng** (Marketing, supervisor Paul Messinger) on September 11, 2015  
**Ruchith Dissanayake** (Finance, supervisors Akiko Watanabe and Masahiro Watanabe) on July 31, 2015  
**Chang Lu** (SMO, supervisor Trish Reay) on June 21, 2016  
**Abiodun Ige** (SMO, supervisor Marvin Washington) on December 11, 2015  
**Youngbin Joo** (SMO, supervisor P. Dev Jennings) on January 28, 2016  
**Can Sun** (OIS, supervisor Yonghua Ji) on November 26, 2015  
**Parianen Veeren** (Finance, supervisors Vikas Mehrotra and Randall Morck) on August 31, 2015  
**Muyu (Sarah) Wei** (Marketing, supervisors Gerald Häubl and Robert Fisher) on November 2, 2015
In addition to business degrees, the Alberta School of Business offers management training and leadership development programs through the Executive Education program. Executive Education specializes in certificate programs and short courses designed to support individual and organizational growth through continuous professional development. With clients across all industries and sectors, Executive Education offers over 75 programs and forums per year. Executive Education operates out of both Edmonton and Calgary to serve the Alberta and Canadian marketplace.

FINANCIAL TIMES RANKING 2016

OPEN ENROLMENT PROGRAMS

6th in Canada / 59th worldwide

CUSTOM PROGRAMS

4th in Canada / 69th worldwide

OPEN ENROLMENT PROGRAMS are offered to individuals through practical and applicable sessions designed to develop and strengthen knowledge and skills of today’s business professionals.

CUSTOM PROGRAMS are crafted specifically for each organization to create a wide reaching transformational shift. From employee engagement to organizational development, Executive Education’s Custom Programs help address the real and deep issues that organizations face now and in the future.
OVERVIEW:

- Started 29 years ago by Dean Rodney Schneck, Executive Education initially offered programs solely for the Government of Alberta. Since then, programs have expanded far beyond government including a recent focus on small and medium enterprises across Western Canada. The popularity and success of Executive Education’s Governance Program for Small and Medium-sized Enterprises demonstrates how it is evolving to support the growth and success of Alberta-based enterprises.

- Executive Education consists of a team of 20 employees working with over 75 instructors to offer 50+ programs, 16 certificate programs, and 35+ short courses in Edmonton, Calgary and Grande Prairie.

PARTNERSHIPS:

Indigenous Partnership Development Program (IPDP)

Launched in January 2015 in partnership with the Faculty of Native Studies and with the support of Stantec as a founding donor, the IPDP assists non-Indigenous business and public sector employees to communicate and collaborate alongside Indigenous communities with greater mutual understanding.

Search Inside Yourself (SIY)

Developed at Google and based on the latest neuroscience research, the Search Inside Yourself program uses attention and mindfulness training to help people build the emotional intelligence skills needed for sustained peak performance, strong collaboration, and effective leadership.

Disney’s Approach to Quality Service and Employee Engagement

You can dream, create, design, and build the most wonderful place in the world. But it requires people to make the dream a reality. - Walt Disney.

Working with the Disney Institute gave our clients the opportunity to experience the magic behind and learn from the best practices of The Walt Disney Company.

Governance Program for Small and Medium-Sized Enterprises

Sponsored by ATB Financial, this program focuses on how to strategically grow a business by creating the right governance structure. It highlights the importance of different leadership roles - board director versus CEO - while expanding financial literacy and presenting effective compensation strategies.

Directors Education Program

Developed by the Institute of Corporate Directors and the Rotman School of Management at the University of Toronto, this long-term partnership continues to challenge and develop directors to be better prepared to govern in large complex organizations. It is considered to be the most definitive course of study for board directors in Canada.
Research & Faculty Achievements

$2,928,146 TOTAL RESEARCH DOLLARS
awarded to Alberta School of Business faculty

HIGHLIGHTS:


- **Rasmus Fatum** appointed External Advisor to the Bank for International Settlements (BIS) to aid Representative Office in Hong Kong on a research project pertaining to financial stability in the Asia-Pacific.

- **Royston Greenwood** and **Michael Lounsbury** named Web of Science Highly Cited Researchers in consecutive years, among only six professors from the University of Alberta. Lounsbury has also been named one of Thomson Reuters’ Most Influential Scientific Minds.

- **Gerald Häubl** received the 2015-2016 McCalla Professorship.

- **Kyle Murray** awarded 2016 Killam Professorship, and published two books in 2016: *The American Retail Value Proposition: Crafting Unique Experiences at Compelling Prices* and *CB, 2nd Canadian Edition*. 
Recent Publications in Leading Journals (22):


International outreach has been active at the Alberta School of Business since 1984, assisting in the academic development of foreign partners and delivering customized management training programs to corporate and government leaders in China and India.

The School also has a vibrant international student community. Since our first international partnership in 1989, over 2000 students have studied abroad, and more than 1000 alumni now live and work internationally.

Undergraduate and graduate students are also able to participate in a variety of exchange programs and study tours to further their international exposure and foster greater cultural awareness.

**HIGHLIGHTS:**

- Between 2000 and 2016, **2,221** undergraduate and graduate students have participated in international exchanges, internships, co-op placements, and study tours, including **234** students in 2015/16.

- **5% of undergraduate students** participated in for-credit international activities in 2015, compared with the Canadian average of **2.6%**.

- **29% of MBA students** participated in for-credit international activities in 2015.
In the spring of 2016, 39 undergraduate students and 140 MBA students participated in study tours, travelling to China, Japan, Korea, Germany, the Netherlands, Australia and the United Kingdom. These tours combined pre-trip lectures and an individual research paper with international company visits, lectures and cultural site visits. The courses allowed students to learn first-hand about local business and cultural practices while developing a keener sense of the challenges and opportunities of globalization.

The success of study tours has almost tripled the total number of students participating in an international activity on a yearly basis compared over the past decade.

The Alberta School of Business has 38+ PARTNER INSTITUTIONS around the world and continues to develop new partnerships every year. In 2015/16, students studied in:
Alumni Network

The Business Alumni Association (BAA) represents the more than 27,000 graduates from the BCom, MBA, and PhD programs at the Alberta School of Business. The goals of the BAA include promoting the continued interest of all graduates in the School, encouraging the best candidates to attend the University of Alberta School of Business and providing a support network for students and graduates. The BAA accomplishes these goals through events, student scholarships, mentorship programs and by recognizing outstanding alumni achievements.

The BAA is a strong partner of and plays a significant role in promoting the work of the Alberta School of Business, its students and alumni. During the course of the academic year, alumni provide financial and moral support to undergraduate and graduate students in the School.

Alberta School of Business alumni are currently living in 80 countries around the world, including:

- 27,181 alumni
- 22,896 BCom
- 3,952 MBA // 82 MPM
- 80 MFin Mgmt // 171 PhD
2015/16 BAA BOARD OF DIRECTORS AND BRANCH REPRESENTATIVES

DEEPA MAISURIA, ’07 BCom
BAA President
Independent Consultant

JESSA ACO ’14 BCom
BAA Vice President
Senior Associate
PwC Edmonton

ROSS BRADFORD, ’79 LLB, ’85 MBA
Faculty Representative
Alberta School of Business

SHRADDHA BRAHMBHATT, ’11 MBA
Senior Analyst, Investment Risk
AIMCO

FRANCA BRODETT, ’12 BCom
Assistant Director, Development
Alberta School of Business

CHRIS CARR, ’04 BCom
Director and Management Consultant
SAO | Strategy, Analytics and Operations Consulting

STEVE CHEN, ’13 BCom
Digital Marketing, Consumer Insights and Growth Analyst, Deloitte

SIMON CHIN, ’03 BCom, ’16 MBA
BAA Secretary
Associate, Real Estate
Alberta Teachers’ Retirement Fund (ATRF)

ADAM COOK, ’05 BCom
BAA Past President
Senior Manager
KPMG

ANDREI DMITRIEV ’09 MBA
Business Development Manager
McCoy Global Inc

JAMI DRAKE
Manager, Alumni Programs
Alberta School of Business

BREANNE FISHER, ’12 BCom
Communications Associate
University of Alberta Women and Children’s Health Research Institute

KELLY GIBBON, ’06 MBA
Director / Principal
Royal Park Realty

KHEDJA HENTATI, ’16 MBA
Sales Representative
Impres Pharma

JUSTIN KUCHMAK, ’13 BCom
Media Director
Carto Media/F-Media

HAYAT KIRAMEDDINE, ’09 BCom
Alumni Council Representative
Senior Manager, Tax at EY

ASHTON PAULITSCH, ’12 BCom, ’16 MBA
Director, Recruitment, Admissions & Marketing
Masters Programs Office, Alberta School of Business

SARAH PRENDERGAST
President, MBA Association
Alberta School of Business

GARRETT ROKOSH
President, Business Students’ Association
Alberta School of Business

CHRIS WANG, ’08 BCom
BAA Treasurer
Manager, Hahn & Houle LLP

BRANCH REPRESENTATIVES

CALGARY
HOLLY TOMTE ’03 BCom
Advisor, Investment Review
Enbridge

HONG KONG
TREVOR MAK, ’84 MBA, ’82 BCom
Managing Director
Bank Julius Baer & Co. Ltd.

LONDON
DANIEL RENNIE, ’12 BCom
HR Technology Consultant
PwC

NEW YORK
ROCHELLE ESTOQUE, ’14 BCom
Financial Analyst, Capital Markets
Avison Young

OTTAWA
LEE CLOSE, ’85 BCom
Vice-President, Transaction Advisory Services
Ernst & Young LLP

SAN FRANCISCO
MELYNNIE RIZVI, ’95 BCom
Senior Corporate Counsel
Symantec

TORONTO
RYAN PAYNE, ’08 BCom
Creative Business Consultant
Ryan Payne Design

VANCOUVER
ALVIN CHOW, ’91 BCom
Vice President
National Advertising Sales, Western Canada
Glacier Media Group

VICTORIA
BRENDA YANCHUK, ’89 MBA
Bank of Montreal
Harris Private Banking
EXTERNAL ENGAGEMENT:
Alumni, Student & Community Events

Calgary Stampede Breakfast
July 8, 2015
Ceili’s Modern Irish Pub on 4th, Calgary, AB

Get SupercaliFRINGEilistic with the BAA!
August 18, 2015
Westbury Theatre at the ATB Financial Arts Barns, Edmonton, AB

Business Alumni Association Golf Tournament - 2015 CPA Cup
September 2, 2015
Windermere Golf and Country Club, Edmonton, AB

MBA Mentor / Mentee Re-connect
September 9, 2015
MKT Fresh Food | Beer Market, Edmonton, AB

Alumni Weekend 2015 - Business Open House and BBQ
September 26, 2015
5th Floor Stollery Centre, Business Building, University of Alberta

Connect: Alberta School of Business’ Leadership Luncheon
October 15, 2015
Shaw Conference Centre, Edmonton, AB

Signature Event 2015 for Alberta Business Family Institute
October 27, 2015
Calgary, Alberta

27th Annual Business Alumni Association Dinner with Keynote Speaker Dave Mowat
November 5, 2015
Matrix Hotel, Edmonton, AB

Pizza, Beer & Holiday Cheer
November 26, 2015
Oxford Tower, Edmonton, AB

An Evening in the Bears’ Den
January 22, 2016
Clare Drake Arena, University of Alberta

Centennial Kick-Off Celebration
January 29, 2016
Tory Atrium, University of Alberta

‘Business in Cinema’ Film Series
February 6, 2016
Metro Cinema, Edmonton, AB

CBC Dragon’s Den Audition
February 20, 2016
Stollery Executive Development Centre, Edmonton, AB

For the Love of Food: BAA Walking Dish Crawl
March 1, 2016
Smokehouse BBQ, Edmonton, AB

We are 100! Celebrate with Us at Craft Beer Market
March 15, 2016
Craft Beer Market, Calgary, AB

Canadian Business Leader Award (CBLA) Dinner
March 23, 2016
Shaw Conference Centre, Edmonton, AB

Calgary MBA Alumni Pub Night
June 2, 2016
Ceili’s Irish Pub on 4th, Calgary, AB

Business Convocation and Reception
June 7, 2016
Northern Alberta Jubilee Auditorium, Edmonton, AB

BAA AGM and Centennial Celebration
June 14, 2016
Craft Beer Market, Edmonton, AB

University of Alberta Chancellor’s Cup
June 27, 2016
Derrick Golf & Winter Club, Edmonton, AB

10th Annual Calgary Stampede Breakfast
July 13, 2016
Ceili’s Irish Pub on 4th, Calgary, AB

Interstellar Rodeo Business Alumni Reception
July 23, 2016
William Hawrelak Park, Edmonton, AB

RETAIL WEEK (Edmonton, AB, October 5-9, 2015):
Organized by the School of Retailing, this is the largest student run retailing event in Canada, with the intent to change the perception of the retailing sector through industry engagement. The event generated over 4 million Twitter impressions during the course of the week.

THOUGHT LEADERSHIP WEEK (Edmonton, AB, March 4, 2016): 130 guests from across the country came to attend the sold out first annual THOUGHT LEADERSHIP CONFERENCE. The event brought together industry executives and academics from the Alberta School of Business in a series of engaging panel discussions to explore how business research impacts the retailing sector.
2016 CANADIAN BUSINESS LEADER AWARD (CBLA)

Each year since 1982, the Alberta School of Business and its Business Advisory Council (BAC) have presented the Canadian Business Leader Award to a Canadian of distinction. CBLA recipients are individuals who have demonstrated leadership, business acumen and success, an entrepreneurial spirit, integrity and a commitment to the community. The selection committee is comprised of members of the BAC as well as students, faculty and alumni.

On March 23, 2016, more than 800 people gathered at Edmonton’s Shaw Conference Centre to celebrate the achievements of Monique F. Leroux, CEO and Chair of the Board of Desjardins Group and this year’s recipient of the Canadian Business Leader Award. Alberta School of Business, Dean Joseph Doucet, and ATB Financial CEO and BAC Chair, Dave Mowat, presented the award.

ERIC GEDDES LECTURE SERIES

The Geddes Lecture Series features leaders from both the private and public sectors, in addition to bringing some of Alberta’s world-class researchers and their findings to the community, with the goal of promoting awareness and discussion on timely, impactful, and relevant business topics. The Eric Geddes Panels are an excellent networking opportunity and the Q&A session following the presentation is open for learning and discussion.

Technology and the Shape of our Cities
October 6, 2015 | MATRIX HOTEL, EDMONTON, AB
Debbie Baxter, VP Corporate Real Estate, Deloitte Canada
Emmett Hartfield, Founder of Intelligence House
Kieran Ryan, Co-Founder, Pogo Car Share
David Dale-Johnson, Stan Melton Executive Professor in Real Estate at the Alberta School of Business

Climate Leadership Plan: What does it mean for Alberta, our economy and our industry?
February 10, 2016 | MATRIX HOTEL, EDMONTON, AB
Andrew Leach, Associate Professor, University of Alberta School of Business, Chair, Alberta Climate Change Advisory Panel
Ben Brunnen, Manager, Fiscal and Economic Policy, CAPP
Simon Dyer, Associate Regional Director, Alberta and the North, Pembina Institute

Managing Healthcare in Alberta: Innovation, Delivery & Diversification
May 10, 2016 | MATRIX HOTEL, EDMONTON, AB
Verna Yiu, Interim President and Chief Executive Officer, Alberta Health Services
Kristina Williams, ’05 MBA, President and Chief Executive Officer, Alberta Enterprise
Robert Burrell, Professor, Canada Research Chair in Nanostructured Biomaterials, Chair, Biomedical Engineering, Faculty of Engineering, University of Alberta

Blaine LaBonte, Executive Director, Cougar Drilling Solutions
Barry Scholnick, Alex Hamilton Professor of Business, Winspear Senior Faculty Fellow at the University of Alberta School of Business
# Alberta School of Business Statement of Sources and Uses of Funds

## Revenue (Operating + Restricted)

<table>
<thead>
<tr>
<th>Source</th>
<th>2015-16 ($000's)</th>
<th>%</th>
<th>2014-15 ($000's)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Allocation for Teaching/Research</td>
<td>24,140</td>
<td>49%</td>
<td>23,998</td>
<td>48%</td>
</tr>
<tr>
<td>Differential Fees, Modifiers and Tuition (MBA + UG)</td>
<td>7,976</td>
<td>16%</td>
<td>8,039</td>
<td>16%</td>
</tr>
<tr>
<td>Executive Education Programs</td>
<td>6,515</td>
<td>13%</td>
<td>7,102</td>
<td>14%</td>
</tr>
<tr>
<td>Cost Recovery Masters Programming¹</td>
<td>2,541</td>
<td>5%</td>
<td>2,236</td>
<td>5%</td>
</tr>
<tr>
<td>Fundraising Gifts and Contributions²</td>
<td>3,080</td>
<td>6%</td>
<td>12,466</td>
<td>25%</td>
</tr>
<tr>
<td>Less: Endowed Contributions³</td>
<td>(1,318)</td>
<td>-3%</td>
<td>(10,702)</td>
<td>-22%</td>
</tr>
<tr>
<td>Research Grants, Contracts and General Centre Revenues</td>
<td>2,426</td>
<td>5%</td>
<td>2,821</td>
<td>6%</td>
</tr>
<tr>
<td>Endowment Income</td>
<td>3,322</td>
<td>7%</td>
<td>3,011</td>
<td>6%</td>
</tr>
<tr>
<td>Other</td>
<td>716</td>
<td>2%</td>
<td>749</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>49,398</strong></td>
<td><strong>100%</strong></td>
<td><strong>49,720</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

## Expenditures (Operating + Restricted)

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2015-16 ($000's)</th>
<th>%</th>
<th>2014-15 ($000's)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Salaries and Benefits⁴</td>
<td>21,738</td>
<td>44%</td>
<td>22,217</td>
<td>45%</td>
</tr>
<tr>
<td>Direct Program Expenses (including Student Support)⁴</td>
<td>15,207</td>
<td>31%</td>
<td>15,886</td>
<td>32%</td>
</tr>
<tr>
<td>Direct Research Expenses and Centre Costs⁴</td>
<td>4,734</td>
<td>10%</td>
<td>4,074</td>
<td>8%</td>
</tr>
<tr>
<td>University Services</td>
<td>6,687</td>
<td>13%</td>
<td>6,750</td>
<td>13%</td>
</tr>
<tr>
<td>Transfer to/from Reserves⁷</td>
<td>1,031</td>
<td>2%</td>
<td>794</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>49,398</strong></td>
<td><strong>100%</strong></td>
<td><strong>49,720</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### Financials

**Director, Finance and Administration:**

Trevor Mireau, CPA-CMA, MBA

### Highlights:

- Fiscal period 2015-16 ended with a modest surplus which was transferred to the School’s reserves; the majority of this result was encumbered for future collective bargaining settlements.
- The School received over $1.3 million of donations directed to endowment capital, adding to last year’s receipt of an $8.4 million dollar matching grant from the Government of Alberta.
- The market value of School’s endowment remained over $110 million—its highest historical level.
- The School received its first targeted provincial grant to compensate the faculty for its relatively low market modifier/differential rates applied to MBA programming.

### Notes:

2. Fundraising gifts include sponsorships. Gifts net of endowed contributions amounted to $1.76 million in both fiscal years.
3. FY2014-15 Endowed contributions include $8.4 million of one-time funding from the “Access to the Future” government matching program.
4. Academic Salaries do not reflect FY2015-16 negotiated settlement across-the-board and increments, which were not finalized until July 2016. This category fell slightly mainly due to an improved classification of manpower costs between academic departments and academic centres.
5. Direct program expenses and student support include all expenditures related to School degree programs offered to undergraduate and graduate students.
6. Direct research centre expenditures were higher in 2015-16, reflecting an increase in research conference activity and consumption of available research grants and donations awarded in prior fiscal periods.
7. The majority of the in-year surplus is earmarked to offset negotiated settlements FY2016-17 that are backdated to July 1, 2015.
DONORS & GIVING

Thank you to all those who have supported the Alberta School of Business in the fiscal year 2015-2016.

Total funds raised for Fiscal Year April 1st 2015 – March 31st 2016:

$2,529,889*

WHERE ARE OUR DONORS ARE

- Edmonton 42%
- Calgary 16%
- Other Alberta 18%
- British Columbia 9%
- Ontario 7%
- Other Canada 2%
- International 6%

GIVING BY GROUP

<table>
<thead>
<tr>
<th>Group</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumnus/a</td>
<td>$704,875</td>
</tr>
<tr>
<td>Friend</td>
<td>$7,218</td>
</tr>
<tr>
<td>Company</td>
<td>$336,407</td>
</tr>
<tr>
<td>Foundation</td>
<td>$1,474,261</td>
</tr>
<tr>
<td>Staff/Faculty</td>
<td>$7,130</td>
</tr>
</tbody>
</table>

*Total funds raised include payments and gifts, and do not equal the Fundraising Gifts and Contributions on the Statement of Sources and Uses of Funds due to revenue recognition policy differences across operating versus restricted funds.
BUSINESS ADVISORY COUNCIL

The Business Advisory Council was established in 1980 with a mandate to strengthen business and management education at the University of Alberta by offering leadership and advice to the Alberta School of Business and its executive team. The council serves as a vital communications link between the School, the university and the business community. Through the council’s efforts, we gain a better understanding of business in Alberta, Canada and the world.

ERIC AXFORD
Executive Vice President
Business Services
Suncor Energy Inc
Calgary, Alberta

ROBERT BORRELLI
Office Managing Partner
KPMG LLP Canada
Edmonton, Alberta

JEFF BOYD
Regional President, Alberta and the Territories
RBC Royal Bank
Calgary, Alberta

J LORNE BRAITHWAITE
Park Avenue Holdings Ltd
Thornhill, Ontario

JOSEPH DOUCET
Stanley A Milner Professor and Dean
Alberta School of Business
Edmonton, Alberta

TERRY FREEMAN
Chairman and CEO
Magnum Energy Services
Head of Investments
ATB Capital
Edmonton, Alberta

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