DEAN’S MESSAGE

As the world changes, the Alberta School of Business is plugged into the pulse of business innovation, developing understandings of how these changes impact Alberta — how they impact you. In our increasingly global and competitive world, we find ourselves asking how we can play a role in that bigger, global picture.

The past year has been a tumultuous one, both for Alberta, and worldwide. As our world evolves, sometimes in strange and unpredictable ways, it’s important to remember what remains constant. For us to succeed, we need to attract and retain smart people and mobile capital, and we need to produce goods and services that compete globally.

People, capital and competitive products – in many ways, it’s the same for your School.

Over the last five years we’ve hired 20 faculty members, renewing more than a quarter of our professoriate. Our strategic hiring, in a very competitive global market, has bolstered important areas such as accounting and entrepreneurship. We’ve added staff in key program areas, such as business career services, recognizing how important it is to be connected with employers and job creators.

And we continue to attract some of the best students in all our program areas, from undergrads who are just starting their academic careers, to some of the world’s top researchers who are helping to shape our PhD program.

Last year the School’s budget was a little over $50M. We receive about half of this from the Government of Alberta operating grant and tuition. But importantly, we generate half of our revenue from our activities: differential fees associated with our BCom and MBA programs, Executive Education programs, fundraising, competitive research grants and income from the School’s endowment. Our ability to generate this revenue allows us to focus on important areas such as career services for our students, innovative programming, and to hire in increasingly competitive markets.

As our financial environment changes in the coming years, our financial resiliency will be tested. We’ll need to innovate and adapt. We are up to this challenge.

Our graduates continue to shine in the marketplace. 87% of this year’s undergraduate co-op students found employment through the program. And 87% of our most recent BCom grads were employed 6 months post-graduation. In 2016–17, 100% of our MBA students were successful in finding summer internships.

We continue to respond to market opportunities, innovating in areas such as our new Master of Accounting degree, and a new Minor in Business for engineering students. And our Executive Education program is constantly surveying the market and developing new programs to meet its demands.

Together we’re making an impact, locally and globally. We’re committed to creating leaders in the worldwide economy, showing through example that our future prosperity is not built on isolationism and protectionism, but on markets and trade — and yes, on good old-fashioned competition and innovation.

Despite the uncertainty of the future, I’m optimistic and confident in the Alberta School of Business as a leader in the world of business education. With promising new initiatives on the horizon, a clear focus, and your continued support, I know that we can deliver on the leadership that we need to excel both at home and on the world’s stage.

Joseph Doucet
Stanley A. Milner Professor and Dean
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 a province shaped by people who are adventurous, hard working and spirited. Since 1916, the innovative ideas, entrepreneurial spirit and leadership of the School’s more than 28,000 alumni have strengthened businesses and communities worldwide.

WHO WE ARE

Our Vision: Leaders from Alberta for the World
Our Mission: To excel and lead through research, teaching, and external engagement

ALBERTA SCHOOL OF BUSINESS

DEAN Joseph Doucet  Stanley A. Milner Chair in Leadership

ACADEMIC DEPARTMENTS

ACCOUNTING, OPERATIONS & INFORMATION SYSTEMS
Chair: Karim Jamal

FINANCE & STATISTICAL ANALYSIS
Chair: Vikas Mehrotra

MARKETING, BUSINESS ECONOMICS & LAW
Chair: Rasmus Fatum

STRATEGIC MANAGEMENT & ORGANIZATION
Chair: Marvin Washington

UNDERGRADUATE
Associate Dean: Andras Marosi

MASTERS
Associate Dean: Mike Maier

PHD
Associate Dean: David Deepphouse

EXECUTIVE EDUCATION
Associate Dean: Heather Christensen

INTERNATIONAL
Associate Dean: Edy Wong

PROGRAMS

CENTRES & 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)

245 FACULTY, LECTURERS AND STAFF

74 Faculty
75 Contract, Sessional and Other Teaching Staff
27 Management Staff
70 Support Staff

VICE DEAN
Kyle Murray

ASSISTANT DEAN, ADVANCEMENT
Ken Crocker

DIRECTOR, FINANCE & ADMINISTRATION
Trevor Mireau

EXECUTIVE DIRECTOR, MARKETING & COMMUNICATIONS
Heather Newton
OUR STUDENTS

The Alberta School of Business has helped more than 28,000 students discover their careers. We offer degree programs at the undergraduate, master’s and PhD levels, spanning a broad range of interdisciplinary topics. Our undergraduate students consistently stand out in international case competitions. UAlberta MBA students are a part of some of the world’s most successful companies. And the world-class researchers that make up our PhD program are supported by some of the most influential researchers from around the globe.

OUR GRADUATES

In the 2016-17 academic year, 825 students received degrees from the Alberta School of Business in our undergraduate, master’s and PhD programs.

DEGREES CONFERRED:

<table>
<thead>
<tr>
<th>UNDERGRADUATE</th>
<th>MASTERS</th>
<th>MBA</th>
<th>MASTER OF FINANCIAL MANAGEMENT</th>
<th>EXECUTIVE MBA</th>
<th>PHD</th>
</tr>
</thead>
<tbody>
<tr>
<td>592</td>
<td>228</td>
<td>152</td>
<td>53</td>
<td>23</td>
<td>5</td>
</tr>
</tbody>
</table>

The Alberta School of Business launched its MASTER OF ACCOUNTING program in the Spring 2017 semester. The first cohort will graduate in Fall 2018.
IMPACT AREAS

In 2014-15, the Alberta School of Business established a 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. Over the past 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: Transforming ideas into ventures

Energy and the Environment: Creating sustainable solutions for business growth

International Business: Making Alberta a worldwide business leader

Leadership: Developing learners into leaders
With 16 different majors that span a diverse range of business and commerce topics, the University of Alberta BCom is one of Canada’s biggest and most prestigious undergraduate business programs. Supported by 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.

Andras Marosi, PhD
ASSOCIATE DEAN
UNDERGRADUATE

ANDREA S. MAROSI
ASSOCIATE DEAN
UNDERGRADUATE

ADMISSION INFORMATION

Number of Applications for 2016: 1,438

ADMITTED: 757 MEAN GPA: 3.30

LAST SCHOOL ATTENDED

<table>
<thead>
<tr>
<th>School Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Alberta</td>
<td>531</td>
</tr>
<tr>
<td>MacEwan University</td>
<td>69</td>
</tr>
<tr>
<td>Red Deer College</td>
<td>20</td>
</tr>
<tr>
<td>Other Alberta Colleges</td>
<td>19</td>
</tr>
<tr>
<td>Other Canadian Colleges &amp; Universities</td>
<td>46</td>
</tr>
<tr>
<td>International Colleges &amp; Universities</td>
<td>22</td>
</tr>
</tbody>
</table>

PROGRAM INFORMATION

Bilingual BCom Students: 38
BCom Honors Students: 8
BCom After-Degree Students: 113
International Exchange Students: 50
Aboriginal Students: 28

375 STUDENTS PARTICIPATING IN CO-OP

STUDENT DEMOGRAPHICS 2016/17

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male Students</td>
<td>1,060</td>
</tr>
<tr>
<td>Female Students</td>
<td>963</td>
</tr>
<tr>
<td>Canadian Students</td>
<td>1,623</td>
</tr>
<tr>
<td>International Students</td>
<td>400</td>
</tr>
</tbody>
</table>

Total Students: 2,023
28 UNDERGRADUATE CLUBS

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

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 2016/17

<table>
<thead>
<tr>
<th>Employment Rate/Metric</th>
<th>2016/17 Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Graduate Employment Rate</td>
<td>87%</td>
</tr>
<tr>
<td>Non-Co-op Graduate Employment Rate</td>
<td>84%</td>
</tr>
<tr>
<td>Co-op Graduate Employment Rate</td>
<td>96%</td>
</tr>
<tr>
<td>All BCom Graduates Average Salary</td>
<td>$50,197</td>
</tr>
<tr>
<td>Non-Co-op Average Salary</td>
<td>$48,093</td>
</tr>
<tr>
<td>All Co-op Average Salary</td>
<td>$55,118</td>
</tr>
<tr>
<td>Co-op (excluding CPA) Average Salary</td>
<td>$58,011</td>
</tr>
</tbody>
</table>

1st place from 2016 Chulalongkorn (Thailand) International Case Competition (L to R) Doug Leong (coach), Lydia Roseman, Logan Miller, Katherine Turner and Dan Park
IN 2016-17

658 STUDENTS TOOK PART IN CASE COMPETITIONS

13 INTERNAL 20 EXTERNAL

32.9% PARTICIPATION RATE WITHIN THE UNDERGRADUATE STUDENT BODY

UAlberta Business students participated in international case competitions in 7 countries:

- Thailand
- Singapore
- Spain
- Australia
- Hong Kong
- New Zealand
- United States

PODIUM FINISHES

5 FIRST-PLACE
1 SECOND-PLACE
3 THIRD-PLACE

1st place team from 2017 CPA Business Challenge in Calgary
(L to R) Rachel DeMarco, Paris Morin, Colton Chacalias and Lindsay Jacka

1st place from 2016 Asian Business Case Competition in Singapore
(L to R) Richard Field (coach), Kelsea Zalaski, Brian Zisin, Zachary Rodrigo and Graeme Glassford
The Alberta 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 Alberta 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 programs include the Alberta/Haskayne Executive MBA (EMBA) offered in partnership with the University of Calgary, the Master of Financial Management (MFin Mgmt) degree offered in Shenzhen, China, as well as the Master of Accounting degree, which is the newest professional degree program.

**Average GMAT score for new full-time MBA students:** 619

**Average GMAT score for new part-time MBA students:** 603
The Alberta School of Business introduced its Master of Accounting (MAcc) degree program in May 2017 with an enrolment of 20 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.

MBA SPECIALIZATIONS

**FULL TIME**
Individual specializations

47% of students chose general MBA program (Full-Time) in 2016/17

- 15% Finance
- 12% Innovation & Entrepreneurship
- 7% International Business
- 10% Natural Resources, Energy & Environment
- 5% Public Policy & Management
- 4% Sustainability

**PART TIME**
Individual specializations

51% of students chose general MBA program (Part-Time) in 2016/17

- 12% Finance
- 8% Innovation & Entrepreneurship
- 8% International Business
- 8% Natural Resources, Energy & Environment
- 11% Public Policy & Management
- 2% Sustainability

**STUDENTS WITH COMBINED DEGREES**

<table>
<thead>
<tr>
<th>Degree Combination</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA–MD</td>
<td>2</td>
</tr>
<tr>
<td>MBA/JD</td>
<td>9</td>
</tr>
<tr>
<td>MBA/MEng</td>
<td>5</td>
</tr>
<tr>
<td>MBA/MLIS</td>
<td>1</td>
</tr>
<tr>
<td>MBA/Pharm</td>
<td>3</td>
</tr>
<tr>
<td>MD/MBA</td>
<td>6</td>
</tr>
</tbody>
</table>

**ACADEMIC BACKGROUND OF NEW FULL-TIME MBA STUDENTS**

- 36% Business
- 30% Science
- 24% Engineering
- 10% Arts

**STUDENTS WHO COMPLETED A SUMMER INTERNSHIP**

- 61% 47 OUT OF 77 IN 2017 (cohort Full-Time 2016)
- 100% 47 OF 47 who were seeking for internship obtained a internship job

**ALUMNI & MENTORSHIP**

- 50 MENTOR/MENTEE MATCHES FOR ALUMNI MENTORSHIP PROGRAM
- 37 CAPSTONE PROJECTS SUBMITTED BY LOCAL ORGANIZATIONS
- 885 ALUMNI REGISTERED TO ALBERTA BUSINESS CONNECT ONLINE COMMUNITY

**MBA CAREERS**

- MBA Summer Employment rate: 82%
- MBA Full-Time Employment rate (3 months after graduation): 73%
The Doctor of Philosophy in Business program at the University of Alberta offers specializations in Accounting, Finance, Operations and Information Systems, Marketing, and Strategic Management and Organization. Many of our students obtain multiple offers for tenure-track positions at prestigious universities throughout the world, including California-Berkeley, Emory, HEC (Paris), Hong Kong Institute of Science and Technology, Imperial College (London), Iowa, Ivey Business School at Western U., McGill, and the Wharton Business School at University of Pennsylvania.

**PHD PROGRAM**

**David Deephouse, PhD**
ASSOCIATE DEAN (PHD PROGRAM)
FOOTE CHAIR OF INTERNATIONAL BUSINESS/LAW

The Doctor of Philosophy in Business program at the University of Alberta offers specializations in Accounting, Finance, Operations and Information Systems, Marketing, and Strategic Management and Organization. Many of our students obtain multiple offers for tenure-track positions at prestigious universities throughout the world, including California-Berkeley, Emory, HEC (Paris), Hong Kong Institute of Science and Technology, Imperial College (London), Iowa, Ivey Business School at Western U., McGill, and the Wharton Business School at University of Pennsylvania.

**180 ALBERTA BUSINESS PHDS WORLDWIDE**

**50 STUDENTS IN THE PROGRAM**
(AS OF FALL 2017)

**5 ACCOUNTING | 11 FINANCE | 11 MARKETING**

**4 OPERATIONS AND INFORMATION SYSTEMS | 19 STRATEGIC MANAGEMENT AND ORGANIZATION**

**101 PhD APPLICATIONS received in 2016/17**
**10 PhD APPLICANTS admitted**

**STUDENT DEMOGRAPHICS 2016/17**

<table>
<thead>
<tr>
<th>Male Students</th>
<th>Female Students</th>
<th>International Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>20</td>
<td>28</td>
</tr>
</tbody>
</table>

**4 ACADEMIC PLACEMENTS**

- **CANADA:** 2
- **UNITED STATES:** 1
- **FRANCE:** 1
Executive Education serves clients across all industries and sectors, offering over 50 programs serving over 6,000 registrants per year. Executive Education focuses on providing education solutions that enable today's leaders in government, crown corporations, public safety, publicly traded companies, and privately held organizations to lead change, manage growth and increase organizational performance.

Heather Christensen, BA, MBA
ASSOCIATE DEAN
(EXECUTIVE EDUCATION)

As the School’s professional development provider, Executive Education serves clients across all industries and sectors, offering over 50 programs serving over 6,000 registrants per year. Executive Education focuses on providing education solutions that enable today’s leaders in government, crown corporations, public safety, publicly traded companies, and privately held organizations to lead change, manage growth and increase organizational performance.

Heather Christensen, BA, MBA
ASSOCIATE DEAN
(EXECUTIVE EDUCATION)

After a successful launch in 2015/16, Executive Education continued its Indigenous Partnership Development Program in partnership with Faculty of Native Studies.
Joel Gehman was awarded the 2017 Roland Calori Prize as co-author on the paper, “Tackling Grand Challenges Pragmatically: Robust Action Revisited.” The prize is awarded bi-annually by the European Group for Organizational Studies for the best article published in the journal Organization Studies.

He also received the 2017 Emerging Scholar award from the Organizations and the Natural Environment (ONE) Division of the Academy of Management.

Jennifer Argo ranked 16th globally in author productivity in the premier American Marketing Association journals.

P. Devereaux Jennings received the Outstanding Service award from the Organizations and the Natural Environment (ONE) Division of the Academy of Management.
INTERNATIONAL OUTREACH

Edy Wong, PhD
ASSISTANT DEAN (INTERNATIONAL)
DIRECTOR, CENTRE FOR INTERNATIONAL BUSINESS STUDIES

International student 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 2,000 students have studied abroad, and more than 1,000 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.

IN 2016-17

205 STUDENTS TOOK PART IN AN international/study abroad program

2,417 STUDENTS HAVE TAKEN PART IN INTERNATIONAL PROGRAMS SINCE 2000

5% of undergraduates and 25% of MBAs participated in an international program in 2016/2017

List of countries represented from an OUTGOING international exchange

Australia    Japan
Austria      Korea
China        Mexico
Denmark      Scotland
France       Spain
Germany      Sweden
Hong Kong    U.K.
Italy

List of countries represented from an INCOMING international exchange

Australia    India
Austria      Italy
Belgium      Korea
Canada       Mexico
Chile        Scotland
China        Spain
Denmark      Sweden
France       Thailand
Germany      U.K.
Hong Kong
ALUMNI NETWORK

The Business Alumni Association (BAA) represents the more than 28,000 graduates from the BCom, MBA, and PhD programs at the Alberta School of Business. The goals of the alumni include promoting the continued interest of all graduates in the School; providing a means whereby alumni may join together for the enrichment of the School; encouraging the best candidates to attend the U of A; and providing a support network for students and graduates.

The BAA accomplishes these goals through events, student scholarships, mentorship programs, and by recognizing outstanding achievements by alumni.

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, the BAA provides financial and moral support to the students in the School. The Business Students’ Association (BSA) and the Masters of Business Administration Association (MBAAA) have representatives who sit on the Board of Directors of the alumni.

EXTERNAL ENGAGEMENT

28,833 alumni in 80 countries around the world

26,090 in Canada

24,262 BCom
4,318 MBA | 165 MFM
83 MPM | 179 PhD

TOP 5 INTERNATIONAL ALUMNI COUNTRIES

- 858 United States
- 420 Hong Kong
- 212 China
- 119 United Kingdom
- 101 Australia

IN CANADA

Alberta
22,027

Ontario
1,361

B.C.
2,121

IN 80 COUNTRIES

United States
119

China
212

Hong Kong
420

United Kingdom
858

Australia
101

2016/2017 Alberta School of Business
ALUMNI & COMMUNITY EVENTS

Throughout the year, the Alberta School of Business hosts and organizes a variety of events for alumni, current students, staff, and members of our diverse community.

BAA Golf Tournament – 2016 CPA Cup
September 7, 2016 (Edmonton)
Highlands Golf Club

Green and Gold Day Parade
September 23, 2016
University of Alberta North Campus

Business Alumni Centennial Celebration
September 24, 2016 (Edmonton)
Alberta School of Business Building, Tory Atrium and Business Quad

BAA Innovation Challenge - Final Presentations and Award Reception
September 24, 2016 (Edmonton)
Telus Centre, Theatre/Atrium, University of Alberta

Connect - Alberta School of Business’ AGM
October 18, 2016 (Edmonton)
Shaw Conference Centre, Hall D

University of Alberta Open House 2016
October 22, 2016
Alberta School of Business booth in the Butterdome, Van Vliet Complex, U of A

VIP Centennial Celebration
October 25, 2016 (Toronto)
Private Home of Eileen Gillee

2016 Alberta Business Family Institute Signature Events
October 25, 2016 (Calgary) and October 27, 2016 (Edmonton)
Fairmont Palliser (Calgary) and Fairmont Hotel Macdonald (Edmonton)

Business Alumni Association Annual Dinner
November 2, 2016 (Edmonton)
The Sutton Place Hotel

27th Annual Christmas Predictor Fun Run
November 26, 2016
Faculty Club, U of A Campus

Centennial Celebration
November 25, 2016 (Hong Kong)

An Evening in the Bears’ Den
January 28, 2017 (Edmonton)
Bears’ Den at Clare Drake Arena, U of A Campus

BAA Dish Crawl
February 9, 2017 (Edmonton)

2017 Canadian Business Leader Award Dinner
March 14, 2017 (Edmonton)
Shaw Conference Centre, Hall D

31th Annual University of Alberta Faculty Club Fun Run
April 2017
Faculty Club, U of A Campus

BAA AGM
June 13, 2017 (Edmonton)
Faculty Club, U of A Campus

Chancellor’s Cup Golf Tournament (Edmonton)
June 26, 2017
Edmonton Country Club

Annual Stampede Breakfast (Calgary)
July 12, 2017
Ceili’s

Alumni event (Business Centennial)
November 8 (London, UK)

Hong Kong Business Centennial Dinner
November 25 (Hong Kong)

Shenzhen Business Centennial Dinner
November 26 (Shenzhen)

BAA Holiday Cheer Charity Event
November 29 (Edmonton)
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 14, 2017, more than 800 people gathered at Edmonton’s Shaw Centre to celebrate the achievements of Elyse Allan, President & CEO of GE Canada and this year’s recipient of the Canadian Business Leader Award. Alberta School of Business Dean Joseph Doucet and ATB Financial Chair and CEO 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 Geddes Panels are an excellent networking opportunity and the Q&A session following the presentation is wide open for learning and discussion.

IN 2016-17,

nearly 800 alumni and community members

took part in our Eric Geddes Lecture series

October 4, 2016 - Breakfast Lecture
EDMONTON

Topic: What’s on the Horizon for the Retail Real Estate industry in Canada?

Speaker: Craig Patterson, '98 BCom, Editor in Chief of Retail Insider and Director of Applied Research at the University of Alberta School of Retailing

Location: Matrix Hotel, Edmonton

November 16, 2016 - Breakfast Lecture
EDMONTON


Location: Sutton Place Hotel, Edmonton

February 28, 2017 – Breakfast Lecture
EDMONTON

Topic: The Winning Formula for Managing a Multi-Generational Business

Speakers: Roberta MacGillivray, '99 BCom, President, The Filter Shop, Marshall Sadd, CEO, Lloyd Sadd Insurance, Blaine Macmillan, President, Cowan Imaging Group, Brent Hesje, CEO, Fountain Tire

Location: Matrix Hotel, Edmonton

April 21, 2017 – Lunch Lecture
EDMONTON

Topic: “Are We Leading on Women’s Leadership? Taking Stock and Looking Ahead”

Speakers: Janet Wood, '92 BCom, Head, Global Strategic Services Partners, SAP, Vancouver, Linda Cochrane, '97 MBA, City Manager, The City of Edmonton, Jen Panteluk, '14 MBA, '03 BCom, President and Chief Executive Officer, Junior Achievement of Northern Alberta and Northwest Territories

Location: Matrix Hotel, Edmonton

June 6, 2017 – Lunch Lecture
CALGARY, 140 guests


Speaker: Al Monaco, President and CEO, Enbridge

Location: Ranchmen’s Club, Calgary
SCHOOL OF RETAILING

The mission of the School of Retailing is to be recognized as the foremost authority and source of retailing education in North America through five core objectives: to inspire and prepare students for successful careers in retail through internationally recognized instruction; to provide retailers with a talented, skilled and specialized workforce; to develop and deliver both post-secondary and executive education programs that are relevant for retailing; to advance Canadian-relevant retail research; and to advocate and promote excellence in retailing.

RETAIL WEEK
(Edmonton, AB, October 2-6, 2017)

Retail Week is Canada’s largest post-secondary retail event expanding across 3 cities in 2017. The School of Retailing started the industry-focused event in 2013 as a way to expand the perception about careers in retailing. The event was featured in Halifax, Toronto and Edmonton in 2017 and will expand to Montreal, Calgary and Vancouver in 2018.

THOUGHT LEADERSHIP CONFERENCE
(Edmonton, AB, March 10, 2017)

166 guests from across the country came to attend the sold-out 3rd Annual Thought Leadership Conference. The event featured an award given to H&M President Toni Galli as well as speakers from Best Buy, Michael Hill and the Alberta School of Business.

eHUB

eHUB is the University of Alberta’s entrepreneurship centre. Offering resources, networking opportunities, and funding, eHUB offers members the unique opportunity to explore ideas that will transform into projects, initiatives and ventures.

In 2016/2017, eHUB supported 134 interdisciplinary students currently have access to the eHUB space.

282 since inception.

134 interdisciplinary students currently have access to the eHUB space.

In 2016/2017, eHUB supported 41 active eHUB teams representing 66 founders.

20 are legally incorporated.

17 are participating in the summer accelerate program.

41% of eHub participants are business students.

MAJOR CURRICULAR HIGHLIGHTS

eHub is in its second year of the Innovation and Entrepreneurship Certificate Program, the third year of the undergraduate cross-campus educational outreach initiative Entrepreneurship 101, and the first year of the graduate version of the course, supported by FGSR, called “The Entrepreneurial Mindset and Innovation Ecosystems.”

In 2017, eHub’s Business students participated in the Reykjavik University (RU), Iceland three-week Entrepreneurship Bootcamp. Initiated by Prof. Mario Nasciamento in the Faculty of Science, and joined by Prof. Mike Lipsett from the Faculty of Engineering and Tony Briggs from the School of Business, as well as eight students from the three faculties, students participated in RU’s large-scale, 360 person interdisciplinary innovation and entrepreneurship course.

CABREE

The Centre for Applied Business Research in Energy and the Environment (CABREE) is an independent research centre located within the Alberta School of Business. CABREE is focused on energy market and climate change analysis in support the public policy development and debate, drawing from business economics, finance and quantitative modelling. In September 2017, CABREE hosted the 2017 Energy Symposium, examining the evolution of Alberta’s energy markets, hosting industry experts from a wide array of interdisciplinary fields to share ideas on the future of oil & gas and electricity in Alberta, and around the world.
UALBERTA BUSINESS MAGAZINE

In Fall 2016, the School’s alumni magazine was reimagined and relaunched as UAlberta Business magazine. Featuring content by award-winning authors, photographers, and illustrators, UAlberta Business offers broad, interdisciplinary perspectives on business, economics, entrepreneurship, and how Alberta School of Business students and alumni are contributing to the world at large. The magazine is published twice a year and is mailed to more than 23,000 alumni and friends.

KEY HIGHLIGHTS

Over 7,500 social media followers
ON TWITTER AND FACEBOOK

740,000 UNIQUE WEBSITE USERS
[5% increase from 2015-16]

2.6 MILLION WEBSITE PAGEVIEWS
[6% increase from 2015-16]
$6.69 Million
Total funds raised in 2016-17 fiscal year

<table>
<thead>
<tr>
<th>Bequests</th>
<th>$5,155,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts/Matching</td>
<td>$861,954</td>
</tr>
<tr>
<td>Grants</td>
<td>$34,294</td>
</tr>
<tr>
<td>Pledges</td>
<td>$643,147</td>
</tr>
</tbody>
</table>

2016-17 DONORS BY TYPE
- 82.8% Alumni
- 9.5% Corporations
- 1.9% Foundations
- 5.8% Other Sources

2016-17 DONATIONS BY CONTACT SOURCE
- Mailing Program $36,997
- Online Giving $43,290
- Student Calling Program $56,207
- Other Sources $6,557,901*
*Includes $5M single-donor planned gift

DONATIONS BY PURPOSE
- 2.81% Annual Awards
- 16.09% Annual Programs
- 1.38% Annual Research
- 4.91% Awards Endowed
- 0.12% Other Purposes
- 74.69% Academic Endowments

*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.
2016-17 HIGHLIGHTS

- The School's inflows/revenues increased for the fifth straight year, to $50.7 million. The School received an increased provincial grant to compensate for relatively low market modifier/differential rates.
- The market value of the School’s endowment reached a new high of $120 million and endowment revenue available for spending increased to $3.4 million.
- Expenditures continued to rise at a faster rate than increases to the School’s inflows. The School’s operating result for 2016-17 was a $367,000 deficiency. This is primarily driven by contractual across-the-board collective agreement settlements.
- Restricted inflows and research grants offset the deficiency in the consolidated financial statements; a majority of these inflows are not available for School operating activities.

PRIOR YEAR 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.

### ALBERTA SCHOOL OF BUSINESS STATEMENT OF SOURCES AND USES OF FUNDS

<table>
<thead>
<tr>
<th>Revenue (Operating + Restricted)</th>
<th>2016-17 $ (000’s)</th>
<th>%</th>
<th>2015-16 $ (000’s)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Allocation for Teaching/Research</td>
<td>25,257</td>
<td>50%</td>
<td>24,140</td>
<td>49%</td>
</tr>
<tr>
<td>Differential Fees, Modifiers and Tuition [MBA + UG]¹</td>
<td>8,098</td>
<td>16%</td>
<td>7,976</td>
<td>16%</td>
</tr>
<tr>
<td>Executive Education Programs</td>
<td>6,886</td>
<td>14%</td>
<td>6,515</td>
<td>13%</td>
</tr>
<tr>
<td>Cost Recovery Masters Programming²</td>
<td>2,451</td>
<td>5%</td>
<td>2,541</td>
<td>5%</td>
</tr>
<tr>
<td>Fundraising Gifts and Contributions³</td>
<td>2,813</td>
<td>5%</td>
<td>3,080</td>
<td>6%</td>
</tr>
<tr>
<td>Less: Endowed Contributions</td>
<td>(870)</td>
<td>-2%</td>
<td>(1,318)</td>
<td>-3%</td>
</tr>
<tr>
<td>Research Grants, Contracts and General Centre Revenues⁴</td>
<td>1,522</td>
<td>3%</td>
<td>2,426</td>
<td>5%</td>
</tr>
<tr>
<td>Endowment Income</td>
<td>3,401</td>
<td>7%</td>
<td>3,322</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>1,128</td>
<td>2%</td>
<td>716</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>50,685</strong></td>
<td><strong>100%</strong></td>
<td><strong>49,398</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures (Operating + Restricted)</th>
<th>2016-17 $ (000’s)</th>
<th>%</th>
<th>2015-16 $ (000’s)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Salaries and Benefits⁵</td>
<td>22,567</td>
<td>45%</td>
<td>21,738</td>
<td>44%</td>
</tr>
<tr>
<td>Direct Program Expenses³</td>
<td>16,164</td>
<td>32%</td>
<td>15,207</td>
<td>31%</td>
</tr>
<tr>
<td>Direct Research Expenses and Centre Costs⁷</td>
<td>5,368</td>
<td>11%</td>
<td>4,734</td>
<td>10%</td>
</tr>
<tr>
<td>University Services⁰</td>
<td>6,402</td>
<td>12%</td>
<td>6,687</td>
<td>13%</td>
</tr>
<tr>
<td>Transfer to/from Reserves⁹</td>
<td>184</td>
<td>&lt;1%</td>
<td>1,031</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>50,685</strong></td>
<td><strong>100%</strong></td>
<td><strong>49,398</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**NOTES:**
1. School portion of undergraduate and graduate market modifier and differential tuition fees. Standard tuition fees are not allocated directly to faculties.
2. Executive MBA, Ft. McMurray MBA, and Master of Finance China program.
3. Fundraising gifts include sponsorships. Endowed gifts are directly capitalized and are not recorded as revenue.
4. Research grant revenue represents the actual payments received. Research awards announced and published by the University Research Awards Office may be higher, as multiple years of award funding can be included in that total.
5. Academic Salaries reflect the 2016-17 negotiated Across-the-Board (ATB) 1% increase, as well as retroactive payments for 2015-16 ATB of 1.5%.
6. Direct program expenditures include direct salaries and supplies.
7. Includes all School research accounts and research centre/fund expenditures.
8. Service units/activities include information technology, finance, human resources, marketing communications and general administration.
9. Transfer to Reserves for 2016-17 represents excess of restricted inflows over operating deficiency.
APPENDIX A: RECENT RESEARCH PUBLICATIONS

In Leading Journals from September 2016 to September 2017


APPENDIX B: DIRECTORIES

Business Alumni Association Board of Directors

EXECUTIVE

Jessa Aco-Kuchmak '14 BCom
BAA President
Continuous Improvement Lead, Gateway Mechanical Services

Ashton Paulitsch, '12 BCom, '16 MBA
BAA Vice President
Analyst, Responsible Investment, AIMCo

Chris Wang, '08 BCom
BAA Treasurer
Manager, Hahn & Houle LLP

Simon Chin, '03 BCom, '16 MBA
BAA Secretary
Associate, Real Estate, Alberta Teachers’ Retirement Fund (ATRF)

Ross Bradford, '79 LLB, '85 MBA
Faculty Representative
Alberta School of Business

Hayat Kirameddine, '09 BCom
Alumni Council Representative
Senior Manager, Tax at EY

Deepa Maisuria, '07 BCom
BAA Past President
Independent Consultant

MEMBERSHIP

Rasheed Abouhassan
President, Business Students’ Association, Alberta School of Business

Chris Carr, '04 BCom
Director and Management Consultant, SAO | Strategy, Analytics and Operations Consulting

Jami Drake
Manager, Alumni Programs, Alberta School of Business

Jennifer Jordan, '05 MBA
Principal, Jennifer Jordan Interior Design

Justin Kuchmak, '13 BCom
Media Director, Carto Media/ F-Media

Jyoti Lamba, '11 BCom
VP Operations, Lamba Financial

Kristel Owens, '15 BCom, '16 MBA
Employer Relationship Advisor, Masters Programs Office, Alberta School of Business

Kyle Schweiger
President, MBA Association, Alberta School of Business

Matthew Semaka, '09 BCom, '16 MBA
Corporate Controller, Norseman Group of Companies

Doug Spark, '17 MBA
Area Supervisor, Mechanical Maintenance, Plains Midstream Canada

Angelo Talamayan, '10 BCom
Business Advisor, Private Company Services, PwC
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, CA, CFA, CBV
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
University of Alberta
School of Business
Edmonton, Alberta

Terry Freeman
Chairman and Chief Executive Officer
Magnum Energy Services and Head of Investments, ATB Capital
Edmonton, Alberta

Cynthia Hansen
President, Gas Distribution & Power
Enbridge Inc
North York, Ontario

Gail Harding, QC
Senior Vice President, General Counsel and Corporate Secretary
Canadian Western Bank
Calgary, Alberta

Jordan Hokanson
President and CEO
Hokanson Capital
Edmonton, Alberta

Paul Ingram
President
Silverberg Group
Edmonton, Alberta

Richard Jenkins
Chairman and Managing Director
Black Creek Investment Management
Toronto, Ontario

Jennifer Koury
Calgary, Alberta

Michael Lang
Chairman
StoneBridge Merchant Capital
Calgary, Alberta

Brett Marchand
President and CEO
Cossette Communications Inc
Toronto, Ontario

Linda McCurdy
President and CEO
K-Bro LinenSystems Inc
Vancouver, British Columbia

Andrew Melton
Executive Chair
Melcor REIT
Calgary, Alberta

Andrea Mondor, MBA
Co-Founder
BOLT Transition Inc
Edmonton, Alberta

Dave Mowat
President and CEO
ATB Financial
Edmonton, Alberta

Tina Naqvi-Rota
President
Cameron Corporation
Edmonton, Alberta

Guy Nelson
Executive Chairman & CEO
Empire Industries Ltd.
Toronto, Ontario

Leland Oberst
President and CEO
Innovative Fuel Systems
Edmonton, Alberta

Donald Oborowsky
President and CEO
Waiward Steel Fabricators Ltd
Edmonton, Alberta

Catrin Owen
CEO
Calder Bateman
Communications
Edmonton, Alberta

Brian Pohl
Partner
Orthus Partners LLP
London, England

Dr John Poon, BBS, JP
Managing Director
Broad Venture International Limited
Hong Kong

Barry Scholnick
Professor
Marketing, Business Economics, and Law
University of Alberta
School of Business
Edmonton, Alberta

Jared Smith
Principal
Incite Solutions Inc.
Edmonton, Alberta

Gail Stepanik-Keber
Chief Brand, Digital Banking & Corporate Social Responsibility Officer
Service Credit Union
Edmonton, Alberta

David Tims
Managing Director, Fixed Incomes and Currencies
RBC Capital Markets
Vancouver, British Columbia

Brian Vaasjo
President and Chief Executive Officer
Capital Power Corporation
Edmonton, Alberta

Janet Wood
Global Head, Talent and Leadership
SAP
Vancouver, British Columbia

in memoriam
RUTH KELLY

In June 2017, we lost one of the most vibrant and impactful members of our business community. Ruth Kelly was a strong advocate for post-secondary education and a valued supporter of the Alberta School of Business. As a member of the Business Advisory Council, Ruth provided leadership and vision as one of Alberta’s most influential business minds. An entrepreneur through and through, Ruth’s self-determination, drive and generosity of spirit inspired those around her and impacted the lives of so many members of our community. She will be missed.
CONTACT US

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University of Alberta
Edmonton, Alberta
Canada, T6G 2R6

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780.492.7676
ualberta.ca/business