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## Five-Year Financial Data Summary

### IN MILLIONS

FOR THE FISCAL YEAR (FY) ENDED JUNE 30,

	2004	2005	2006	2007	2008
Revenues	\$ 309	\$ 331	\$ 368	\$ 405	\$ 451
Expenses	294	307	345	375	423
Cash from Operations	15	24	23	30	28
Capital Investments	54	79	49	20	40
Building Debt Outstanding	70	74	108	108	121
Unrestricted Reserves	56	52	60	65	79
Endowment	1,766	2,065	2,340	2,821	2,971
Total Assets	2,367	2,693	3,018	3,500	3,684

## Key Facts

	2004	2005	2006	2007	2008
<b>MBA PROGRAM</b>					
Applications	7,139	6,559	6,716	7,438	8,661
Percent Admitted	15%	16%	15%	14%	12%
Yield	87%	89%	91%	89%	91%
Enrollment	1,800	1,794	1,822	1,806	1,796
Tuition	\$ 33,650	\$ 35,600	\$ 37,500	\$ 39,600	\$ 41,900
Average Fellowship Aid per Student	\$ 11,543	\$ 13,299	\$ 15,647	\$ 17,605	\$ 21,591
<b>DOCTORAL PROGRAMS</b>					
Applications	744	587	611	694	595
Percent Admitted	4%	4%	5%	5%	6%
Yield	70%	80%	64%	57%	81%
Enrollment	98	98	101	103	105
<b>EXECUTIVE EDUCATION</b>					
Enrollment	7,360	8,133	8,239	9,281	9,345
<b>FACULTY</b>					
Faculty Positions (full-time equivalents)	204	201	215	206	219
Teaching Materials Produced	588	561	606	602	647
Research Articles Published	127	103	130	145	152
Books Published	23	36	31	24	24
<b>STAFF</b>					
Staff Positions (full-time equivalents)	1,017	1,044	1,077	1,109	1,146
<b>PUBLISHING</b>					
Cases Sold	6,999,000	6,958,000	7,428,000	7,785,000	8,240,000
Harvard Business Press Books Sold	1,180,000	1,272,000	1,409,000	1,882,000	2,025,000
HBR Circulation	240,000	240,000	243,000	248,000	246,000
HBR Reprints Sold	2,910,000	2,929,000	3,112,000	3,061,000	3,123,000
<b>CAMPUS</b>					
Buildings	33	33	33	33	33
Square Feet	1,476,041	1,512,753	1,512,753	1,512,753	1,512,753

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