



# USB Alumni Association Exco

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Annual office report 2017

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## USB ALUMNI ASSOCIATION EXCO MEMBERS

Alumni Association	Number
President	1
Chairman	1
Alumnus	1
Members: Chairpersons	14
<b>Total Alumni Association</b>	<b>17</b>

Alumni Ex Officio	
Prof Piet Naudé	USB: Director: USB
Frik Landman	USB-ED CEO
Brigitte Roediger	USB-ED: Marketing Director
Owen Mbundu	USB: Head: Marketing
Christélle Cronjé	USB Manager: Alumni and Stakeholder Relations
<b>Total Ex Officio</b>	<b>5</b>

## USB ALUMNI ASSOCIATION REGION COMMITTEES

Alumni Association Regions	Number of Committee Members
Western Cape	9
Eastern Cape	6
Gauteng & Limpopo	6
Mpumalanga	4
KwaZulu-Natal	6
Swaziland	2
Botswana	4
Namibia	6
East Africa	6
West Africa: Nigeria	4
West Africa: Ghana	6
UAE	2
UK & Ireland	3
Europe	1
<b>Total Committee members</b>	<b>65</b>



**USB**   
 University of Stellenbosch Business School  
*Alumni*

**Join the USB Alumni Association chapter closest to you**  
 6 regional chapters in South Africa | 6 regional chapters in Africa |  
 3 other regional chapters – UK, Europe, UAE





## Alumni totals

The total number of alumni 31 December 2017 were **28063** and reflects per programme as follows:

USB ALUMNI 2017				
PROGRAMME	1964 - 1989	1990 - 2016	2017	TOTAL
ALL, excl MBA	2946			2946
DBA		39	0	39
Hons. BB and A		2097	0	2097
MBA	697	3321	231	4249
MDF		415	51	466
Mphil (Future Studies)		187	14	201
Mphil (Man Coaching)		119	19	138
PGDip (Bus Man)		155	95	250
PGDip (Dev Finance)		150	67	217
PGDip (DispSet)		30	0	30
PGDip (FinPlan)		82	99	181
PGDip (Futures Studies)		93	47	140
PGDip (Leadership Dev)		115	29	144
PGDip (ProjMan)		196	63	259
PhD (Future Studies)				3
PhD (Buss Man & A)				73
PhD (Dev Finance)				16
<b>TOTAL</b>				<b>11449</b>

<b>2017 TOTAL</b>	<b>27996</b>
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USB ED ALUMNI															
PROGRAMME	PRE2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
EDP											82			45	34
SMPD										162	356	144		270	317
MDP										608	1093	1896		718	924
Certificate Coaching											16			10	21
Certificate Dev Fin														0	
ALDP											62			32	97
Executive HR											73			14	14
BMP										65				62	83
Other										204	26	91		923	
<b>Total</b>	no data	1019	1107	604	705	722	827	890	800	1039	1609	2131	1530	2074	1490
<b>Grandtotal</b>															<b>16547</b>

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**28063 ALUMNI IN 14 CHAPTERS IN 83 COUNTRIES**

## 1. Overview

This reporting period reviews the activities of the USB Alumni Association for the reporting period 01 January – 31 December 2017.

### Africa focus

The USB AA vision and mission focus activities on Africa and South Africa. In 2017 the USB AA invested resources, strengthened relationships and partnerships, engaged in learning opportunities, promote the product knowledge of the USB, and represented the USB AA in networks globally in terms of the USB AA vision and mission:

*Vision: To be the most desirable Alumni Association in Africa*

*Mission: To build the brand of the USB and the USB Alumni Association*

These actions contributed to recruiting prospective students through alumni networks, facilitate continuous learning opportunities, build alumni and corporate engagement opportunities, and benefits offered to alumni. The focus remained on SA, SADC, East and West Africa, while partner activities formed the conduit for engaging alumni in the UK, UAE, and Mauritius. Contact and engagement with alumni beyond these focus areas were limited. Alumni contributed to USB accreditation body panels, providing impact stories and industry articles, and hosting a series of learning opportunities in the chapters.

### Stakeholder partnerships

A key focus was to leverage mutually beneficial partnerships between alumni, USB, USB-ED, IFR, US, media, corporate and educational partners to increase access to alumni and extend opportunities to alumni. This occurred through stakeholder networks, events and opportunities where continuous learning, alumni-corporate dialogues, sharing alumni articles and impact stories offered more visibility.

### Value proposition

The value proposition of the USB AA are defined as follows:

**Table 1 USB ALUMNI ASSOCIATION VALUE PROPOSITION**

Benefits gained by USB <i>the return on investment- ROI</i>	Benefits gained by USB Alumni <i>the return on investment- ROI</i>
<ul style="list-style-type: none"> <li>Recruitment and positive referrals to USB from alumni</li> <li>Life-long relationship</li> <li>Enhances reputation and accreditation and institutional diplomacy</li> <li>A network of global leaders</li> <li>Access to industry expertise, research teaching opportunities</li> <li>Stakeholder partnerships, training opportunities</li> <li>Gain investment and sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>Continuous life-long learning opportunities-</li> <li>Sense of belonging to honourable association</li> <li>A powerful network spanning 53 years</li> <li>Global connectivity and partnerships</li> <li>Recognition and Awards – Alumnus of the Year</li> <li>Access to benefits:</li> <li>Research, case studies</li> <li>Access to media</li> <li>Access to career opportunities</li> </ul>

## 2. Strategic Framework

The USB strategy 2015-2018 provides the overall framework for the Association.

**Table 2 USB STRATEGY 2015 – 2018**

USB STRATEGIC GOAL: 2015 – 2018	USB STRATEGIC INITIATIVE FOR ALUMNI
<b>Strategic goal B1:</b> Increase USB's financial, social, ecological sustainability	<b>B 1.5</b> Integrate and include current social engagement activities of alumni in the social integrated plan.
<b>Strategic goal B3:</b> Position the brand of USB as the preferred knowledge partner in Africa; build and maintain reputation	<b>B3.3</b> Spread awareness of the USB brand and its products to all provinces in SA and to choose markets in Africa (SADC, East, West Africa). Integrate alumni regional needs. *Use an integrated multi-platform and multi-stakeholder approach in SA and chosen African markets (media, alumni, information sessions)
<b>Strategic goal S3:</b> Increase USB's stakeholder engagement with students, alumni, business, and broader society <b>ALUMNI INITIATIVE</b>	<b>S3.2</b> Complete development of a new Alumni strategy and business model in collaboration with USB Alumni Exco and USB-ED.
	<b>S3.3</b> Target pre-planned interactions via "big events". *Develop annual programme to involve current employers.
	<b>S3.3.1</b> Enhance the relationship with current employers of USB students. *Invite current employers and HR people to promotional events.
	<b>S3.3.2</b> Enhance relationships with business people in key cities (e.g. Nairobi, Lagos, Windhoek, JHB) *Extend existing Roundtable programme and Leaders' Angle to at least 6 regions
<b>Strategic goal P5:</b> Optimise synergies between USB and USB-ED	<b>P5.2</b> Joint planning of footprint extension in Africa, Middle East and Europe

**Table 3 USB ALUMNI ASSOCIATION STAKEHOLDERS**

INTERNAL	EXTERNAL
USB Marketing Communications USB Departments, Coordinators, Programme Heads, Faculty, Research Centres Admissions, Careers, International office, USBI Collaboratory partners: USB-ED and IFR US and Innovus	Alumni, VIP alumni, Ambassadors of the USB Advisory Boards, USB and USB ED USB Students and prospective students Industry – corporates, organised business Organizational networks Partner schools and international networks Alumni peer business schools

### USB Alumni Strategy 2018-2020

The drafting of the Strategy 2018-2020 commenced in the 4<sup>th</sup> quarter with assistance from an Exco drafting team. The strategy is positioned within the framework of the USB strategy, and the marketing strategy, the Social Impact Committee (SIC), programme heads, USB-ED.

The first draft will be presented at Exco 07 March. The outcome of the USB alumni survey planned for April 2018, input from USB AA Exco further informs the final draft to be presented to Manco in May 2018. This strategy guides the implementation of Alumni and Stakeholder activities according to annual implementation plans, with any required adjustments for the 2018 implementation plan to be effected by May 2018.

### 3. IMPLEMENTATION 2017

The 2017 tactical implementation plan was based on the USB Strategy, outcomes of surveys 2013 – 2016, USB AA Exco decisions, peer best practice, and stakeholder input. The aim was to increase USB stakeholder engagement with students, alumni, business and broader society.

#### Implementation, Objectives, Priorities: 2017

USB Alumni Association

Communications, branding, promotions

Alumni projects and programmes

Give back

Continuous learning

Regional chapters and international alumni development

Collaboration, networking: internal and external stakeholders

Benchmarking, database development, surveys, accreditation



**Table 4 SUMMARY OF USB AA ACTIVITIES: 2017**

USB AA	Exco, strategic implementation plan, budget alumni office, manage contact with alumni – database
Communication Branding	AlumNet, USBNET, social media, alumni web portal (news, media, class photos Articles and focus on alumni achievers in industry across chapters Branded materials developed and distributed to chapters
Promotions	Testimonials: USB information sessions, QS
Sponsorship	Corporate sponsors for alumni activities: Citadel, Protea Hotel, FNB, Bottelary, Winkelhoek, Babylonstoren
Alumni benefits	Discounts on USB Masterclasses, IFR courses, EMBA, Study modules IoDSA membership CIMA (MBA graduates: pathway to professional qualification – exempt 7/12 exams)
Alumni awards	Alumnus of the Year, AACSB
Give Back: Fundraising	Fundraising project: <i>Sponsor an MBA Student</i>
Give Back: Mentorship	Mentorship process: <i>Source-Train-Match- Report</i> ICT process developed, first orientation provided to mentors in 2017
Continuous learning	Alumni attending Leaders Angle, Career activities, Webinars Alumni Masterclasses: USB, Gauteng, West Africa: Nigeria and Ghana
Industry engagement	Corporate Roundtables: Nigeria and Ghana: WART (2) and Kenya: EART, Industry visits
International development Chapters activities	Chapter events: Alumni-Business Dialogues, corporate and social enterprise engagement, Information sessions Chapter development: new chapters IBSN
Collaboration partnerships	USB ED: First Wednesdays/Thursdays/Fridays: Botswana, Namibia, and Swaziland. IFR, INNOVUS, IBSN, Resource Alliance, Social Impact Committee, SBA, Careers, Lean In Circles
Student engagement	Orientation, research QS, regional events
Benchmarking	Data, alumni surveys, AMBA and AACSB accreditation, Impact story telling

### USB Alumni Association Exco

USB AA Exco was held on 06 June 2017 and was attended by the South African regional chairpersons with chairpersons from outside South Africa joining the meeting via video platform.

### Budget

An overview of the financial status for 2017 and budget 2018 is included in the presentation.

### Alumni office (Positions of the alumni office staff)

During 2017, the alumni office was staffed by Christ lle Cronj : Alumni Manager and Lizelle Kannemeyer: Alumni Administrator.

### Database management

Database development is a priority to combat the threat of losing contact with USB, USB-ED and IFR alumni. Recruitment for the position of Data Administrator was concluded in December 2017 and Mr Moeshfeeq Andrews was appointed to commence duty on 01 February 2018 on a contract basis.

A review process and with support from ICT, involved an audit of the internal migration process against alumni on the US SIS system, alleviating duplications, migrating USB-ED data into CRM marketing, updating contact details and increased communication with alumni through events and newsletters. These initiatives resulted in a significant increase in the number of **contactable alumni** from 2015 – 2017:

**Table 5 Growth in Contactable Alumni**

January 2016	<b>9,000</b>
May 2017	<b>12,000</b>
December 2017	<b>18,000</b>

The **total alumni numbers** at 31 December 2017 are reflected in the table below:

**Table 6 Total numbers of Alumni: December 2017**

Source	Total number	MBA	Other programmes
USB alumni	11516	4249	7267
USB-ED alumni (2004 onwards)	16547		
<b>Total USB alumni</b>	<b>28063</b>		

### Summary: Key challenges experienced with implementation

Data: threat of losing contact with alumni

Knowledge about alumni

Low levels of awareness of the alumni programme and opportunities

Current, relevant understanding of alumni preferred business education topics and opportunities for continuous learning

Low levels of alumni giving back

Benchmarking

A proposal to procure the Graduway alumni digital platform software for implementation is under discussion and available at Exco 2018. The aim is that some of these key challenges are to be addressed with the implementation of the Graduway Digital Platform, should the USB decide on the procurement of the facility.



## Communications

**AlumNet:** Stakeholder and alumni articles, success stories, chapter activities and achievements are covered in the alumni newsletter. Sourced articles from internal and external stakeholders and alumni illustrate successes, impact, and industry best practice. Six editions were published in 2017: February, April, June, August, October, and December. Alumni also received **USBNET**.

**Website:** The Exco recommendation made in 2017: *“That the alumni webpage be reviewed to ensure more emphasis is placed on activities, profiling of alumni, and the benefits as an attractive package offered to alumni”* is currently in process. With the new website development, the alumni pages will get a new look and feel, increased visibility of alumni and their achievements and benefits offered to alumni on other USB pages. In the interim videos of masterclasses have been loaded, more testimonials are in process to be added and increased visibility of alumni engagement and achievements form part of Marketing’s initiatives. Alumni page may be accessed via a drop down menu on top, and on the resource banner at the bottom on the homepage.

**Social media:** Alumni activities and events are posted on Twitter [@USBalumni](#) and LinkedIn and USB Facebook Followers show a steady growth on Twitter and LinkedIn, but the migration to the business school page is not yet complete and groups are relatively dormant. Regional committees started WhatsApp groups in their regions, which works very well within the committees.

### Marketing mix of alumni branded materials developed in 2017:

**Silver pins and pouches** were handed over to new graduates upon graduation (USB and USB-ED graduations) along with a small rolled congratulatory note and a customised note for USB-ED.

**Branded tablecloths, alumni mint holders and chocolates** were developed with USB Alumni branding and are used at events.

**Flyers and information sheets** were updated with new information and are distributed at all events.

**Banners** for the alumni office and each region were designed, developed and distributed to the chapters.

**USB gifts** are provided to all speakers at alumni events, continuous learning and regional events, received.

USB **programme materials** were displayed at events

## Promotions

Alumni delivered testimonials and participated in QS and USB information marketing events on and off campus. Alumni participated in video clips used during orientation of new students, provided testimonials for web publications and provided impact stories for accreditation reports. The following provides a list of Alumni Testimonials delivered during information sessions



## 2017 QS MBA World Tour

Date	Country/Place	Alumni	Programme
09-May	Johannesburg	Virna Alexander	MBA
	Johannesburg	Nirvana Rampersad	MBA
11-May	Accra	No alumnus	MBA
13-May	Lagos	Tolulope Olufunsho	MBA
15-May	Nairobi	Josephat Kiweu	PHD BMA
	Nairobi	Mike Mbaya	MDevF
29-May	Dubai	Anneke Heckroodt	MBA
	Dubai	Dr Shaun Vorster	MBA
	Dubai	Dr Pietie Loubser	MBA
<b>USB INFO SESSIONS : Alumni delivered testimonials at all USB programme information sessions</b>			
10-May	Accra	Clement Bandoh	MBA
17-May	Lagos Island	Olusola Olufunsho	MBA
18-May	Lagos Mainland	Olusegun Zaccheaus	MDev Finance
04-July	Ghana	Bernard Ewusie-Mensah	MBA
05-July	Nigeria	Isa Omagu	MDevF
15-June	Kampala	Vianney Mutyaba	MBA
24-June	Dar Es Salaam	Japhet Justine	MBA
25-July	Kenya	Collins Sifuma	MBA
26-July	Zimbabwe	Blessings Chiwandire	MBA
02-Aug	Swaziland	Ernest Mkhonta	MBA
03-Aug	Lesotho	Abiel Mashale	MBA
04-Sep	Nelspruit	Hennie Joubert	MBA
19-Sep	Centurion	George Rautenbach	MBA
21-Sep	Windhoek	Ella Hansen and Magda Talbot	MBA
27-Sep	George	Meredy Gibbs	MBA
28-Sep	Port Elizabeth	Tineke du Plessis	MBA
02-Aug	USB	Amore Strauss	PGD BMA
16-Aug	USB	Pieter Opperman	PHD Dev Finance
30-Aug	USB	Margerte Niemand	PGD Future Studies
11-Oct	USB	Samantha Sampson	PGD Leadership
01-Nov	USB	Akhona Ngqata	PGD Project Management

*A successful Alumni programme is reliant on an integral approach to engagement and communication, where alumni forms part of and are visible at big and smaller initiatives.*

## Alumni projects and programmes

### Alumni involvement in USB Events

**2017 Leader's Angle:** Alumni attend and delivered only 1 *Thank You* note at a Leaders Angle event in 2018.

Event name	Event Date	Event Guest Speaker	Alumnus-Thank you note	Faculty-Thank you note
SA's Tax Ombud	24-02-2017	Judge Bernard Ngoepe	None	Prof Mias de Klerk
Courage in complexity	31-03-2017	Prof Mariëlle Heijltjes	None	Samantha Walburgh
Renewables Vs. Nuclear	25-04-2017	Panel of members	Jako Volschenk	None
Crises and solutions SA's youth	23-06-2017	Dr Louise van Rhyn	None	None
USB Leaders Angle	28-07-2017	Dr Mampela Ramphele	None	Dr Arnold Smit
Black professionals in Cape Town	29-10-2017	Ms Valerie Tapela	None	Dr Salome van Coller
Prof Piet Naudé (Namibia)	30-10-2017	Prof Piet Naudé	none	none
City of Cape Town Mayor's office: Water Crisis	24-11-2017	Councillor Xanchia Limberg	None	Prof Micheal Graham

## Give Back Fundraising: USB AA project

**Fundraising campaign:** Concept, context and artwork were developed for the Alumni fundraising campaign. The sliders and visibility on the website were increased and launched during mid-December 2017. Business cards with Fundraising detail are planned for distribution at all events. The following activities form part of the campaign in 2018: Social media, newsletters, TV monitors and on poster boards in USB buildings, a *telefon* with assistance from the Western Cape committee. The Western Cape chapter plans a mid-year fundraising dinner with a wine auction to contribute to this project. **The success of the fundraising campaign lies in the cooperation at all USB events to market this event as a project integral to the USB.**



## Give Back Mentorship programme

The number of available mentors increased between 2015 -2017, which allows more scope and choice in response to students requests. The demand for mentorship still remains relatively low. The registering of mentors (alumni), matching and requesting (students) process were developed as an electronic function. The electronic matching facility is in process. An orientation class is offered annually to mentors in March, with a live-stream facility. A training course was under discussion to raise the quality of mentorship offered to students to a higher level.

### Alumni mentors provide mentorships on the following:

- Programmes MBA, MDevF and MCoach students
- Research assignments/theses and time management (not supervision)
- Career and industry-specific mentoring, career path planning
- Small business owners, USB Small Business Academy participants: 9 month SBA Mentorship programme.

USB Alumni in association with Careers and the SBA Growth Initiative, hosted a Mentorship orientation class: **02 March** facilitated by Dr Salome van Coller-Peter. The event was live-streamed and attended by 90 alumni. The Mentorship timeline is as follows: **March: Mentorship orientation | March – October: Mentorships | November: Reporting | December January: Call for mentors–new and reconfirmation.**

There has been an increase in the number of registration of mentors after the introduction of an electronic user-friendly template in 2016. The number of mentor requests coming from students has also increased, but is still very low. It is noted that the once-off discussion requests are in decline and the requests for more substantial mentorship are increasing.

## Alumni benefits

Progress is noted with the offering of benefits available to alumni. During 2017 the Alumni Benefits package has expanded to include:

- IoDSA: 20% discount of membership *(New)*
- IFR: 15 % discount of courses *(New)*
- Access to IFR Colloquiums
- CIMA: MBA alumni qualify for exemption from 7 of the 12 modules to qualify *(New)*
- Masterclasses: 20% discount
- Access to International module when registered as a student at USB
- Access to EMBA
- Access to speaker and prestige events at USB, and in Chapters
- Access to career services and events
- Attendance of IBSN events

## Alumni awards

**Alumnus of the Year:** A selection panel from the USB AA ExCo developed a set of selection criteria for Alumnus of the Year, and reviewed applications based on these criteria. Nominations were called for, a short-list was compiled and the Alumnus of the Year 2017 was selected to be Mr. Vuyani Jarana, CEO of SAA. The president of the USB Alumni Association, Prof Prieur du Plessis handed over the award to Mr Jarana at the prestigious Kgalema Motlanthe dinner event on **24 October** at the Westin Hotel in Cape Town.

VIP alumni were invited to attend the event and about 30 senior USB alumni attend, together with USB, corporates and dignitaries. It is the first Alumnus of the Year award since 2012, and the 2018 award will again be linked to the Kgalema Motlanthe leadership series event in 2018.

### PMR

Alumni attended the USB ED PMR Diamond Arrow Award in the category of Foreign Business Schools offering Executive Education (short courses) function in Namibia where Desery van Wyk Chairperson received the award on behalf on USB.

### Eduniversal: Dubai

Alumnus Prof Steyn Heckroodt received the Eduniversal award on behalf of the USB at a gala dinner and Eduniversal function in Dubai in November 2017.



## Continuous learning

The continuous learning programme of the USB alumni Association during 2017 offered a wide scope of learning opportunities. Masterclasses bring value to alumni and guests to attend on campus, and to join in via video link on live-stream. These Masterclasses are 4 hours in duration, paid events, and serve as a source of income for the USB AA. It aim to create interest in the subject/programme matter. These opportunities are branded as USB Alumni Masterclasses and marketed as follows:

*The Alumni Office of the University Stellenbosch Business School offers **Masterclasses** for alumni, students, executives and anyone interested in improving their knowledge and skills in a series of topics, or those who are curious about topics offered in USB programmes. Facilitated by USB academics or Alumni in industry, these 4-hour workshops are designed to contextualize theory, models, and frameworks with practical application in the workplace and for personal benefit.*

In 2017, seven Masterclasses were offered, but 2 had to be cancelled due to low registrations. A lower rate of attendance was experienced in the Western Cape and Gauteng than in 2016.

### The following Masterclasses took place in 2017:

**Mentorship: 02 March 2017:** Mentorship training: Dr Salome van Collier-Peter presented the first annual masterclass as an orientation to offer orientation to alumni mentors based on “*What it means to be a mentor*” and “*What is expected of a USB mentor?*” This served as preparation prior to engaging with students. It was a joint event with Alumni, Careers, and SBA all providing input at the event.



**02 June 2017: Corporate Health:** Dr Renata Schoeman presented this interactive class. Excellent feedback and requests for another class in 2018 were received. This is scheduled for September 2018. Renata presented on “*Vaccinate! Healthy leaders, healthy organizations*”. The issuing of CPD points (By Dr Schoeman) for alumni who attended this class, is currently reviewed and could serve as a unique benefit offering to alumni for 2018.

**Development Finance: Ghana and West Africa:** Two Masterclasses were hosted respectively at the Movenpick hotel, Accra Ghana on **03 July 2017** and at the Eko Hotel, Lagos, Nigeria on **05 July 2017**. Prof. Meshach Aziakpono was the guest speaker at both events on: *Innovative Approaches to Sustainable Economic Development Financing: Trends, Opportunities and Challenges*. It was attended by alumni, corporate guests, and ED in both Nigeria and Ghana. The USB agent Gbemi (for Ghana) and Raymond (for Nigeria) provided logistical support.



**Attracting and retaining women in the workplace: Gauteng:** In celebration of **Women’s month**, Prof Anita Bosch and two facilitators, Liesl Bebb-McKay and Ms Bebe Oyegun-Adeoye presented on *Attracting and retaining women: Latest research and practice* on **24 August** at the Woodmead Country Club in Gauteng. The latest copies of SABBP report was handed to all participants. Prof. Piet Naude welcomed guests and alumni.

**Futures: USB:** Dr Morne Mostert presented a class on **01 September 2017** on “*The future of universities – higher learning in the future for the future*”, focusing on *-Thinking with a futures lens, But what is a university? Emerging trends in higher education, Dynamics of university design and Futures competencies for future-competitive leaders*. The event was live-streamed.

**Fundraising:** The *Great Fundraising Masterclass* was hosted on **12-13 September** @ USB, Bellville Park Campus by Resource Alliance and US Development, with Australian master fundraiser Allen Clayton as key presenter. The event was supported by the Social Impact Committee and was attended by 120 participants.



**EMBA: 04 – 08 September 2017:** Alumni attended EMBA on campus.

**NPO Programme:** The annual NPO programme took place **16 – 20 October** on campus and was coordinated by Jeanne Kuhn, with ED and Alumni, with participants from 50 NPO's. This programme outcome is reported to the Social Impact Committee.

## INDUSTRY ENGAGEMENT

During 2017 three Corporate Roundtables were hosted in East and West Africa, 1 in Accra, 1 in Lagos and 1 in Nairobi. At all three events, discussions focused on the following themes:

*What is the USB's reputation in the market?*

*What should a USB graduate bring to the company?*

*What is your opinion of the design of MBA, MDEF, and other programmes?*

*What are the trends regarding management and business education in West Africa?*

### **West Africa Corporate Roundtable (WART 1): Accra, Ghana**

The discussion was led by Ghana Chairperson Chairperson, Dr Geraldine Abaidoo, and she highlighted key points in her opening statement focusing on building strong relationships between alumni and business within the chapter to:

*Grow membership in the environment to share ideas freely*

*Establish academic excellence within the members*

*Establish strong network within members*

Dr Abaidoo and Prof Meshack Aziakpono guided the discussions with the following corporate representatives who joined alumni in the discussions: CIMPA: Business School, IMT – ICT School Ghana, Adansi Goldmine, Ghana Ports and Harbor Authority, IGS Financial services, Ghana Chamber of Mines, Bolloré Transport and Logistics Ghana Limited, MTN Ghana, DHL Global Forwarding, Toyota Ghana Enterprise Life, GLG, Stanlib Ghana, First Insurance Company, HKK Consult, Healthcare access.



*On the question, “What should a USB graduate bring to the company”, representatives noted that alumni are able to access superior knowledge and lecturers, and need to be able to access these in future for refresher courses. Alumni in the workplace are required to add value and be able to implement complex plans. USB courses need to be inclusive of topics relevant to Africa which provide learning on the implementation of solutions. Corporates noted that; “The USB play a key role for alumni to build networks and facilitate information to access job opportunities, the creation of jobs and creative thinking about the employment of people. Content is required on innovation and re-engineering of business to meet economic growth demands.”*

**Corporates and alumni agreed that the key value add for USB alumni are:**

- International reputation: AACSB, EQUIS, AMBA
- Leadership development
- Client engagement
- Global perspective
- African contextualisation

### **West Africa Corporate Roundtable (WART 2): Lagos, Nigeria**

The Chairperson of West Africa, Mr Isa Omagu and Prof Meshack Aziakpono guided the discussion on the key focus questions. The following corporate representatives joined alumni in the discussions: GTZ bank, Thursmay Educational Services, Lagos Business School, Streetnomics, McD L Professional services, Olesgun & Co Chartered Accountants, Pinefields Services, Access Bank.

Representatives agreed that a USB graduate should bring innovative skills and critical thinking skills to the company. Graduates should be familiar of the cost and revenue drivers in the company and be able to provide executive management and leadership skills to manage these.

*“Graduates should not be scared to enter revenue growth opportunities and to generate these in their own enterprises upon return to the home countries. Graduates need strong conceptual skills which they could apply in the company in complex situations. They need to be skilful to negotiate around complex issues and in strategic situations. They should exhibit strong problem-solving and analytical skills, and bring back good networks to able to expand the contact base for the company.”*

On the question **Trends regarding management and business education in West Africa** representatives concluded that corporates who can afford it, set up own executive training programmes but the USB is regarded as the best option in Africa for major degree purposes. *“People take charge of their own learning requirements, identify the need, and develop a training solution. Alumni should feel that they have borderless options, with strong networks to senior alumni in other countries. Prospective students consider online education options as a good alternative if they do not have sufficient funding to access international universities.”*

### **East Africa Corporate Roundtable (EART)**

The **discussion** was led by East Africa Chairperson Prof Josephat Kiweu and Nthabiseng Moleko and the following corporate representatives joined alumni: East Africa Tax Consulting, Intertek East Africa limited, and Office of the Audit-General RTI International, Cape Consult Ltd, Multichoice East Africa, Machakos University Nairobi, and African Sports Network.

On the question **“What should a USB graduate bring to the company”**, corporate representatives concluded that students as products from the USB are well-known for the qualities, skills, depth of knowledge, and examples of how they have risen in society.

The skills they bring back to Africa reflects the particular complexities and the strategic situations requiring problem-solving and graduates are well-equipped to tend to these. Graduates exudes confidence, knowledge and are not found to be condescending in the business environment. MBA alumni are very approachable, are people who listens very well and are always ready to learn from others. A USB graduate is confident and self-assured; both vital ingredients in management and organizational leadership.

*“Being a PhD or a Master’s graduate from USB gets you through the door in big business, however what happens after that is up to you” – Corporate representative, Nairobi.*



## USB ALUMNI CHAPTERS

All regions were active across a broad spectrum of activities during the reporting period. AGMs and networking events were hosted in most regions where chapters and committees were active. Chapter development follows the agreed tier approach aligned with USB and USB-ED focus areas. Collaboratory events in Namibia, Botswana, and Swaziland added to the scope of events. During 2017, alumni engaged in **51 USB AA events** with a **60%** turnout at alumni events. This includes the Masterclasses, but excludes the USB, USB ED or Career events.

**Table 7 ALUMNI CHAPTER -TIERS ALIGNED WITH ED**

<b>1 Tier:</b>	Western Cape, KZN, Gauteng/Limpopo, Namibia, Botswana	Target 3 alumni events per annum, plus Masterclasses where possible. Events in combination with stakeholders
<b>2 Tier</b>	Mpumalanga, East Africa, West Africa: Nigeria, West Africa: Ghana	Target 3 alumni events per annum, plus masterclasses where possible. Events in combination with stakeholders
<b>3 Tier</b>	Swaziland, UAE	New chapters: At least 1 event per year. Partnerships are encouraged. Events in combination with stakeholders
<b>4 Tier</b>	UK, Europe Continents	Link in with partner events Events in combination with stakeholders and partners

### 7.1 South Africa

**Gauteng:** Alumni attended the Rand Business Club Network Dinner on **08 February** in Johannesburg. Alumni hosted a Business Dialogue network event on **29 June** at the Country Club Johannesburg, Woodmead Rivonia. **Futurist Michiel Jonker** presented on *“Cyber security is likely to fail because we architect on the wrong assumptions - the flip side of exponential Internet growth will lead to massive security challenges”*.



Gauteng Alumni hosted a business-dialogue at the Johannesburg Country Club, Woodmead on **18 October** where the guest Speaker; **Dr Lulu Gwagwa** presented on **“Infrastructure and the economy/development”**. Her presentation highlighted: *“According to the Banking Association, infrastructure is at the heart of ongoing dialogue on sustainable, socially cohesive growth oriented development and economic competitiveness, performance and transformation. And in the development of infrastructure, the NDP warns that infrastructure investment should be made “in a structured, considered manner to prevent inappropriate initiatives, protect South Africa’s resources and ensure priority investments are efficiently implemented”*. Questions for discussion included: *“How do we achieve these objectives? And how do we ensure that needs of users are appropriately understood, and appropriately served?”*

**Western Cape:** On **17 February**, alumni hosted an event at the Protea Hotel Bellville where **Roswitha Becker** presented on *“Education and Training, focusing on business practices to bridge the skill, as driver for global competitiveness, and sharing the GLC story.”*



On **31 March** Western Cape alumni hosted a business dialogue at the Big Easy restaurant, Stellenbosch where **Ms Rhoda Kadalie** was the guest speaker. She presented on the topic: *Ethics and responsible leadership”*

On **05 May** USB Western Cape Alumni hosted a Business Dialogue at the Protea Hotel Bellville. **IFR Director, Dr Morne Mostert** presented on *“Madrid Scenarios”*.

The Western Cape hosted a **Mandela Day** event on **18 July**, where USB staff accompanied the Chairperson to the school for the handover and a morning agenda of celebrations at the Tembaletu School for physically challenged children.



**Women's month event:** Western Cape alumni hosted an alumni business dialogue network event on **18 August** in Bellville where **Toni van Niekerk**, presented on *Women at Work*, City of Cape Town's drive towards gender transformation through the creation of innovative mechanisms within the public space.

On **27 October**, Western Cape alumni hosted an annual general meeting on in Bellville where **Dr Tienie Ehlers** shared his views on *"Is Omni-Channel Learning the way to face the Tsunami?"* Dr Tienie Ehlers, Chief Learning Officer (CLO) – USB-ED. The alumni manager shared an overview of current activities of the USB AA. The chairperson presented the annual report and the alumni manager provided an overview of the USB alumni activities for 2017. A new committee was elected.

**Eastern Cape:** On **26 January**, an alumni business dialogue networking event was hosted at the Port Elizabeth Golf Club. **Pieter Rossouw** presented on *"Zero to One: Notes on Start-ups, or How to Build the Future"* by Peter Thiel with Blake Masters.



On **21 February** an alumni business dialogue networking event was hosted at the Port Elizabeth Golf Club. **Prof Piet Naudé**



presented on *South Africa: The true state of the Nation: What is the state of the South African nation?* In his presentation, Prof Naudé followed a three-step approach to interpreting events in our country: *How to distinguish facts from public opinion, How to focus on structural positives and How to move from optimism to hope.* The event was attended by 35 people.



**06 July**, Eastern Cape alumni hosted an alumni business dialogue network event where **Dr Renata Schoeman** presented on *From fire to ashes*. This event was attended by 26 alumni and guests.



On **29 September**, Eastern Cape alumni hosted a business dialogue breakfast network event at the Radisson Hotel, Port Elizabeth where USB faculty **MC Botha** presented on project management. This was followed by the AGM of the USB Eastern Cape chapter.



**Mpumalanga:** Alumni hosted a Business dialogue and wine-tasting event on **19 April** at the Sasol Recreation Club, Secunda. The guest speaker **Theo Venter** presented on *"The politics of paradox and ambiguity in South Africa"*. It was attended by alumni corporate representatives and guests. An NPO presented their local social initiative project presented their project on **Manna for Teksa**. This initiative, started in 2004, focuses on giving a sandwich to hungry school children on a daily basis and has grown to provide 1400 children with a daily sandwich. The programme included a wine-tasting event hosted by Babylonstoren.



Mpumalanga alumni hosted a business dialogue at Kruik, Secunda on **27 October**. Futurist Mr Michiel Jonker presented on *"Cyber security is likely to fail because we architect on the wrong assumptions - the flip side of exponential Internet growth will lead to massive security challenges"*.



**Kwa Zulu Natal:** On **27 July**, alumni hosted a business dialogue at Deloitte Building, La Lucia, Durban. The event was sponsored by Citadel and Mr Maarten Ackerman, chief economist and advisory partner at Citadel shared views on *the new world order, the implications thereof on local and global economic developments and highlight some investment opportunities as a result.*



On **12 October**, alumni hosted a business dialogue at Deloitte Building, La Lucia, Durban. Dr Mehran Zarrebini, UK chairperson shared views on *“The rise of crypto currencies and the impact and rise of block chain tech on the services industry as he is an avid investor in Bitcoin and alternative coins”.*

**Southern African Development Community (SADC)**

In March, alumni office and USB-ED agreed to host their corporate networking event initiative, First Wednesday (**Swaziland**), First Thursday (**Botswana**) and First Fridays (**Namibia**) in association with the USB Alumni Association between April and September. This was agreed to both alleviate overlapping of events and to increase access for USB alumni to more learning opportunities and networking events with industry leaders in the two respective countries. Both **Namibia and Botswana** alumni participated in the **First** series of events.



Events were hosted at the Hilton Hotel Windhoek, Walvis Bay, Gabarone and in Mbabane. Alumni attended all events. Where feasible, or at least once a year, a senior alumnus joins the guest speaker to provide an industry perspective on the relevant topic.

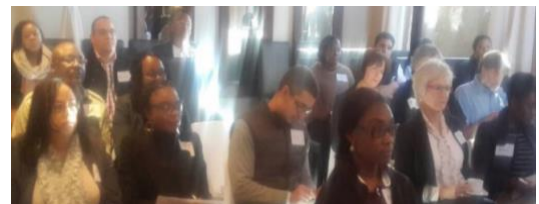
**The following guest speakers address corporate clients (ED) and Alumni at these series of events 2017**

Namibia		Botswana		Swaziland	
06 April	Sonja Swart Gerald Nthabolan (Alumnus)	07 April	Sonja Swart Patty Karuaihe-Martin (Alumnus)		
04 May	Prof Andre Roux	05 May	Prof Andre Roux		
01 June	Dr Morne Mostert	02 June	Dr Morne Mostert		
06 July	Ntombi-Langa-Royds	07 July	Thys Pretorius		
03 August	Dr Tienie Ehlers	04 August	Dr Tienie Ehlers		
07 September	Doris Viljoen	01 September	Lesedi Makhurane	03 September	Dr Tienie Ehlers

**Swaziland:** As part of the collaboratory, an alumni Business Dialogue Networking session followed by a USB Programme information session was hosted at the Royal Swazi Hotel, Ezulwini, Swaziland on **02 August**. The alumni manager presented on the USB AA activities and programmes and Nthabiseng Moleko presented on *Pension Funds for Africa*, and facilitated the information session. A new chapter was established for Swaziland with 4 committee members.



**Namibia** alumni hosted a Business Dialogue breakfast event at NICE Restaurant on **03 March** where alumni hosted where Mrs Nangula Uaandja was the guest speaker on the topic: *“Ensuring a relevant Namibian economy through education”.*



**Namibia** Alumni hosted an alumni business dialogue network event on **21 July** at NICE restaurant, Windhoek where Mr Tim Parkhouse presented on *“The cash crunch, who will suffer?” “Remuneration and how Government financial cut will*



*influence the Namibian market*". The committee also held an AGM where the chairperson presented her annual report and 6 new committee members were elected.

Namibia Alumni hosted a business dialogue at N.I.C.E restaurant, Windhoek on **22 November** where the guest speaker, Dr Martha Namundjebo-Tilahun, shared insights on "Taking risks in tough economic times". *The Namibian economy finds itself in one of the worse recessions for decades. Is this a time to be prudent when taking risks? Or is it a time be bold and take big risks?*" The alumni manager presented an overview of USB alumni activities 2017. The committee had planning meetings where the new Committee allocated roles/portfolios, planning alternatives and ideas for events, continuous learning and potential USB events for Namibia for 2018 were discussed.



**Lesotho:** An alumni Business Dialogue Networking session followed by a USB Programme information session was hosted at the Avani hotel in Maseru, Lesotho on **03 August**. The alumni manager presented the USB AA activities and programmes for 2017. Nthabiseng Moleko presented on "*Pension Funds for Africa*" and facilitated the information session.

**West Africa Ghana:** On **03 July**, an alumni business dialogue networking and Corporate Roundtable (WART 1) event was hosted at the Movenpick hotel, Accra, Ghana. Prof. Meshack Aziakpono presented on Development Finance, and facilitated the WART jointly with the Chairperson, Dr Geraldine Abaidoo. The alumni manager presented on USB AA 2017 activities.



On **04 July**, a USB programme information sessions was hosted and facilitated by Prof Meshach Aziakpono. The West Africa agents provided assistance at these events.

**West Africa:**

**Nigeria:** On **05 July**, an alumni business dialogue networking and Corporate Roundtable (WART 2) event was hosted at the Eko hotel, Lagos, Nigeria. Alumni manager presented on USB AA 2017 activities, and prof. Meshack Aziakpono facilitated the WART 2 with the Chairperson, Mr Isa Omagu.



Following the alumni network event, a USB programme information sessions was hosted. The West Africa agents provided assistance at these events.

**East Africa:** An alumni Business Dialogue and Corporate Roundtable (EART) was hosted at the Southern Sun Mayfair Hotel, Nairobi, Kenya on **24 July** followed by the USB programme information session on **25 July**. Nthabiseng Moleko presented on *Pension Funds for Africa*, and facilitated the EART with Prof Kiweu, chairperson East Africa. The alumni manager presented on USB AA 2017 activities.

**Uganda:** The East Africa Chairperson hosted Uganda alumni on 15 June in Kampala, Uganda for a business networking session. Uganda forms part of the East Africa alumni chapter.



**UK and Europe:** The IBS Network took place on **06 June** in London, and was well attended by USB alumni together with Prof Mias de Klerk.

The Chairperson Dr Mehran Zarrebini contributed to the content of AlumNet to share views on Bitcoin currency. A focus in 2018 should be to focus on gaining more industry and impact stories from alumni in these chapters and to coordinate with US on events for alumni.

**Middle East:** Alumni provided a series articles of industry practice and *Blogs from Dubai*, which were profiled in AlumNet, including Dubai2020. The chairperson and alumni represented USB at QS information sessions, a conference in USA (at own cost), and received the EdUniversal award on behalf of the USB at a gala dinner event in Dubai.

**Collaborations and partnerships in events**

**US and Resource Alliance:** Planning discussions were held with Resource Alliance and University Stellenbosch Development and Alumni Relations to develop a plan of cooperation. It was agreed to jointly present the following:

**09 March 2017:** USB Alumni to host the **Pop-Up Funding Salon** at USB.

**12 -13 September 2017:** The Great Fundraising Masterclass with Alan Clayton at the USB

**11 September 2017:** USB alumni to exhibited and attend the power-hour breakfast with CEO executives at Nedbank, Waterfront.

**14 September 2017:** Attended a workshop with Alan Clayton, with US Development and Alumni Relations department and Resource Alliance.

**08 March 2018:** USB Alumni and SIC to host the **Pop-Up Funding Salon** at USB.

**VIP alumni**

Top alumni were engaged in collaboration with stakeholders at big events, alumni events, Leaderex, MBA Africa, Africa Day and Corporate Roundtables in Ghana (WART 1) Nigeria (WART 2) and Kenya (EART) and the Kgalema Motlanthe dinner. More effort is in planning to secure VIP alumni in 2018 as conduits for entry for recruitment and for supporting research and other initiatives at the USB.

**US Homecoming and Wordfees festival: Stellenbosch:** USB alumni



coordinated the participation of USB and alumni at the Breakfast event on **04 March** at Stias, Stellenbosch. USB and USB ED Guest speakers Prof



Mias de Klerk, Prof Michael Graham, Mr Frik Landman and Dr Renata Schoeman formed part of a panel discussion. Alumni attended the event.

**USB-ED IFR: Africa Day:** Alumni office worked in collaboration with IFR and ED to coordinate the Africa Day event on **25 May** at Gold Restaurant in Cape Town. Alumni VIPs were identified and invited to attend. The alumni manager hosted a table at the event which was well attended by USB alumni. Alumni attended the **IFR Conference** in **October** and some were offered a discounted fee to attend this event.

**Africa MBA INDABA: Business School Alumni Conference: Johannesburg: 14 – 15 July 2018**



Alumni and Sales Managers exhibited and promoted USB programmes, and networked with alumni at the **MBA Africa Indaba** in Johannesburg **14 – 15**



**July.** It is known as *“The largest Business School Alumni Conference in Africa”*. USB alumnus, Mr John Phillips presented on the **Getting Funded Panel**. A significant number of leads were captured with good networking opportunities with Gauteng/Limpopo alumni representatives.

**Lean-In Circles:** *An initiative to celebrate Women's month event:* Linked to the Founder of Lean In, wife of Facebook Mark Zuckerberg, the USBLaunchLeanIn circle was launched on **29 August**. USB alumnus Tarina du Toit and Prof Anita Bosch approached the alumni office to arrange for the launch of the first USB Lean in Circle as part of the global network of circles. <https://leanin.org/about>. This group met monthly at USB and focus on the global women-in-support of leadership development programme.

**INNOVUS: LaunchLab:** USB alumni and INNOVUS, Launch Lab coordinated a series of activities:

Item	Action
<b>News Communication</b>	<b>AlumNet:</b> Feature of Innovus and Launchlab news and alumni involvement and placing of ongoing communication <i>blurps</i> /information on patents ready for commercialization <b>USBNET</b> Feature quarterly Innovus newsletter articles Visibility on social media and USB Website
<b>Bootcamp 13 - 14 July</b>	Facilitated a Bootcamp to support alumni-business-entrepreneurs engagement: It was attended by entrepreneurs, alumni and students with USB guest speakers: Prof Mias de Klerk presented on: <i>"Leadership in the VUCA (Volatile, Uncertain, Complex, Ambiguous) world"</i> , and Elsemarie Botha presented on <i>"a Digital Age"</i> .
<b>Networking 12 October</b>	Alumni, students participated and Dr Morne Mostert presented on <i>"The Madrid Scenarios"</i>

**Careers Office:** Alumni and Careers coordinate on the following key areas of cooperation and actions: mentorship training and referencing, AlumNet contributions, job references, mutual events, social media support. Alumni participated in the following Careers events with students in 2017:

Event	Date	Total booked	Alumni (bookings)
Freelance Management Consulting across South Africa	Tuesday, January 24, 2017	20	11
Digital Strategy for Job Seekers	Thursday, February 23, 2017	37	22
Your journey with the MBTI	Monday, March 6, 2017	20	1
CV Design Guidance	Monday, March 13, 2017	23	7
Executive Resilience	Thursday, March 16, 2017	65	7
Power up your career (Half-day) - Session 1	Friday, May 5, 2017	42	6
A day in the life series: Session 1	Monday, May 22, 2017	92	8
The use of psychometric assessments for recruitment	Tuesday, June 6, 2017	34	19
Career Meetup with Oliver Wyman	Monday, October 9, 2017	36	0
Career meetup with Sanlam	Tuesday, November 7, 2017	29	6
Consulting Club AGM	Thursday, November 23, 2017	65	7

**SIC:** The alumni manager serves on the SIC Committee and form part of the quarterly planning sessions. Initiatives where alumni initiate, contribute to or showcase social impact activities are planned and reported on the NPO programme, Mandela Day celebrations. Regional social impact initiatives such as in Mpumalanga chapter where TEKSA initiative were presented at an alumni networking event, were discussed.

## Students

**Orientation:** Alumni office presented an overview of the USB Alumni Association and what the USB Alumni office offer to alumni at the PGD Financial Planning orientation scheduled as well as orientation sessions to students during Quarter 1. The alumni office presented an overview of the USB Mentorship program with the MBA FT 2017 group. Alumni overview were presented during orientations to the 2017 MDevF groups 1 and 2, PGD Project Management, and the PGD Dev Finance group. A presentation was developed for the Learning Hub where students could access alumni information during their orientation on campus.

## Graduations USB and ED:

The alumni office engages and welcomes new graduates at the **USB** graduation ceremonies in March and December 2017. New PhD graduates receive a personal letter of congratulations and welcome to the Association. The alumni office and regional chairpersons attended, delivered welcome addresses, and handed out alumni pins at the **USB ED** graduation ceremonies in Gauteng, KZN, Stellenbosch and Namibia. The alumni manager attended ED graduations

in Cape Town (Stellenbosch), 23 November and Namibia (Windhoek), 06 December. The chairperson for Namibia Jakkie Coetzee delivered a presentation at the award ceremony and handed out alumni pins. The Gauteng award ceremony was presented by Gauteng chairperson Nirvana Rampersad.

**Farewells:** The alumni manager and members of the Western Cape Committee delivered a welcome note and interacted at the farewell functions with students. The alumni manager provided an overview of the USB AA at two PGDip Leadership groups.

#### **International Business School Networks:**

**UK: 2017** Coordinated with International Office and IBS, Alumni attended the annual International Business School Network (IBSN) in St James Square, London on **06 June**. It is an annual event and hosted on a rotational basis in different locations. Alumni residing in the UK were invited and attended. All participating business schools' logos were visible on the event invitation to the network event. Banners and gifts were prepared and sent with USB Faculty member, Prof Mias de Klerk who attended the event at the Clubhouse, St. James Square London.

**Leuven Belgium:** Discussions were held on **04 May** with Karla van der Weyden from Leuven campus, Vlerick Business School Belgium to explore areas of cooperation and future networking and sharing of best practice on alumni matters.

**Frankfurt:** Discussions were held in **June** with Gisela Brinkmeier from Frankfurt School of Business on alumni matters.

#### **Benchmarking**

##### **Accreditation Bodies:**

**AMBA:** The alumni manager formed part of the planning and preparation for the AMBA 5-year visit on **11 September**. Outcomes of this visit and recommendation form the accreditation visit, to inform the 2018-2020 strategy. AMBA requires a differentiated approach for MBA, with specific events, or membership benefits for MBA.

**AACSB:** The alumni manager and selected alumni participated in the preparation discussions and the accreditation panel from AACSB on **18 October**. Alumni were prepared for their visit to the AACSB panel and attended the alumni – student cocktail on the evening of 18 October. Alumni contributed impact stories for the impact report for AACSB. The response from the visit is included in the planning of the strategy 2018-2020.

**Monitoring and evaluation:** Alumni and participants complete evaluation forms after Masterclasses and these are monitored to incorporate the feedback in future planning.

**Survey outcomes:** The results of the following surveys with USB alumni during 2017 were received

- **US alumni survey:** Results were received and shared
- **EdUniversum and QS.** Alumni and Careers survey: Alumni participation and feedback was conveyed during a feedback session from the Universum team. The report was received and is applied in 2018-19 planning.
- **MBA ranking; Financial Times: Alumni manager attended feedback session on 16 November**
- Alumni manager and Gauteng alumni participated in the **US Masterbrand audit** during October – November 2017.
- **Planning: USB alumni survey 2018** is planned for the first quarter in 2018. This is a joint initiative between USB, USB-ED IFR and Careers, to ascertain the expectations and recommendations from alumni and how alumni matters may be improved and as comparison with the outcomes of previous surveys and international best practice. The outcome contribute to inform the Alumni Strategy 2018 – 2020.

The alumni office thanks the executive committee and all stakeholders for the support, encouragement and guidance throughout this reporting year.



**Christéle Cronjé**

**Manager: Alumni and Stakeholder Relations**

**March 2018**