



USB Alumni Association Exco

Annual office report 2018

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Executive overview

The annual report reviews the USB Alumni Association and the implementation of the strategic themes with the use of its stream of income and resources for the period 1 January – 31 December 2018.

Constitution



The Constitution of the USB Alumni Association of September 2015 determines the requirements for membership to the Alumni Association and lays out the objectives of the Association as the following:

- To promote the interests of the University of Stellenbosch Business School (USB)
- To keep alumni in touch with one another and with USB
- To create networking opportunities for alumni of USB
- To help USB and USB-ED build and articulate a legacy

Vision, Mission, and strategic themes

During 2018, the USB Alumni Association through its activities, once again worked towards its vision and mission. The USB Alumni Strategy and the 2018 implementation plan is aligned with stakeholder input. The lead strategic objective was set, which in turn led to the establishment of strategic themes. The strategy will be finalised once aligned with the new USB strategy after June 2019.



Vision

To be the most desirable Alumni Association in Africa



Mission

To build the brand of the USB and the USB Alumni



Lead for NEW Strategy

To grow and sustain mutually beneficial partnerships with Alumni and stakeholders in the interest of the USB through better and broader access to networking, lifelong engagement and access to management and business knowledge



Strategic Themes

- Grow engagement
- Partnerships for impact
- Life-long relationship
- Strengthen USB AA and growing self-sufficiency

Governance

The governance structure of the Alumni Association consists of the USB Alumni Association executive as well as chapter committees for each province in South Africa as well as other African countries and beyond. The Association also has representation on the USB Advisory Board.

USB Advisory Board

The Alumni Association President (Prof Prieur du Plessis) and the Chairman (Mr Isa Omagu) represented the association and alumni on the USB Advisory Board.



Prof Prieur du Plessis



Mr Isa Omagu

USB Alumni Association Exco

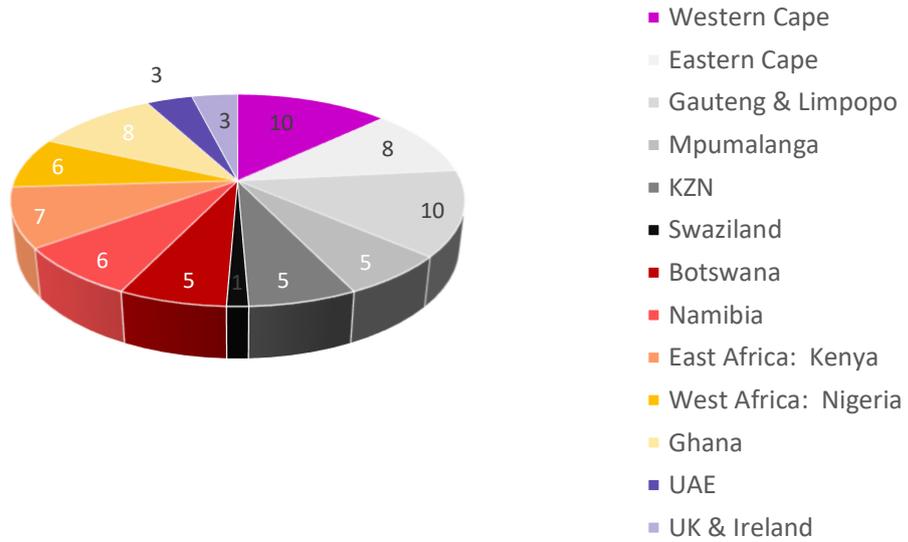
USB AA Exco held its annual meeting on 07 March 2018 in the Tienie Meyer Boardroom at USB.

USB Alumni Association Chapter Committees

USB Alumni Association Exco members – (22)

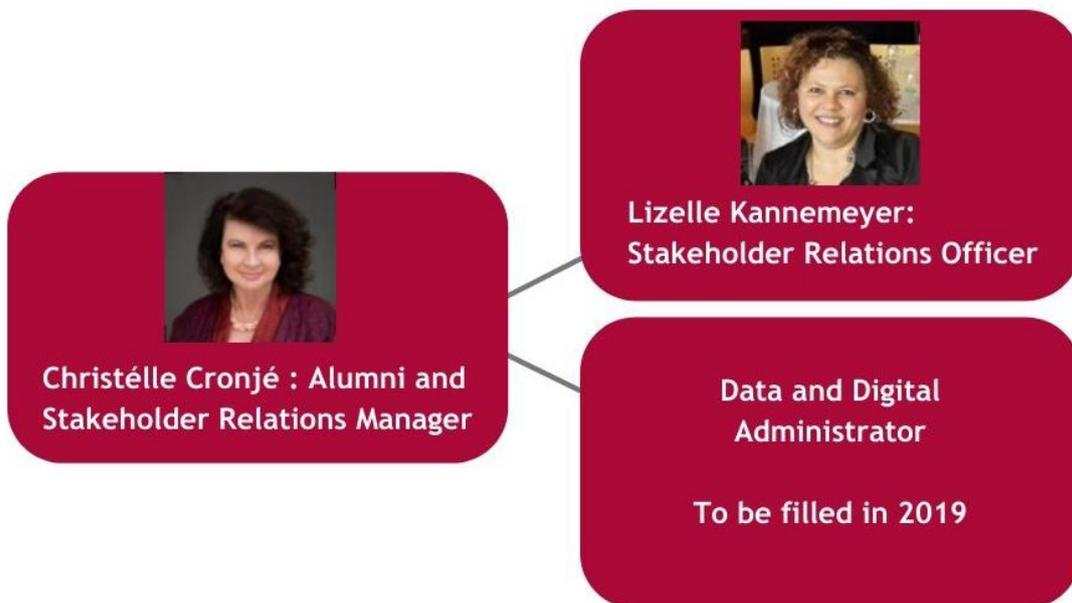
Alumni Association		
President	Prof Prieur du Plessis	
Chairman	Mr Isa Omagu	
Prominent Alumnus	Mr Pieter Uys	
Alumni Association Chapters	Chairperson	Status
Western Cape	Mark Phillips	MPhil Futures Studies
Eastern Cape	Simon Meyer	MBA
Gauteng & Limpopo	George Rautenbach	MBA
Mpumalanga	Elyssa Spreeth	MBA
KwaZulu-Natal	Zibu Masotobe	MBA
Eshwatini	Ernest Mkhonta	MBA
Botswana	Matlhogonolo Sebate	MPhil Development Finance
Namibia	Jakkie Coetzee	MBA
East Africa: Kenya	Emma Rono	MPhil Development Finance
West Africa: Nigeria	Shayo Imologene	MPhil Development Finance
Ghana	Dr Geraldine Abaidoo	SMDP
UAE	Anneke Heckroodt	MBA
UK & Ireland	Dr Mehran Zarrebini	MBA
Europe	Bettina Schneider	MBA
Ex Officio		
Prof Piet Naudé	USB: Director: USB	
Dr Chris van der Hoven	USB-ED: CEO	
Kerry Smallie	USB-ED: acting Head of Marketing	
Owen Mbundu	USB: Head: Marketing	
Christélle Cronjé	USB: Manager: Alumni and Stakeholder Relations	
Total Alumni Association		22

Alumni Chapter Committee Members



USB Alumni Office

During 2018 the USB Alumni office, situated in the Marketing Department, consists of two full-time staff members, with the assistance of a contract position for 20 hours a week to assist with data capturing and processing. A position of Data and Digital Administrator was approved for filling in the first quarter of 2019.



Business Model

Value proposition

In support of the USB AA vision, the value proposition below depicts the value alumni and the USB derive from the partnership. The knowledge vested in alumni within the industries, employer networks, governments and organisations add to building USB as a preferred knowledge partner globally. The quantity and quality of alumni networks, levels of engagements, collaboration efforts and geographical reach of engagement are pivotal to the success of alumni contributions to ranking positioning and accreditation. This in turn adds to reputation and brand building of USB, which increases positive referrals to USB.

Benefits gained from investing in USB and the value USB gains from its alumni.

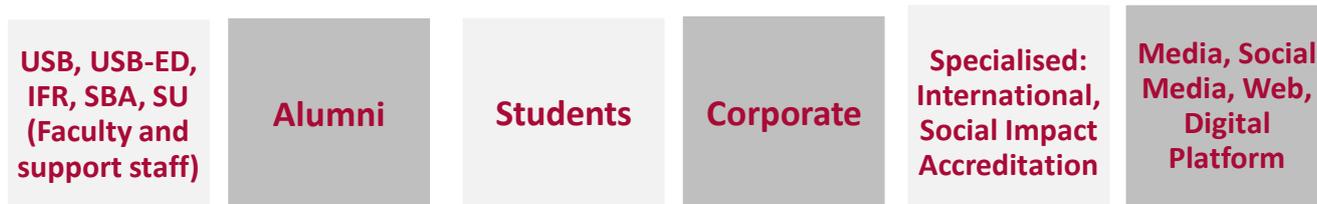
Value for USB (ROI - return on investment-)	Value for USB alumni (ROI - return on investment)
Recruitment of students via positive referrals to USB from alumni Enhanced reputation Benefit of a lifelong access to a global leaders network with access to industry expertise, research and teaching opportunities Stakeholder partnerships and training opportunities consulting projects Ability to set up sponsorship and other investment opportunities	Continuous lifelong learning opportunities A sense of belonging to an esteemed association and University Access to a powerful network spanning 53 years with global connectivity and partnerships Receive recognition and awards – Alumnus of the Year Access to benefits, research, case studies and the media Access to career opportunities and support from a careers office

Stakeholder groups

The internal and external stakeholders of the USB AA illustrate the groups with vested interests in USB and the USB AA.

Internal stakeholders USB, USB-ED, SU and IFR USB faculty and staff Marketing: Communications, Business Development, Corporate Alumni office, Careers office, International office SBA, Research Centres	External stakeholders Alumni, students Corporate and industry representatives Organisations in the USB eco-system: Business Associations and Not for Profit Organisations Institutional: government and organizations Local and global business schools
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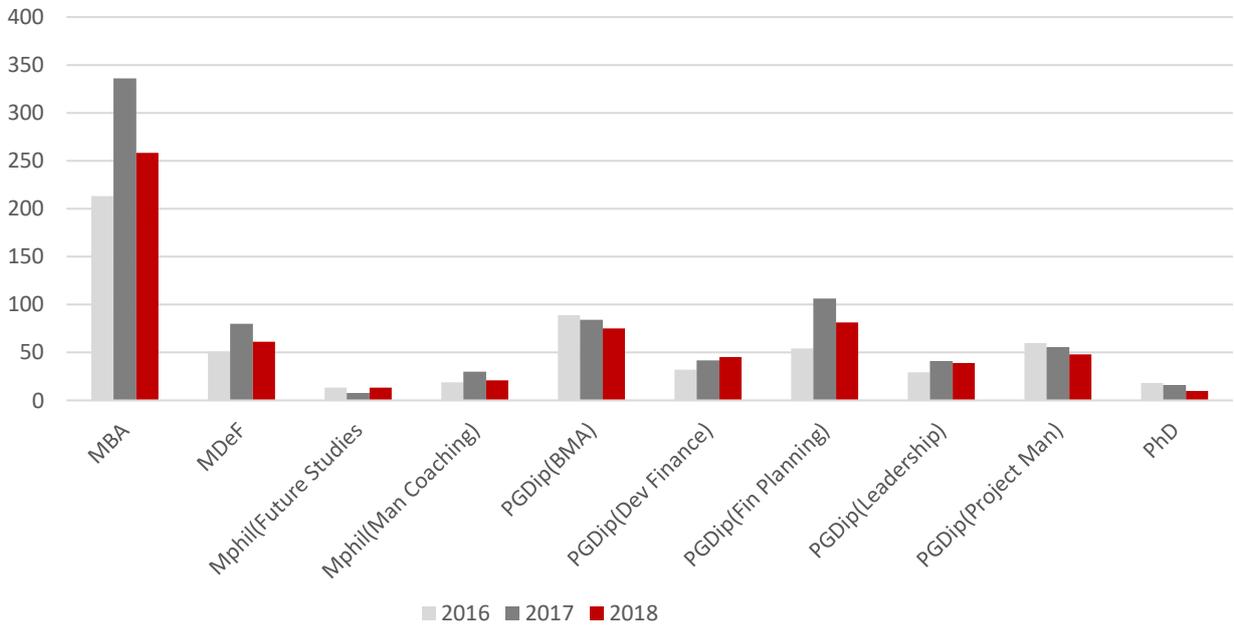
Stakeholders: Key Players identified:



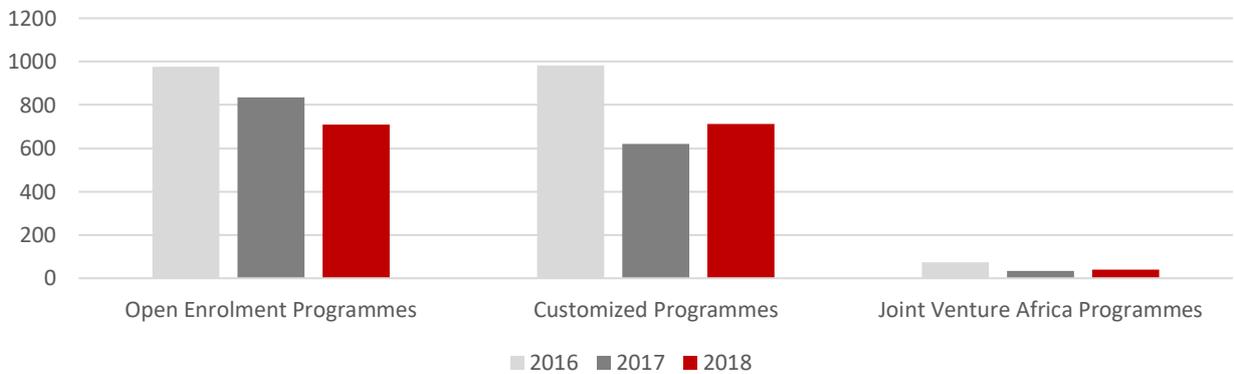
Alumni per division



USB Alumni per year

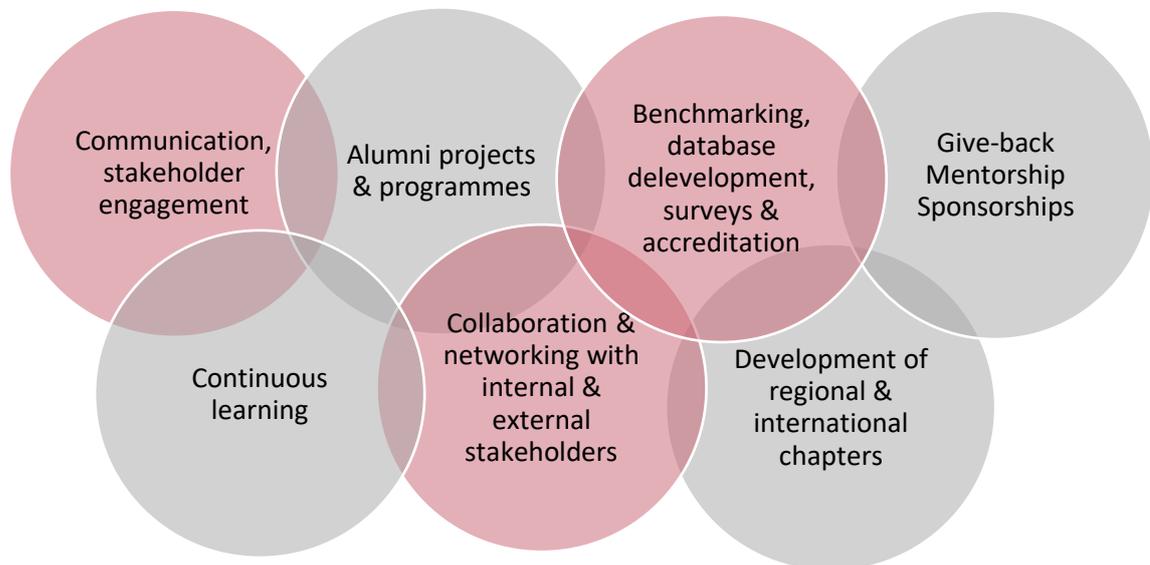


USB-ED Alumni per year



Implementation

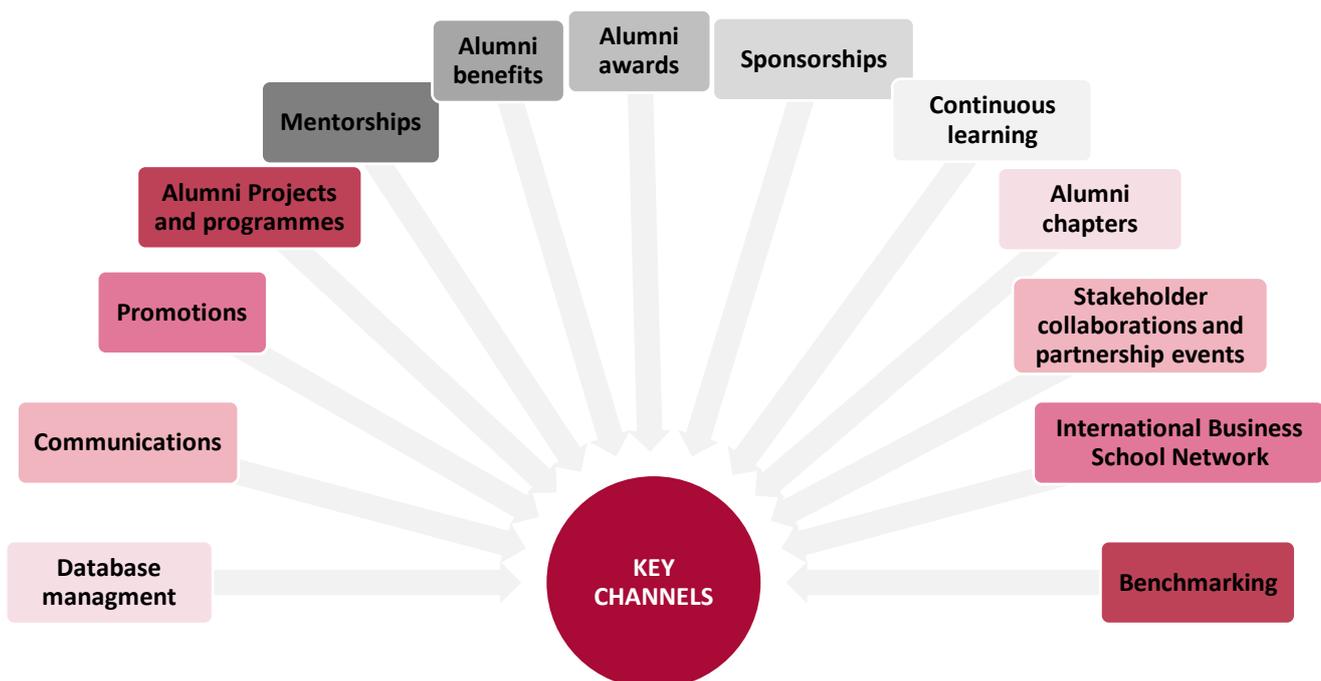
The 2018 strategic implementation plan, based on the USB Strategy and USB AA strategy 2015-2018, reflects the outcomes of surveys 2018, USB AA Exco decisions, peer best practice, and stakeholder input, focused to increase USB stakeholder engagement with students, alumni, business and broader society. The following implementation objectives/priorities reflect implementation focus areas for 2018:



These priorities guided the implementation plan 2018 and contributed to recruiting prospective students through alumni networks, growing the reputation and prestige of USB and its AA, and growing the network of alumni. The focus remained on SA, SADC, East and West Africa, while partner activities formed the conduit for engaging alumni in the UK, UAE, Mauritius and Australasia. Contact and engagement with alumni beyond these focus areas were limited.

Key channels of delivery

The USB AA makes use of specific channels to deliver their actions.



Milestones and metrics to be applied to measure and monitor:

Milestones

AA governance strategy, annual plan and report, AGM, chapter committees, work plans, budgets
Stakeholder Engagement
Alumni impact stories –We- Me- Us- visible on all USB communication platforms
List of strategically placed alumni
Customer-focused bouquet of programmes
Survey outcomes integrated in programme: Alumni Survey, FT, EDU, and Accreditation 2018

Metrics

Number of chapters and functioning committees

Number of alumni events and attendance

Number of alumni-business dialogues
Number of alumni attending alumni-business dialogues
Number of continuous learning events
Number of alumni attending continuous learning events

Number of mentors and mentorships
Testimonials at all events

Number of alumni engaged on digital platform (2019)
Number of followers on alumni Twitter
Number of click and open rates on AlumNet

Partnerships with USB
Number of corporate sponsorships
Number of alumni donors: USB & Alumni Chapters
Value of donation and sponsorships (monetary and in kind)
Alumni in corporate hosting international students

Number of impact stories shared

Strategic theme implementation activities

The following section reflects on the implementation for 2018.

Low engagement - objectives

Objective A: Grow engagement with all alumni to optimise overall engagement

A1: Strategically position the alumni programme in response and aligned to USB and stakeholder requirements

A2: Increase contactable alumni data and implement digital engagement platform to track alumni careers

A3: Optimise alumni participation through stakeholder events

A4: Increase visibility and participation through integrated communication information

Low engagement - activities

Objective A: The number of contactable alumni fluctuated on the CRM system due to integration processes and duplicates resulting in this objective being a challenge to measure. The digital online platform was procured and developed in 2018, and is due to be launched early in 2019. Building momentum with corporates, students and partner events remains a key focus for 2019. The draft **Alumni Strategy 2108 – 2021** (the dates will align with the new USB strategy) development was guided by stakeholder requirements and will be finalised after June 2019. The 2018 work plan aligned with the key objectives in this draft strategy. The final draft will reflect messages upfront from the Director USB and CEO ED, the President of the USB AA and the Chairperson of the AA.

Growing the database: A proposal was developed in February and the five- year contract was approved in May. The six -phase development of the platform commenced in September and the first “soft launch” as a test is scheduled for February 2019. In addition, the internal database is regularly updated from all available sources. The provision for a 20-hour a week Database Administrator changed into a full-time position of Database and Digital Administrator position from early 2019. Responsibilities include growing alumni data and engagement on CRM, Graduway and social media.

Participation and collaboration stakeholder events were a key focus in 2018 where collaboration of Alumni at stakeholder at events aimed to **increase engagement**. Alumni collaborated with *USB, USB-ED, IFR SBA and Careers* on a series of signature events and other opportunities following a collaborative, participative approach. Collaborations with internal stakeholders are listed below:

- **USB:** Alumni attended the USB: Academic opening and On the Horizon 2018 in 31 January, and a series of Leaders Angles at RMB/FNB Cape Town
- **ED, IFR, USB Collaboratory:** Alumni were well represented by the Gauteng committee at the Africa Day celebrations on 25 May at Liliesleaf in Johannesburg.
- **ED in SADC:** The Namibia alumni chairperson attended the PMR Rewards in Namibia and alumni attended the **Namibia: First Friday**, hosted on **6 April** at the Protea Hotel, **Walvis Bay**, and at **Windhoek**, on **01 June, 03 August and 05 October**. The alumni committee was invited to attend and to bring corporate and alumni guests. The Botswana committee and alumni attended the **Botswana: First Thursday** events on **3 May, 5 July, 6 September and 01 November** in Gaborone. All chapter chairpersons attended and presented at ED graduation ceremonies on 22 November in Windhoek, 06 Decem. Alumni also attended the We Read for You events in Cape Town.
- **IFR:** Alumni attended the IFR Conference in October.

- **Careers:** Alumni and Careers coordinate on key areas of cooperation and actions: mentorship training and referencing, AlumNet contributions, job references, mutual events, social media support. Western Cape alumni were encouraged to attend the Consulting Club events and the Club featured in AlumNet. Job opportunities are advertised via alumni platforms and Career Insights shared in AlumNet.



- **International office**

The following activities were coordinated with the International office:

- Australia: dinner July with MBA alumni and Dr Mostert.
- West Africa dinner September with MBA alumni and Prof Ungerer.
- EMBA
- The Triangular
- Singapore March 2018 coordinated with International Office and International Business School Network: (IBSN) It is an annual event and hosted on a rotational basis in different locations. Alumni residing in Asia were invited and attended. All participating business schools' logos were visible on the event invitation to the network event. Banners and gifts were handed over and the Alumni Manager presented on the activities of the association– report attached.

- **SU**

The following activities were coordinated with SU:

- Homecoming
- Events in all chapters: SU and USB alumni are invited to both events in chapters.
- Higher Education Fundraising Forum
- **SPL:** The Alumni Manager attended a stakeholder breakfast, and two representatives were recruited for the USB Business Breakfast.

Media and Communications

The alumni programme follows an **Integrated Approach to Communication** where all forms of available communication mechanisms across partners platforms are leveraged to reach alumni.

These included the following:

Website: The Alumni webpages required more information and rework on some sections is in process.

Social media: All alumni events and activities are posted on social media, including Twitter **@USBalumni** and LinkedIn and USB Facebook. Followers show a steady growth on Twitter and LinkedIn. Regional committees started with their region WhatsApp groups. All social media feed will appear on the new digital engagement platform: **usbalumni.com**

Marketing mix of alumni branded materials

The mix of alumni branded alumni marketing materials used at all alumni and some partner events include branded banners, tablecloths, alumni mint holders and chocolates, flyers, posters, information sheets, TV monitors, programme details at chapter events and USB gifts. 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. Alumni were invited to advertise businesses on the USB Website, share their impact stories, and a birthday congratulatory communication to all alumni will be processed by ICT in 2019.

AlumNet: Stakeholder and alumni articles, success stories, chapter activities and achievements are covered in the alumni newsletter. Articles were from internal and external stakeholders and alumni illustrate successes, impact, and industry best practice. Six editions were published in 2018: February, April, June, August, October, and December. Alumni also received USBNET.



GREETINGS FROM THE ALUMNI ASSOCIATION

News from the USB Alumni Eastern Cape Chapter

Even as the trade wars begin to hot up and predicting cryptocurrency prices is more like Vegas and less like Wall Street and where, despite all this wealth, people are still less able to make ends meet and to live a decent life - we are still here. These conditions should drive us (out of necessity) to greater innovation, better ways of doing things, says Simon Meyer of the USB Alumni Eastern Cape Chapter.

[Read more >>](#)

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 impact stories for accreditation reports.

NEWS



USB-ED welcomes new CEO Dr Chris van der Hoven

We thank Friik Landman, former CEO of USB-ED, for his insightful leadership and support for all USB alumni and wish him well with his endeavors on several global platforms. At the same time, we express a warm welcome to Dr Chris van der Hoven, the incoming CEO at USB-ED.

[Read his insights on executive education in the Financial Mail >>](#)

2018 QS MBA World Tour			
Date	Country	Alumni	Programme
10-May	Accra	Kwadwo Adu-Asomaning	MBA
12-May	Lagos	Shayo Immologome	MBA
14-May	Nairobi	Collins Sifuma & Jabes Ojowa	MBA
16-May	Johannesburg	Virna Alexander & Jantes Prinsloo	MBA
USB INFO SESSIONS: Alumni delivered testimonials at all USB programme information sessions			
11-May	Accra	Joseph Akotey	PHD Dev Finance
22-May	Abuja	Joy Eliogu	M Dev Finance
23-May	Lagos, Island	Olusegun Zaccheaus	M Dev Finance
		Shayo Immologome	MBA
24-May	Lagos, Mainland	Shayo Immologome	MBA
13-Jun	Kenya	Mike Mbaya & Emma Rono	M Dev Finance
5-Jul	Kampala	Vianney Mutyaba & Michael Taremwa	M Dev Finance
20-Jul	Dar es Salaam	Japhet Justine & Maxwell Saungweme	M Dev Finance
15-Aug	Bellville	Basheer Moosagie & Michael Cook	MBA
		Samantha Gobile	M Dev Finance
		Deborah Williams	M Coach
		Mark Phillips	M Futures
		Albert Brand	PGD BMA
		Heidi Harper	PGD Leadership
		Ridwaan Ismail	PGD Project Management
		Tamsyn Gradwell	PGD Financial Planning
		Shaheeda Mia	M Dev Finance
3-Oct	Mauritius	Shane Rogel	MBA
9-Oct	Botswana	Robert Boakgomo	MBA
		Mbako Mbo	PHD BMA
10-Oct	Kwa-Zulu-Natal	Erick Sithole	PGD BMA/MBA
29-Oct	Namibia	Jakkie Coetzee	MBA

Leaderex: The promotional exhibition from 03 – 04 September in Johannesburg was used to recruit corporates and students.

Partnerships for impact - Objectives

Objective B: Develop and grow mutually beneficial relationships with alumni who are strategically placed in business and broader society to nurture alumni impact

B1: Stakeholder engagement with strategically placed and influential alumni in business and society to respond to USB institutional needs

B2: Develop and assess alumni participation in a fundraising campaign

B3: Societal impact: Source alumni impact stories about industry and society impact achievements

Partnerships for impact - Actions

The **Stakeholder Engagement Plan** commenced with 2 workshops in 2018 where the *key players* were identified – the promoters - where maximum effort is required to improve engagement. These are the Students, Prospective Students, Alumni, Organisations (Industry, business, NGO sector, public sector, employers, donors, sponsors), International bodies (Accreditation, Impact, Partner schools and networks) and the media. Immediate initiatives focused on leveraging alumni contacts to grow mutually beneficial partnerships.

The steps in the Stakeholder Engagement Plan:

1. Understand the context in which we design the process
2. Ascertain institutional needs and for corporate engagement visits
3. Identify USB internal and external stakeholders
4. Analyse and map all the stakeholders
5. Determine the *Key Players*
6. Map the *Key Players* in terms of needs and expectations, issues, challenges, perceptions
7. Develop the **Engagement Plan** accordingly
8. Identify the representatives of the Stakeholder Engagement Forum from the *Key Players*
9. Develop the Terms of Engagement, throughout the process of *input – engage – support*
10. *Identify corporates (employers, strategic alumni, current partners)*, engage individual and, invite to key events
11. Coordination and monitoring of corporate engagement

A list of all sponsors and donors for USB Marketing and Alumni are recorded. The process of identifying strategic and influential alumni is continuous and will be supported with information via the Graduway digital platform. Discussions with the corporate sector has resulted in RMB sponsoring the Leaders Angles series in Cape Town, and several other offers to host incoming international groups, MBA industry visits, and sponsorships for top students..



USB Business Breakfasts: Two successful Business Breakfasts were hosted on 30 August (Western Cape) and 06 September (Gauteng), with the theme: *Future of jobs and skills in the corporate world*. The two guest speakers were Prof Piet Naude and Dr Morne Mostert. About 100 high level stakeholders attended, and the feedback focused on importance of the continuation of this opportunity to engage with the leadership, and the significant high level of discussion.

Social Impact Engagement

The Alumni Manager served on the Social Impact Committee (SIC) and participated in the quarterly planning sessions and initiatives where alumni contribute to or display social impact activities. A strategic planning session with all stakeholders on 06 February, framed key focus areas and planning for 2018. The NPO programme, chapter social impact activities such as the Mandela Day celebrations in the Western Cape and TEXSA in Mpumalanga were noted as alumni social impact initiatives. Partnership discussions were introduced with NBI, impact stories were sources and shared. A Social Impact Measurement workshop on 08 June, and the importance of stakeholder engagement were highlighted as a key objective. USB involvement in reaching the Social Development Goals (SDG's) was discussed at a workshop on 30 November 2018

Alumni benefits

In 2018, the Alumni Benefits package included the following:

- *IoDSA: 20% discount of membership*
- *IFR: 15 % discount of courses*
- *Access to IFR Colloquiums*
- *CIMA: MBA alumni qualify for exemption from 7 of the 12 modules to qualify*
- *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*

Alumnus of the Year: 2018

The criteria for the “Call for Nomination” mailer is open. One nomination was received thus far. Due to ICT problems the nominations is open until 31 March 2019. An appropriate event needs to be identified, or the 2018 choice is just announced as the winner.

Life-long relationship - Objectives

Objective C: Grow the notion of lifelong relationship through carefully considered activities responsive to changing needs of alumni

C1: Assess USB, global surveys, peer review, accreditation feedback and integrate alumni in programme

C2: Engage students as stakeholders to establish a life-long relationship

C3: Develop an impactful bouquet/scope of programmes and engagements

C4: Improve the benefit offering to alumni with 1 new benefit

Life-long relationship - Actions

The Alumni Survey 2018 pointed out key information about alumni.

The survey, conducted in March 2018, served to inform the strategy and in particular annual operational planning. From this 2018 survey, the respondents were 65% male and 35% female, and a small percentage transgender. The majority of the female respondents are aware of and would like to participate more in alumni activities. For everyone, the interest is significantly stronger in the segment “*graduated within the past 6 years*”. 68% hold a postgraduate degree (PGDip, Masters, PhD), 68% are working on middle and senior management level, with 30% working as professionals, in the commercial and finance sectors. Some key outcomes are listed:

- *Alumni want regular networking opportunities in the region, within their industry and with alumni from partner’s business schools, but are not very interested in networking with only programme specific alumni. Topics of interest for networking events are entrepreneurship, new management trends, governance, leadership and managing big data.*
- *Alumni are willing to host events in their region, but are not necessarily interested to organise initiatives, events or speakers but enjoy attending these opportunities. This is key for strengthening and building out of the Chapter committees, training of alumni volunteers to implement an annual work plan align with the needs of alumni in their region and to maintain the strong link to USB.*
- *Alumni want access to library sources, research information and career services*
- *Alumni do not want to make a corporate monetary investment or personal investments with 94% who do not want to organise or host (57%) fundraising initiatives in their region, or want to donate experience in their region (93%). 84% do not want to engage in charitable community initiatives.*
- *Alumni, especially recent graduates want to be involved in the activities of the School through research, guest lecturing, and sharing industry experience and rewarded for applying the knowledge and skills gained at USB, in their workplace.*

Students

The programme offer a series of touchpoints to cover the entire scope of student engagement. This includes:

Prospective students: Alumni deliver testimonials at information sessions and recruit in the chapters.

Orientation: Alumni office presented an overview of the USB Alumni Association and the core value proposition and benefits offered to alumni at some of the programmes on day 1. A series of programme specific videos with a welcoming message from senior alumni and a concise overview of the programme was developed in 2018 for all the 2019 cohorts of student intakes.

During studies: The following reflect touchpoints with students throughout their studies:

- Information about the Alumni Association and events are available on Learning Hub
- Network with students during Research meets Industry:
- Alumni hosts MBA visits to industry
- Alumni are guests lecturers as per invitation by faculty
- Alumni attend USB, USB-ED, IFR events on and off campus, and in regional chapters
- Alumni attend international outgoing MBA groups for dinner and networking in home countries
- Alumni attend annual events of the International Business School Network
- Alumni attend Consulting Club and Career events
- Alumni attend AMBA

Graduation: The alumni office engages and welcome new graduates at the USB graduation ceremonies in March and December 2018. The alumni office and regional chairpersons attended, delivered a welcome address and handed over alumni membership tokens at all **USB, and at USB ED graduation ceremonies** in Gauteng, KZN, Stellenbosch and Namibia. New PhD graduates receive a personal letter of congratulations and welcome to the Association.

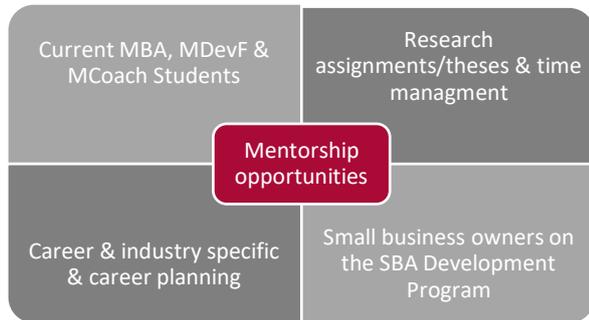
Farewells *The alumni office and/or Western Cape alumni* attend some farewells and engage with alumni to welcome them to the Association.

Top Student Achievers: New alumni top achievers are welcomed at this function. In 2018, the function was hosted on 23 March at Stias Stellenbosch. The aim for 2019 is to get sponsorships for student awards and to increase corporate presence.



Give back: Mentorship

The demand for mentorship is slowly increasing but a concerted effort is planned for 2019 to elevate this alumni offering. The registration of mentors (alumni), matching and requesting (students) process is since 2018 an electronic function and is expected to improve on the digital platform. USB Alumni hosted a Mentorship orientation class in March for all mentors facilitated by Dr Salome van



Coller-Peter and Mr Neil Steinmann. The event was live-streamed globally.

TOTAL MENTORING SERVICES DELIVERED



The Mentorship timeline remains: **March: Mentorship orientation** | **March – October: Mentorships** | **November: Reporting** | **December- January: Call for mentors**

Continuous learning

The continuous learning programme aims to offer scope and value to alumni and corporate guests to attend in the Western Cape, or to join in via video link on live-stream. These Masterclasses are 4 hours in duration, paid events and serves as a source of income for the Alumni Association. These opportunities are 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.*

The following Masterclasses took place in 2018:

Masterclass 1: Mentorship and Coaching skills was held at USB on **15 March**, facilitated by Dr Salome van Coller-Peter and Mr Neil Steinmann and focused on both mentorship and coaching skills.

Masterclass 2: Introduction to digital currencies (cryptocurrencies) was held at USB on **09 May**, facilitated by Dr Mehran Zarrebini, Chairperson, United Kingdom chapter. The event was attended by 60 participants (attend and via live-stream), and provided an introductory understanding of decentralised digital currencies (cryptocurrencies) such as Bitcoin. It touched on the principle in which it operates, basic transactions, trading of cryptocurrencies and explore the innovation and impact cryptocurrencies will have on banking, industry and financial systems. **Impact from this initiative** was that RMB invited Dr Zarrebini to address the Board on the topic. This took place early December at RMB, Cape Town.



Masterclass 3: Learning to Lead, leading to learn was held at USB on **07 September**, facilitated by Prof Renata Schoeman. Many representatives were from the health sector, and CPD points were awarded for this masterclass.

Masterclass 4: Global trends, What, so what and now what? was held in Windhoek Namibia on **03 October** and facilitated by Prof Andre Roux. This event followed an earlier Leaders Angle.

Lean-In Circles: The Lean In Circle group hosted 8 leadership circle events throughout 2018. **Women's programmes: USB Lean-In-Circles:** The group of 12 women alumni continued with the Leadership Development Programme with sessions throughout the year.

NPO Programme: The annual NPO programme took place **June** on campus, coordinated by Jeanne Kuhn in coordination with ED and Alumni, with participants from 50 NPO's. Jeanne reported the outcomes to the Social Impact Committee. The programme was marketed through alumni media channels.

Growing self-sufficiency - Objectives

Objective D: Strengthen the USB Alumni Association engagement and increase chapter self-sustainability

D1: Strengthen Exco engagement with USB

D2: Increase regional and international chapter network engagement through geo-specific activities

D3: Identify and engage with alumni and corporate stakeholders to increase chapter sponsorship by 5%

Growing self-sufficiency - Activities

USB ALUMNI CHAPTERS

All regions were active across a broad spectrum of activities during the reporting period. AGMs and networking events, hosted in most regions, resulted in a series of new committee members volunteering their services, and new chairpersons elected for **Western Cape, Eastern Cape, KZN, Gauteng and Eastern Cape**. During 2018, alumni engaged in **40 USB AA events**. This includes the Masterclasses, but excludes USB, USB ED or Career events. New chapter committees are orientated about their portfolios, the USB AA activities, expectations of the chapter, budget provisions, work plans and reporting.

Western Cape: This chapter held regular meetings during the course of the year. The first event hosted was an **Alumni Business-Dialogue** event on **19 April** with guest speaker **Julia Ahlfeldt**, a Certified Customer Experience Professional (CCXP). She presented on ***Navigating the Age of the Customer*** (OR Leadership strategies for the Age of the Customer).



They hosted an evening dinner event on **20 June** at Cattle Baron restaurant,

Tyger Valley. **Dr Johan van Zyl**, CEO of African Rainbow Capital and Chairperson **SANLAM**, discussed - ***The evolution of the global and local environment over the next decade. Green shoots and the prognosis needed for a booming local economy in the global context over the next decade***".

The chapter then hosted a business dialogue, facilitated by Dr Marlene le Roux at USB on **29 August 2018** as part of Women's month, on ***'Gender and Disability: An Emphasis on Action Driven Emancipatory Model'***.

It was well attended and supported by USB staff and faculty.

The chapter hosted the **AGM** on **25 October** in Durbanville, where Prof Mias de Klerk and Prof Arnold Smit presented on ***'When no-one is looking – Business ethical compass and practices***.





Namibia chairperson attended the PMR Africa awards (USB-ED) in March, and hosted an **Alumni Business dialogue** on **20 April** with guest speaker **Nangula Kauluma, Namibian Business Women of the Year**. She facilitated **A Leadership Discussion** at the Lemon Tree restaurant in Windhoek. Armin Wielandt, previous Chairperson of the Namibia chapter, sponsored the event.

This chapter hosted an alumni dinner networking event on **29 June** at the NICE restaurant, Windhoek where Chie Wasserfall presented on the **National Quality Infrastructure (NQI), Namibia's Road to Industrialization**. Mrs Chie

Wasserfall is the Chief Executive Officer of the Namibian Standards Institution (NSI).

Namibia Business Dialogue with Dr Johan Coetsee took place at the Lemon Tree restaurant, Windhoek, Namibia on **14 September**. Dr Johan Coetsee is the Founding member of the Management Board of the Economic Policy Research Association, and presented on: **The role of leaders in tackling corruption**. On **03 October**, the chapter hosted a Leaders Angle followed by a Masterclass with Prof Andre Roux at Arrebusch lodge, Windhoek.



Eastern Cape hosted an Alumni Business Dialogue with Prof Christoffel Grobler at The Club on Bird Street, Port Elizabeth on **15 June**. Prof Grobler presented on **“Preventing disability in an employee with mental illness”**. The chapter hosted an AGM on **15 November** where Dr Cobus Oberholster, BKB, presented on **Megatrends shaping the future of agriculture in Sub-Saharan Africa towards 2055: Implications for agricultural financing**.



East Africa hosted an alumni -business networking and AGM event on **29 November** where Mr. Stephen Wanjala presented on **"Development Finance Perspective"**, and Mr. Anthony Otiende presented on **"Infrastructure Debt in Africa; A development finance and legal perspective"**. A new Committee and Chairperson was elected.

Gauteng hosted an AGM on **08 November** where Dr Tienie Ehlers, USB-ED presented on **“Digital age vs Human age – what is the impact on Talent Management?”** The chapter elected a new committee and Chairperson. Other activities included, testimonials at the QS, engaging at Africa Day, Leaderex, the Business Breakfast, Rand Business Club dinner, and mentorships with USB students.

Mpumalanga hosted a business dialogue-networking event with Dr Piet Croucamp at the Dutch Reformed Church, Secunda, on **2 August 2018**. Dr Croucamp presented on **Invisible Politics and Unintended Outcomes: The Rise and Fall of President Cyril Ramaphosa**. This region hosted the event in partnership with SAIEE, who sponsored the event. On **01 November**, the chapter hosted their AGM where Mr Michiel Jonker, Director and Futurist in the advisory division at Grant Thornton presented on **Geopolitical events in the world and how to make sense of these events**.

Ghana proposed a partnership between USB, ICC and AGI and participation of USB at the AGI Summit in September. USB ED and USB faculty were alerted to the opportunity and further discussion needs to be scheduled to take up the enthusiastic drive post 2018 that prevails in the Ghana chapter. The various opportunities that the chapter has brought to USB requires more in-depth discussion and developing a plan for 2019. The Chairperson for Ghana and alumni represented USB at the first AGI summit in Accra.

Botswana elected a new committee and hosted alumni -business networking and AGM event, presented by Prof Ulrich Schmitt at the Cresta President hotel, Gaborone, **20 September 2018**. Prof Ulrich Schmitt, Professor Extraordinaire for Knowledge Management at the University of Stellenbosch Business School, presented on ***Turning Individual into Organizational Performance: A Case to be made for Autonomous Personal Knowledge Management and Collaborative Systems***.

KZN A joint business breakfast event hosted on **10 May**, with Dr Morne Mostert as guest speaker. Alumni office, with KZN alumni, USB-ED and KZN Business Chamber sponsored the event. **30 August**: The chapter hosted a business dialogue with Eric Sithole who presented on ***Innovative leadership in Africa***. B&M Analysts sponsored the event, and was very well attended. The chapter hosted an **AGM on 29 November**: Mr Maarten Ackerman, Citadel, presented on ***Insights into the geopolitical risks and opportunities***.



West Africa alumni joined the USB MBA International study module at the dinner event in Lagos with Prof Marius Ungerer in September 2019.

Australia: alumni joined the USB MBA international study module at the dinner event in Melbourne with Dr Morne Mostert in July 2019.

Singapore: alumni attended the International Business School Network alumni event in March 2019.





ALUMNI SURVEY 2018

OVERALL
*Happy with initiatives,
 wants more regular
 interaction, networking in
 home areas, other
 business schools,
 career development.*

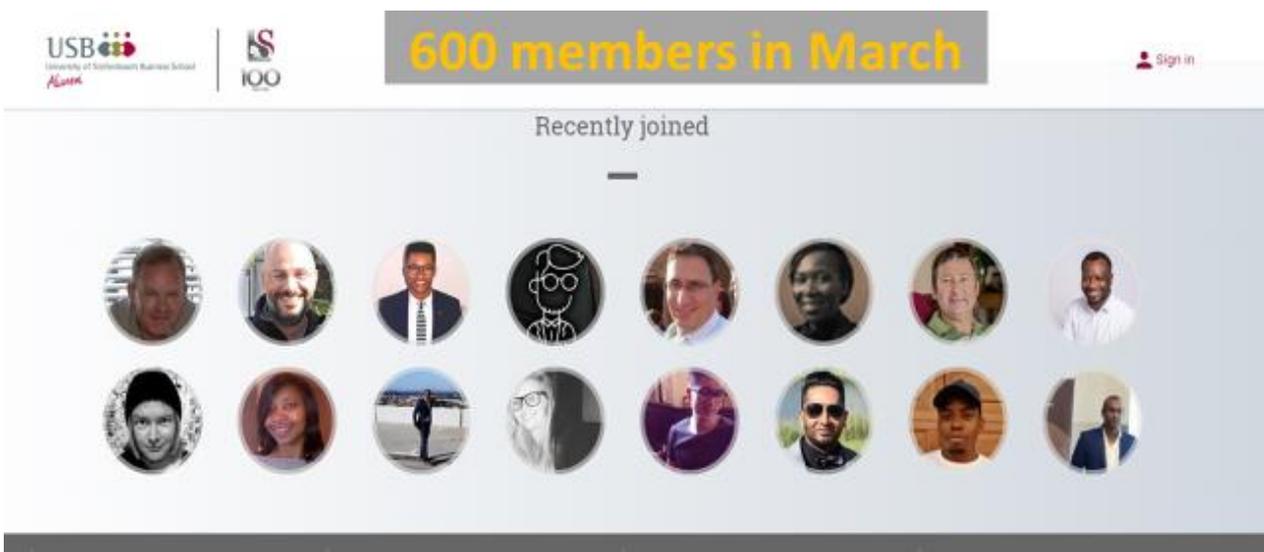
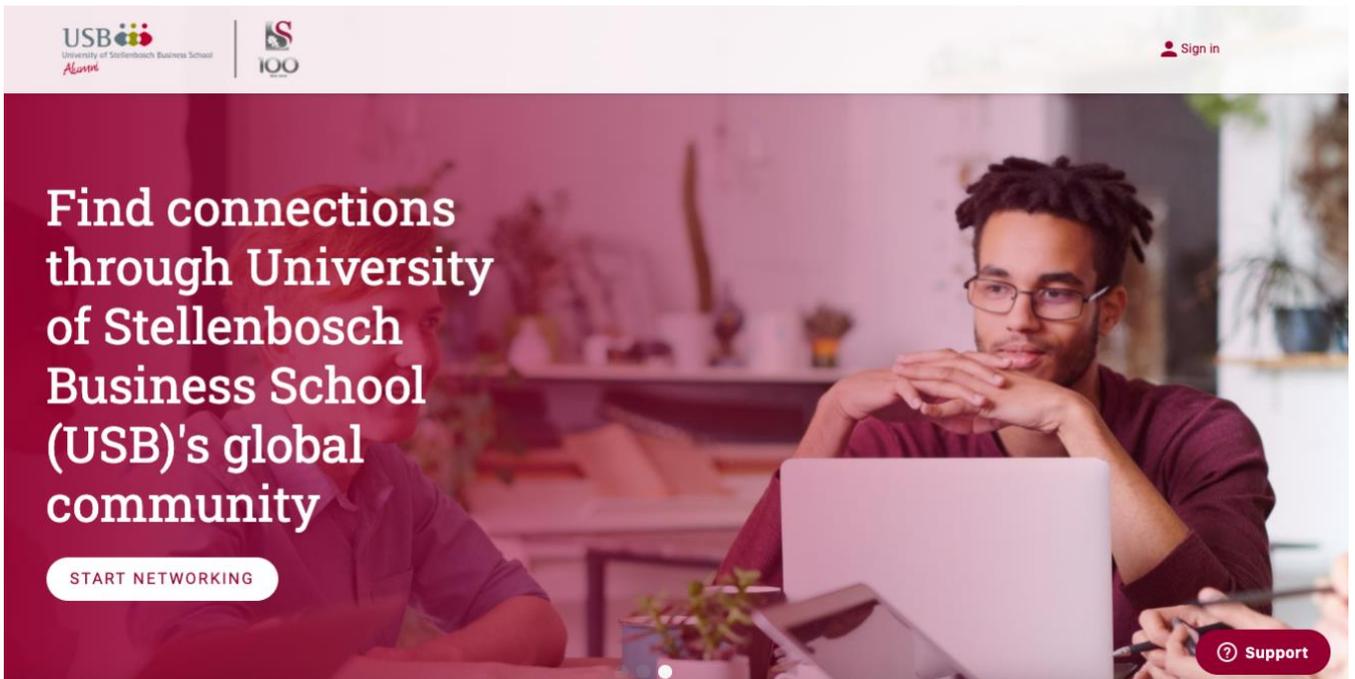


KEY INSIGHTS

Baby Boomers (1946 - 1964)	16%
Generation X (1965 - 1976)	43%
Millennials (1977 – 1995)	41%

Female:	35%
Male:	64%
South Africa:	76%
Rest of Africa:	21%

Millennials	Most satisfied overall with USB experience	Assist to recruit, chapter volunteers, social media, give back time, mentorship Share USB journeys
Generation X	Least satisfied with communication frequency	Research opportunities, guest lecturers, sponsorships, industry visits – re-engage Share career development stories Recruit for further education
Baby Boomers	Most satisfied with USB content, communication relevance, care shown, opportunities	Not interested in organizing Acknowledgement ambassadors Institutional advancement Share life/industry impact stories
Other countries, continents	Most satisfied with communication relevance - do not feel connected, supported	USB international networks, partner schools, and study visits, SU network Impact stories Acknowledgement, feature in USB media



	Other fields	Defines a class	In registration	In profile	Mandatory
Admin User Management Approval Affiliations Profile Attributes Settings Giving Back Jobs Mailing & Notifications User View Alumni department Terms of use	Research publications	Multi select	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Level of Income: Annual ZAR confidential	Single select	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Professional Registrations	Multi select	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Social Engagement activities	Multi select	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Board memberships	Multi select	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Consulting experience: Years	Single select	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Professional contribution to social development goals	Multi select	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Strategy 1: Grow engagement with all alumni to optimize overall engagement

Update alumni data to improve contactable alumni
Manage Graduway digital platform to engage with 2000 alumni
Optimise alumni participation in collaboration to build the public face and increase accessibility to USB
Increase visibility and participation through integrated communication information about USB & USB AA
Source alumni impact stories about industry and society impact achievements

Strategy 2: Develop and grow mutually beneficial relationships with strategically placed alumni in business and broader society

Grow stakeholder engagement, a platform for engagement and a plan
Nurture relationships with key stakeholder segments to respond to USB institutional needs

Strategy 3: Life-long relationship: Grow the notion of lifelong relationship through carefully considered activities responsive to changing needs of alumni

Engage students as stakeholders to establish a life-long relationship
Alumni programme: Identify scope of programmes and projects offered, identify gaps; impactful alumni programmes
Improve the benefit offering to alumni with 1 new benefit

Strategy 4: Strengthen the USB Alumni Association engagement and increase chapter self-sustainability

USB AA and strengthening the Chapters
Increase regional and international chapter network engagement through geo-specific activities
Identify and engage with alumni and corporate stakeholders to increase chapter sponsorship by 5%

Celebrating 40 years of USB alumni networks

The USB AA celebrated 40 years of USB alumni networks this year with almost 30 000 alumni. We value the committed to serve alumni in various ways, including opportunities for continued learning, access to business knowledge, and ways to give back to society through various channels. We value key stakeholders contributions and input in 2018 through stories of impact, participating in events as guest speakers, supporting students by mentoring them, sharing industry knowledge on local and global platforms, helping us to strengthen relationships with corporate partners, and joining network events. Looking ahead, we aim to focus on building partnerships with stakeholders in the corporate and government sectors, showcasing alumni excellence in innovation and research, and showing the impact that alumni are making in industry, government and society. We will also vigorously expand engagement with alumni through a digital platform.

We thank Exco, USB and USB-ED's leadership, the Institute for Futures Research (IFR) and USB's Small Business Academy (SBA) and SU for their support during the year. We look forward to an inspiring 2019.



Christèle Cronjé, Manager: Alumni and Stakeholder Relations. March 2019