



# TSIBA

## First Semester Review

### 2022

[www.tsiba.ac.za](http://www.tsiba.ac.za)



# CONTENTS

From the desk of the CEO: Business School

Semester Highlights

Academic Review

Demographics

Financial Report

From the desk of the CEO: Ignition Academy

Looking Ahead





# TSIBA Business School Chief Executive Officer



**Dr Riedwaan Kimmie**

## **Positioning for Post-Pandemic Renewal and Growth**

June 23rd 2022 was a turning point for many South Africans. On this day, the South African Government lifted with immediate effect all covid-related restrictions, albeit with an ongoing vaccination campaign still in place.

Like many organisations, TSIBA Business School harnessed with zest the 'new found' freedom to embrace its stakeholders directly and to enhance its value with new competencies developed through the past years of mostly indirect contact with students and staff.

The revised blended curricula across the Higher Certificate in Business Administration (HCBA) and the Bachelor's Degree in Business Administration (BBA) have been well received by students and our education mandate through Semester 1 of 2022 remained firmly on track. A range of value-adding interventions (academic and non-academic) conceptualised and implemented to improve 'throughput' and retention, resulted in higher success rates in a number of traditionally challenging subjects. This was very pleasing to witness, and to this note, the academic data presented under the academic component of this review illustrates progress made in this key area.

Further progress on the TSIBA academic programme was achieved in the period under review. The South African Council on Higher Education conducted a virtual accreditation review of our Undergraduate HCBA and Postgraduate Diploma in Business Administration. No material issues were flagged and verification of our accreditation credentials remain intact. The significant increase in student applications to these CHE audited programmes, as well as the BBA, provided further affirmation to the progress we are making. Hence, it is bittersweet that TSIBA now finds itself in the position of having space for less than half of applications received, notwithstanding the implementation of a revised scholarship model this year.

The increase in student applications at TSIBA Business School has followed the significant investments made over the last few years. These investments pursued two complementary objectives: academic and social impact. Academic included strengthening of academic faculty, a comprehensive rebrand from TSIBA Education to TSIBA Business School and TSIBA Ignition Academy, as well as the migration to a modern, fully equipped campus at TSIBA House. Social Impact, as eloquently explained below in 'The Soul of Education: Purpose-Lived at TSIBA - A Founders' Gift', is the unique differentiation of a TSIBA education. It transcends facts and figures and imbues learning with social and spiritual values that nurture self-identity, connectedness with society and

develops a deeper association with the natural world. Some of the activities here include the TSIBA Rites of Passage, the Entrepreneurial Dialogue (with North Eastern University), TSIBA Earth and TSIBA Global.

The academic and social impact investments have elevated our value and our stature is increasing daily. They have also laid the platform for the new TSIBA scholarship model which supports student tuition subsidies at 100%, 75% and 60% respectively. Henceforth, all TSIBA students will study on either full or partial scholarships with the new model.

Pursuant to the above, a significant gain in Semester 1 was the identification (for purchase) of a new campus. Ownership of its campus was a dream of the Founders, and has now become a reality. An owned campus puts a stake in the ground that TSIBA is here to stay, is committed to South Africa, is committed to providing access and is committed to building graduates who enter the world with an ethos of purpose.

From a sustainability perspective, the TSIBA Board stands in firm support of the initiatives from the Business School. Revenue streams remain stable and the inclusion of the revised student fees model forms part of an expanded strategy.

These are exciting times for TSIBA.



# Highlights



## Mandela Day

TSIBA, together with visiting Northeastern University students from America, and 13 volunteers from Argon Asset Management, helped to feed over 500 people by supporting Chev's Kitchen on the day we collectively celebrate the life of Madiba. Chev's kitchen is a soup kitchen based in Athlone founded by Chevano Frans, a BBA student.

At TSIBA, we pride ourselves on our "Pay it Forward" ethos and commitment to making an impact on South Africa. TSIBA further donated 30 hygiene packs to Gaffoor home and charity, which is a children's home and charity focusing on the development of Orphaned Children across the Western Cape

With a philosophy to see education as a catalyst to unlock the best of what people can be, 'Purpose-Lived' is a value that TSIBA espouses in praxis. This has given rise to numerous opportunities which have benefited the lives of thousands of young people as beneficiaries of a purpose-lived partnership between TSIBA and all of the institution's partners. In a contemporary expansion of this

theme the Purpose-Lived, in conversation with TSIBA Chairperson Gia Whitehead, Podcast series launched in the first Semester of 2022.

The conversations held to date explore diverse perspectives on this important theme from remarkable humans across the world. Each conversation is a discovery of a personal purpose journey, ultimately providing a collection of

profound perspectives from those who have been kind enough to share their unique stories.

The TSIBA Purpose-Lived conversations are available to all those wishing to be inspired, and dreaming of a better planet and a better humanity. [Click Purpose-Lived to listen to these profound stories.](#)

# Purpose-Lived

# Graduation



The absolute highlight of every TSIBA year is our annual Graduation Ceremony. This event celebrates the determination, resilience and ambition of every TSIBA student on the cusp of entering the world as a business degree graduate. The 2022 event was no exception. Held on campus in March, TSIBA celebrated the graduation of **44 Bachelor of Business Administration in entrepreneurial leadership degree alumni** and **52 Higher Certificate in Business Administration students**, 49 of whom have continued with their academic studies as first-year BBA degree students this year.

In addition, two prestigious awards, the annual

**Graham Lashbrooke Prize**, named in honour of TSIBA Co-Founder, and the inaugural **Professor Fatima Abrahams Award** were bestowed upon two Alumni who had both achieved academic excellence while contributing significantly to their communities through the course of their studies here. This year **TSIBA Graduates Mandilakhe Lungile and Siphumelele Koyana** were the recipients of the Graham Lashbrooke Prize and Professor Fatima Abrahams Award respectively.

The 2021 graduation also marked TSIBA's 13th annual graduation ceremony, the second to be held at TSIBA House, and the first to be presided over

by new Board Chair Gia Whitehead. After presiding over twelve previous graduation celebrations, previous Board Chair Professor Abrahams had made way for new leadership.

To experience this celebration more closely please take a moment to view the event [HERE](#)

The keynote address by Dr Imtiaz Sooliman, one of two speakers at the 2022 Graduation ceremony can be enjoyed [here](#) - [2022 Graduation address of Keynote speaker Dr Imtiaz Sooliman](#)





**This programme has impacted the lives of over 1500 students and 240 entrepreneurs, through the development of innovative solutions**

### The 16th TSIBA North Eastern Entrepreneurial Dialogue programme

Humans are driven by a deep need to progress and contribute. Hence when communities work together to solve real problems that have social impact, they are inspired and able to overcome challenges.

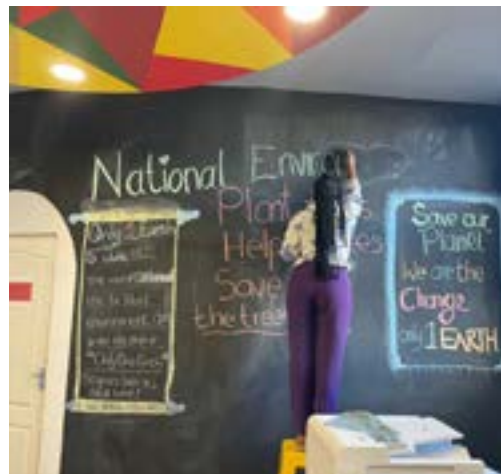
The 'Entrepreneurial Dialogue' is a collaboration between Northeastern University (Boston, USA) and TSIBA Business School (Woodstock, Cape Town). What makes the dialogue in 2022 so special is that it celebrates its 16th year anniversary in harnessing the diversity and creativity of youth, from two vastly different continents, with world-class business methodologies, to solve daily business challenges faced by start-up entrepreneurs. Started by Professor Dennis O'Shaughnessy of Northeastern University, the NU-TSIBA collaboration has remained true to its mission to create thriving entrepreneurs who can drive economic growth.

Together, this programme has impacted the lives of over 1500 students and 240 entrepreneurs, through the development of innovative solutions to these entrepreneurs challenges and provided over \$110 000 in grant funding.

In this programme, groups of diverse American and South African students work together with local entrepreneurs, investigating the entrepreneurs' business and its environment. Through the 2022 programme these global-to-local students exchanges brought unique perspectives and skills to bear on our entrepreneurs most pressing problems.

# TSIBA Global

# TSIBA Earth



The growing consciousness and call to action among young people globally on the issues of environmental degradation and climate change inspired our own students to form TSIBA EARTH, a student-run environmental awareness society campaigning towards a more sustainable way of living through natural practices.

TSIBA Earth has continued to coordinate various campaigns involving the full TSIBA community of students, staff and external members in projects and as a means to become more mindful about how we live, how we should live, and what future we want to build as future business leaders.

Their goal is to create lasting sustainable practices that will carry all of us along our journey to becoming environmentally responsible businesses.





# TSIBA Business School Academic Dean



**Dr Peter Ayuk**

[Higher Certificate in Business Administration](#)  
[SAQA ID: 84186](#)

[Bachelor of Business Administration in](#)  
[entrepreneurial leadership](#)  
[SAQA ID: 61469](#)

[Postgraduate Diploma in Business Administration](#)  
[SAQA ID: 118548](#)

## **Academic Review**

The start of the 2022 academic year at TSIBA Business School was characterised by fundamental changes. Firstly, was the symbolic end of COVID-19 regulation, which meant that we could plan for a somewhat normal operating environment, while taking lessons from the COVID-19 constrained era of the past two years. Secondly, we launched the revised curricula for all our qualifications, ushering in programmes that are leaner, yet more responsive to the needs of business administrators and entrepreneurs today and into the future. Thirdly, we introduced a differentiated approach to students' contribution to the financial sustainability of the institution while continuing to grow our social impact mandate.

We also continued on our growth trajectory, by expanding enrolments albeit at a lower rate, and more importantly, with a stronger focus on improving student retention and related educational outcomes.



Total Enrollement					
Programme	2018	2019	2020	2021	2022
Higher Certificate in Business Administration (HCBA)	21	85	153	278	282
Bachelor of Business Administration (BBA)	263	245	244	308	411
Postgraduate Diploma in Business Administration (PGBA)	12	19	15	8	32
	296	349	412	594	725
Active students			278	453	632
Retention (%)			67.48%	76.2%	87.2%

### Revised curricula for future-fit business education

A new curriculum cycle kicked in for both the Higher Certificate in Business Administration (HCBA) and the Bachelor of Business Administration (BBA). Among other goals, the new curricula bring focus to the knowledge and skills bases that are believed by both academics and industry practitioners to better support the career needs of business administrators and entrepreneurs. More generally, it aims to prepare students for a more diverse, complex and volatile world in which cognitive flexibility becomes an invaluable asset. Additionally, the new curricula strengthen the articulation prospects of our qualifications both internally and externally.

One semester into the new curricula, we are very encouraged by the response, primarily of our students, as well as faculty, including adjunct faculty. Keywords from the initial surveys characterise the new curricula as... “exciting”, “more challenging”, “more relevant” and “better prepared”. The first semester results have also been encouraging, especially in relation to modules that have notoriously constrained overall progression and throughput.



Subject	No. Registered	No. Sat Examination	No. Passed	% Passed	Average (%)
<b>Bachelor of Business Administration (BBA) - Year 3</b>					
International Business (IBU-300)	40	40	40	100	70
Corporate Finance (COF-300)	13	13	12	92	59
Strategic Leadership Development (SLD-300)	46	45	44	98	61
Retail Management 3 (RMT-300)	30	28	27	96	57
Investment Management (IMA-300)	9	8	7	88	51
Entrepreneurship 3 (ENT-300)	42	38	38	100	71
Strategic Management (SMA-300)	51	49	49	100	75
<b>Bachelor of Business Administration (BBA) - Year 2</b>					
Entrepreneurship 2A (ENT-201)	100	92	90	98	66
Financial Management 2 (FIN-200)	40	40	34	85	60
Marketing Management 2 (MKT-200)	92	84	69	82	58
Team Leadership (TLD-200)	78	68	65	96	57
Operations Management (OPM-200)	96	91	78	86	53
<b>Bachelor of Business Administration (BBA) - Year 1</b>					
Digital literacy(DIL-100)	208	170	152	89	61
Intro to Quantitative Methods in Business (QMB-100)	266	229	179	78	57
Business Communication and information literacy (BCL-100)	196	168	158	94	62
Intro to Microeconomics (ECO-101)	225	186	110	59	49
Business Management 1A (BMA-101)	217	184	146	79	56
Principles of Accounting and Finance (PAF-100)	102	84	72	86	56
<b>Higher Certificate in Business Administration (HCBA)</b>					
Introduction to Human Resource Management (HRM-100)	256	195	154	79	63
Introduction to Quantitative Methods in Business (QMB-100)	254	194	81	42	57
Personal Development and Leadership (PDL-100)	266	202	170	84	62
Business Communication and information literacy (BCL-100)	251	190	164	86	61
Digital Literacy (DIL-100)	229	191	147	77	61
Principles of Accounting and Finance (PAF-100)	233	196	99	51	63

In an intentional effort to improve academic throughput, we set ourselves a minimum target of 60% pass rate per module. We are happy to note that this was achieved except for Economics 101 in BBA (59%) and; QMB-100 (42%) and PAF-100 (51%) in the HCBA. Both HCBA modules are being re-run in the second semester, at a token fee to the students, to ensure that the set goal is achieved.



Postgraduate Diploma in Business Administration (PGDBA) May 2021 Cohort - results and progress update					
Course name & (Code)	Reg	# Sat	Passed	% Passed	Average (%)
Academic Literacy & Strategic Communication Management (ALC400)	10	8	6	75	57
Entrepreneurship 4 (ENT400)	14	8	8	100	72
Entrepreneurial Leadership (ELD400)	14	8	7	88	74
Entrepreneurial Finance (EFN400)	8	8	8	100	67
Digital Business (DIB400)	8	7	7	100	69

In the period under review, the 2021 PGDBA cohort completed two additional modules, namely, EFN-400 and DIB-400. While total registrations dwindled to 8 students during the semester (i.e. a further 20% attrition), those who stayed the course showed impressive academic performance. Lessons from the 2021 cohort appear to be yielding better outcomes as early results show vast improvements with the 2022 mid-year intake, which lies outside the scope of the present report.

#### **Balancing social impact, choice and sustainability**

The differentiated fees model which was introduced at the beginning of this year ensures that students with the most academic potential and who are also financially most needy benefit

from full scholarships, while the rest enjoy 60% to 75% subsidies in school fees. All undergraduate students also continue to have free access to prescribed books and other knowledge resources.

The strategic shift from zero fees for all students to some fees for some students has triggered several student responses with academic implications. One of the goals of the strategy was to provide prospective students with another reason for choosing TSIBA Business School, beyond just free education. This goal has been met to some degree, as some applicants opted to rather pay the fees, than to submit evidence of household income as an affordability check. Hence the current policy signals that we can continue to advance our social

impact mandate of minimising financial barriers to higher education, while affording the public the opportunity to choose TSIBA primarily on the basis of its perceived value. We believe this model augurs well for the sustained growth of the institution. We however observed that as the fees drive was intensified, student retention began to suffer. We continue to work closely with the SRC to cushion the effect of non-payment of fees on academic throughput and retention.





**TSIBA Student Representative Council - a vibrant partnership**

The 2022 TSIBA Students Representative Council (SRC) was reconstituted during the first semester as follows:



**Tanaka Makuzva**  
President  
BBA 2



**Anele Mkunyanana**  
Deputy President  
HCBA



**Thembela Jacobs**  
Secretary-General  
BBA 3



**Lebohang Kanogoiwe**  
Academic & Transformation  
BBA 3



**Jemima Asopo**  
Events, Marketing & Fundraising  
BBA 1



**Eugenie Jephtha**  
Operations & Logistics  
BBA 1




**Emelda Ngwali**  
Operations & Logistics  
BBA 1



**Zuko Xhashimba**  
Campus & Facilities  
BBA 1

Alongside the SRC are the student ambassadors (SAs), who volunteer their time and talents to promote a vibrant student life at TSIBA. Following a two-phase leadership development programme, the SRC has embraced its mandate to good effect. Together, the student leadership has been instrumental in maintaining fruitful relationships between management and students, thus advancing a coherent TSIBA spirit across the institutio

A group of nine graduates in black caps and gowns are standing in a line. They are smiling and looking towards the camera. The background is a colorful geometric pattern of triangles in shades of blue, purple, and green. The text is overlaid on the image.

In closing, I'd like to express the heartfelt gratitude of the Executive Committee of TSIBA Business School to our academic partners who continue to lighten our burden through their dedicated generosity. In this regard, our gratitude goes to B360 Education Partnerships for the sustained professional collaboration and to JUTA Publishers, The Snapplify Foundation, Hedron Consulting, EBSCOHost and InMagic for the resourcing of our library and enabling sufficient access to high quality educational content. We are also grateful to EDGE Publishers and Burke Publishing for generous discounts on academic content.

Dr Peter Ayuk  
*Academic Dean*

# Appreciation

## Student Demographics

Our student demographics in Semester 1 2022 remained in line with our historical trend of attracting students mostly from the two larger demographic groups in the Western Cape (African and Coloured). While TSIBA welcomes students from all walks of life, our roots remain primarily in and around the communities we have supported since inception. We also continue to offer financial support to every TSIBA student based on a model of

relative levels of affordability, and no fees are payable for students whose household income is less than R 350 000 per year. In this way, TSIBA undergraduate students pay only what they can afford, thereby removing financial barriers to tertiary education.

Our longer-term strategy, through the introduction of additional tertiary and further education and training qualifications is to grow the number of students registered on our programmes, and towards

significantly increased impact. This strategy is well supported with the move to our new campus in January 2020 and will include efforts to welcome students from increasingly diverse communities. Uniting and reconciling all South Africans is a work in progress. As we grow our student population we hope to enable this important work.

Age Group	Count of Students
<18	151
18 to 24 yrs	494
25 to 31 yrs	49
32 to 38 yrs	15
39 to 45 yrs	11
46 yrs+	5
<b>Total</b>	<b>725</b>

Equity	Male	Female	Total
<b>African</b>	159	269	428
<b>Coloured</b>	115	174	289
<b>Indian</b>	1	5	6
<b>White</b>	2		2
<b>Total</b>	<b>277</b>	<b>448</b>	<b>725</b>

Equity	Count of Students
African	428
Coloured	289
Indian	6
White	2
<b>Total</b>	<b>725</b>

Gender	Count of Students
Male	277
Female	448
<b>Total</b>	<b>725</b>

# Demographics



The significant growth in TSIBA Business School student applications, student numbers and brand equity in 2020, 2021 and this year year has followed an ambitious five-year strategy to build an aspirational, value-adding institution to which students from diverse communities would apply to, and seek to study at (some fully funded, and some at subsidised tuition fees).

This ambition, and the associated strategy has included our migration to the beautifully appointed and fully supported information technology infrastructure equipped campus in Woodstock (TSIBA House). The enabling infrastructure has formed part of additional continued investment into TSIBA academic offerings through the first half of 2022. The strategy has further included the recruitment of highly qualified academic faculty and support staff, as well as the rebranding of TSIBA Education as TSIBA Business School.

While the investment into the TSIBA strategy remained evident in our financial performance through the 2020, and 2021 financial years, into the first half of 2022, and is anticipated to continue to year-end 2023, the TSIBA Board and

Executive continues to endorse the long-term strategy to ensure the relevance and financial sustainability of the institution. To this end, the Board and Executive are very encouraged by the increased student applications to all of our academic programmes (as indicated above), and the number of fee-paying undergraduate, postgraduate and international students who have registered for studies at TSIBA in 2022.

Attracting fee-paying students to an aspirational academic institution stands as one key objective of the ongoing investments in Campus, Facilities, Faculty and Academic offerings referred to above. Effective from 2022 TSIBA has introduced a revised undergraduate fees policy accommodating both fully and subsidised scholarships. The policy has been successfully implemented in alignment with the strategy and long-term financial sustainability of the institution, and is evident in the tuition income line to date.

In addition to consistent and continued financial support from our donor community, from both locally and international funders through Semester 1 of 2022, TSIBA is

fortunate to hold significant reserves through investments held by the TSIBA Education Trust and TSIBA Education NPC. These funds have been drawn upon, however, only to a limited extent towards the realisation of our long-term objectives. Our donor community continues to be committed to the vision of TSIBA and our financial reserves remain healthy under the careful stewardship of the TSIBA Trust Trustees and TSIBA Investment Committee.

A further investment into the future TSIBA is the recent acquisition of a campus in Pinelands and an associated capital campaign to fund this project (Founders' Gift). On realisation of the goals of Founders' Gift and a fully owned campus TSIBA will enjoy the twin benefits of a stronger balance sheet and significantly reduced annual operational costs in an increasingly high inflation environment. As TSIBA prepares to migrate to our new, permanent home in mid 2023 we remain confident that progress achieved in the first semester of 2022 takes us ever closer to our strategic and financial goals.



# Financial Report

A further investment into the future  
 TSIBA is the recent acquisition of a  
 campus in Pinelands and an associated  
 capital campaign to fund this project  
 (Founders' Gift).

<b>SUMMARY: INCOME AND EXPENSES (ZAR)</b> Year-To-Date: January 2022 - July 2022	
Monetary Donations	10 450 476
Non Cash Donations	14 000
Direct Costs of Fundraising	(22 500)
Gross Revenue From Donor Income	10 441 976
TSIBA Ignition Academy Income	386 938
Tuition Fees	4 890 152
Income from Events & Services	204 467
Income from Financial Activities	494 972
Direct Costs of Other Income	(8 300)
Gross Revenue Other Income	5 630 761
<b>GROSS OPERATING INCOME</b>	<b>16 459 675</b>
Administration Costs	(751 663)
Marketing Expenses	(448 071)
Campus Rental Infrastructure	(4 401 158)
IT / Telephone / Printing	1 697 935
HR Costs (Other)	(2 047 409)
HR: Payroll	(7 672 000)
Travel	(19 221)
Educational Costs	(2 072 762)
<b>OPERATING EXPENSES</b>	<b>(19 110 219)</b>
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>(2 650 544)</b>
Non-operating income (Interest, Dividends)	-
Depreciation	(736 414)
<b>NET SURPLUS/(DEFICIT)</b>	<b>(3 386 959)</b>



TSIBA Ignition Academy

# Chief Executive Officer



**Karien Cloete**

As I reflect on the activities of the TSIBA Ignition Academy during the first semester of 2022, I am reminded of the words of John C. Maxwell: "Change is inevitable. Growth is optional."

2022 has seen the world emerging from a global pandemic and the lockdowns that impacted economies both local and global. There is no denying that the preceding two years have forever redefined the ways in which we work, accelerated the adoption of digital technologies and in many ways highlighted inequalities - from access to health care to access to data. It also put an enormous spotlight on our interconnectedness - with our planet and with our fellow humans.

As we navigate the changes in our circumstances, we are all continually asked to choose: stagnate, regress or grow. This reality makes me once again grateful to be a part of the TSIBA Social Collective, a community whose determination to live its ethos of

purpose-driven education inspires me daily.

The TSIBA Ignition Academy was founded on principles of Agile business. As an emerging enterprise with core staff based in Cape Town, Johannesburg and Knysna we were used to the idea of 'remote working' even before the start of the pandemic. COVID and its subsequent restrictions, however, crystallised our strategy of being a remote organisation, offering hybrid training solutions that leverage the best of distance, digital and synchronous teaching methodologies to offer high-quality solutions to our clients, learners and entrepreneurs. Subsequently, much of our efforts and resources in the first semester were invested in the development of a bespoke learner management system and the review and revision of our e-learning content.

As an evolving business in the ed-tech space, we have taken a strategic decision to pilot a direct business-to-consumer offering in 2022.

As Phase 1 of this project, we developed and launched a new website for our LevelUp project in the first semester. An e-commerce component where alumni, current and future businesses and teams of the LevelUp community as well as new customers will be able to consume our digital courses, both for free and paid, is currently in development. This platform - intended to be mirrored on the Academy website is set to go live in the last quarter of 2022.

We are privileged to have concluded a further three year partnership with Retail Credit Services (RCS) in supplying Supplier Development services in April 2022. We have also been able to expand our client base in Johannesburg and are happy to have served new partners such as SafeHub/Amandla and the ICRD group during the first semester of this year.



# Enterprise & Supplier Development

## Operational Report

As an organisation, we aim to apply the principles that we espouse in the enterprise and supplier development (ESD) solutions we craft for our partners. We are happy to report that many of our own suppliers have been absorbed into our supply chain from our various programmes. They include, inter alia, My Future Work (instructional design and e-learning content), and Rentoza (supply of staff computers), Pencil Box (graphic design work), Verve Media (web-development), Mad Little Badger (video production), and Sompisi (Microsoft provider).

We were fortunate to have been able to further capacitate our team by appointing a number of new employees during 2022 including Elsa Marman as Learner Liaison, Jade-Lee Herman as LevelUp Community Manager, Tanya de Gouveia as ESD Coordinator and Project

Manager. Additionally we are hosting two learners, Michelle Mahlwele and Zaakir Gool. Both learners are enrolled for Business Analysis Practice NQF 5 and are involved in the IT and content development functions of our business.

## Skills Development

In the first semester of 2022 we continued support for learners enrolled at the end of 2021 and launched the delivery of new Generic Management NQF5 and Business Analysis NQF 5 Learnerships. These programmes are delivered mostly digitally by means of synchronous workshops and asynchronous self-paced training sessions.

We appointed a Learner Liaison to support the learners on their learning journey and to act as liaison between TIA, our clients, learner mentors and the SETAs. This appointment has

had a very positive impact, resulting in improved communication lines, managing expectations from all stakeholders, and improved efficiency in the learner enrollment and exit processes. As we grow and learn, we are noting interactions with learners that are repetitive and routine. Our intention is to further automate processes by supporting technologies in order to effectively leverage the capacity of the Learner Liaison.

While remote learning remains the predominant mode of delivery, workshops in appropriate modules have been taken back to the classroom. For example, we have delivered our Leadership and Self Development modules at various clients' premises.



## Skills Development Statistics

Notwithstanding the challenges faced by learners, the academic progress seen has exceeded expectations.

Number of enrolled Learners	Number of active Learners	Attrition	Throughput
45	32	13	71%

All learners are onboarded onto the TSIBA Ignition Academy LMS and relevant data collected and stored that is aligned with SETA requirements. Learners can access their courses and assessments online.

Programme	Active learners (Pre- moderation)	Notes
Business Administration 4	32	8 Learners to undergo moderation this quarter
Business Analysis and Support Practice 5	5	2 Learners to undergo moderation this quarter
Generic Management 5	21	In progress with theoretical training and assessment
SP - Business Analysis and Support Practice 5	4	4 learners to undergo moderation this quarter
Current active learners:	62	
SP - New Venture Finance ( ESD - Business Essentials Programme)	17	
New Business Administration 4 Cohort to start on 20 Sept 2022	6	To be onboarded on 5 September 2022
New Generic Management 5 Cohort to start on 20 Sept 2022	20	To be onboarded on 20 September 2022
New enrolments expected in Second Semester:	43	To be onboarded on 20 September 2022



# Skills Development



## Skills Development Statistics

### Quality Assurance

To improve the quality of our learning programmes, a Quality Assurance expert was tasked to conduct an assessment of our online learning offering during the first semester. TIA fared well for “first time” developers of e-learning content with praise given for the relevance of our accredited content. The findings of the QA Assessment were valuable and insightful and will culminate in the production of a full Online Learning Style Guide that will be used for the development of all future full and short skills programmes. To ensure that our e-learning content is up to standard and meets the needs of our current and future clients, TIA has recruited and will host

two unemployed learners who would assist our Academic Lead in the maintenance and creation of digital assets, whilst completing a qualification in Business Analysis Support Practice L5.

### Enterprise and Supplier Development

#### SAFEHUB Incubation Programme

TSIBA Ignition Academy (TIA) was contracted to facilitate the implementation of The SAFEHUB / Dlabs 6 week incubation programme in February 2022. The purpose of this programme was to conceptualise and implement a streamlined support system for community members with feasible business ideas - from ideation and idea validation through to the Companies and Intellectual Property

Commission (CIPC) registration and preparing them for pitches to mentors, incubation programme leaders and eventually early stage entrepreneurship investors.

Out of 10 candidates supported, 5 were enthusiastic and ambitious women who have accepted the challenge to turn their ideas into a tangible reality. 9 entrepreneurs graduated from the programme, by formalising their businesses and engaging in their first ever “Pitching sessions.” SAFE Hub has absorbed some of these businesses as suppliers, which we consider a great win.

We continue to look for more such opportunities to create more enabling environments and programmes.



## LevelUp

With the conclusion of a further three year partnership with Retail Credit Services (RCS), we launched the 4th Cohort of the LevelUp programme in February this year with a strong and diverse group of entrepreneurs. Our team worked hard to forge strong relationships with a network of experts and partners to ensure we create impactful mentorship and offer quality access to opportunities.

### Key Milestones Achieved

We launched our new LevelUp website [www.levelup-africa.co.za](http://www.levelup-africa.co.za) and will be launching the

community platform and e-learning content by the end of September.

We also partnered with Global Start Up Awards Africa (GSA) in sponsoring a panel discussion on 'The future of Funding and Gender Lens Investing in Africa' in June 2022, with our LevelUp communications expert, Heather Parker moderating and one of our star start-up founders, Tebogo Mokwena from Akiba Digital as a panellist. The African Startup Awards connected the best of African tech startups across the continent to a global network of leading investors and innovation ecosystems and we are very proud to have been able to partner with them.

In October LevelUp plans to Showcase the current nine(9) Businesses in residence at a hybrid event broadcast from both Johannesburg and Cape Town. In September we will be welcoming our next group of entrepreneurs, making it the 5th "iteration" of the formal LevelUp 6-month business inspiration programme. Keep an eye on our website for more information.

### Our LevelUp Cohort 4 Businesses in Residence are:

Helplink Africa Pty Ltd	Online Unique Tourism experience
Verve Media Group Africa	Design and development agency
Puno Greenery Pty Ltd	Agriculture (small farms) Investment and crowdfunding platform
WHC (Wiegience) Pty Ltd	Aqua Tech App. The "Uber" for Plumbing and other water crisis needs.
JobCrystal	AI Recruitment Applications
GreenMovement	Developed Recycled Briquettes as a fossil fuel replacement.
Upcycle Creative Pty Ltd	Transforms waste into beautiful corporate gifts while training and enabling their community.
Mind Retirement Pty Ltd	Counselling and employee wellness
Feenix	Crowdfunding platform for Tertiary education.



# LevelUp

## The Soul of Education: A Founders' Gift

At TSIBA we've always been pioneering, and brave. For example, when our co-founder Leigh Meinert was invited to speak at TedX she chose a topic that was controversial. She began her talk, called The Soul of Education, saying "Today, I want to take a risk... When we think about education we usually think about people's heads and about facts and theories and filling them with that. More and more, we're realising that emotional intelligence plays a role and that we need to bring in fun and emotional engagement to enhance the learning experience. We're even willing to acknowledge that our bodies have a wisdom that needs to be integrated into the classroom.... but talk of the soul is still a taboo."

Education with soul, Leigh goes on to explain, helps us find our passion and our purpose, it asks powerful questions more than it gives answers and it requires teachers to become mentors and coaches. It's an approach that is fit for the twenty-first century and the increasingly turbulent times we are living in, not the factory-style approach to teaching that was designed in the industrialising twentieth century and still sadly persists today.

In his book *Ecological Literacy: Educating Our Children for a Sustainable World*, David Orr supports this approach when he observes that, "there is a myth that the purpose of education is to give one the means for upward mobility and success. The plain fact is that

the planet does not need more successful people. The world desperately needs more peacemakers, healers, restorers, storytellers, and lovers of every kind. It needs people who live well in their places. It needs people of moral courage willing to join the fight to make the world habitable and humane. And these qualities have little to do with success as we have defined it".

The ethos of purpose-driven education is the foundation upon which all curricula at TSIBA Business School have been built. As a Business School, the core subjects which underpin excellent business education are necessary and provided in full. But they are not sufficient to achieve an education which inspires its graduates to act in caring citizenship, without which our future is uncertain at best and bleak at worst. The TSIBA education ethos goes beyond by placing leadership, and the theme of Purpose-Lived at the heart of all of our curricula. All graduates of TSIBA have spent years exploring powerful questions such as Who am I? What is success? How do I add value? and, What is my Work? These are the questions we all must answer. The answers, once found, inspire action that builds better communities and sustainable ecosystems.

Leadership, and purpose-lived leadership in particular infuses all learning at TSIBA and exists as the essence of an institution inspired to profoundly impact the future trajectory of young people. Notwithstanding that most TSIBA students have emerged from

historically under-resourced communities, it is for this approach to education that the institution has produced disproportionately high numbers of Mandela-Rhodes, Kofi-Anan and Alan Gray Orbis Scholars and Fellows, and that over 90% of its degree graduates are actively engaged and employed citizens..

The essence of the Soul of Education which has guided the learning journey since the inception of TSIBA is perhaps the primary gift of the founders of this institution. It is this essence which will nurture and bring life to fertile minds at our new campus which TSIBA will occupy in 2023.

Outside of the formal curriculum, our co-founder and Chairperson, Gia Whitehead, continues to lead TSIBA's efforts to expound on the soul of education in her conversations on the theme of Purpose-Lived. These podcasts, easily accessed through the Purpose-Lived page of the TSIBA website, aim to inspire our students, our broader community, and any human wishing for a better planet and a more gentle humanity.





TSIBA Future Business Leaders  
**Board Chairperson**



**Gia Whitehead**

**Looking to the future**

Every cloud has a silver lining. The challenge of meeting our education mandate through the Covid-19 pandemic had driven TSIBA to digitise courses and reinvent our learning methods and approach. As a result, TSIBA has developed and implemented a hybrid (blended) model of teaching which is also crucial to our institution's plans for the future - including significantly expanded impact and delivery of excellent academic programmes. Notwithstanding lockdown associated challenges, over the past three years TSIBA has seized the opportunity to build a premium campus experience that blends the best elements of physical presence with rich, personalised online learning. These new ways of learning and thinking will prove invaluable in the years ahead, both to the quality of our offering and our plans for growth.

As the education environment continues to shift, TSIBA remains conscious that our students are entitled to be demanding consumers seeking a return on their investment, and the

assurance that TSIBA will equip them with the skills to succeed at their careers. If we are to remain relevant we must meet these expectations. Our key focus is thus to continue to equip our graduates for success in a rapidly changing world.

Towards the above we are realising a long-awaited dream of owning our own campus through loan funding provided. TSIBA stands at a momentous moment and one that our full community can be proud of. From a blanket factory in Mowbray in 2005 to a fully owned campus aiming at 2000 students in studies annually by 2030 is no mean feat.

In support of these larger dreams we have launched the Founders' Gift' Capital Campaign to cover the costs associated with acquiring and preparing the new space and building sustainability reserves. This acquisition provides a grounding and legacy for future TSIBA generations to build on.

**When you Give to TSIBA, you invest directly in the future of young people, the next generation of business leaders and those who will take South Africa forward.**





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TSIBA is registered with the Department of Higher Education and Training as a Private Higher Education Institution under the Higher Education Act, 1997. Registration certificate No. 2007/HE08/001.

[www.tsiba.ac.za](http://www.tsiba.ac.za)

